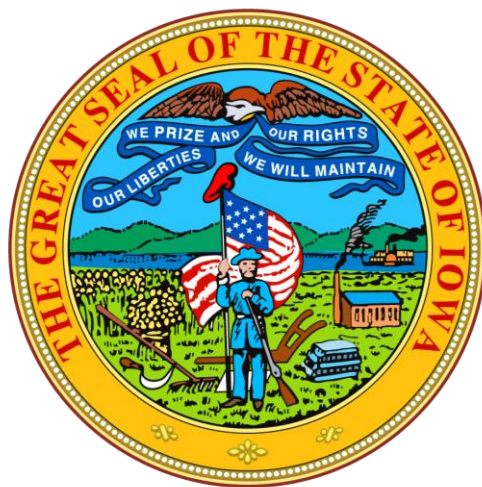


Multi-Year Training and Exercise Plan

State of Iowa



January 2008

PREFACE

Multi-Year Training and Exercise Plan

The State of Iowa has pursued a coordinated homeland security strategy that combines enhanced planning, new equipment purchases, innovative training, and realistic exercises to strengthen the State’s emergency detection, prevention, response, and recovery capabilities. Training and exercises play a crucial role in this strategy, providing the State with a means of attaining, practicing, validating, and improving these capabilities.

The State’s training and exercise programs are administered by Iowa Homeland Security and Emergency Management (HSEMD), with valued cooperation and contributions from nonprofit organizations, private industry, and government agencies—from Federal to municipal. To achieve HSEMD’s vision of a safe, secure, and sustainable Iowa, stakeholders convened to compose this Multi-Year Training and Exercise Plan. This document was completed with direct coordination with our state stakeholders including the Iowa Department of Public Health (IDPH). The training and exercise agenda laid out in this plan incorporates for all State-level response agencies, as well as for any jurisdictional response agencies receiving State homeland security funds. Accomplishment of the broad goals and specific objectives outlined herein, as well as the continued commitment of all parties to the preparedness process, will equip the State of Iowa to protect its citizens from all hazards, whatever the kind, whatever the cause.

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Multi-Year Training and Exercise Plan

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PURPOSE

Multi-Year Training and Exercise Plan

The purpose of the Multi-Year Training and Exercise Plan is to provide a companion document to The Iowa Strategy for Homeland Security and Emergency Management focused on exercises. It is a living document intended to be updated and refined annually. The Multi-Year Training and Exercise Plan provides a roadmap for Iowa to accomplish the exercise priorities described in the strategy. Each priority is linked to recent After-Action Report (AAR) results, the target capabilities that would facilitate accomplishment of the priority, and the training and exercises that will help Iowa obtain or validate those capabilities and address that priority.

Included in the Multi-Year Training and Exercise Plan is the comprehensive training and exercise schedule, which provides graphic illustrations of the proposed activities, scheduled for the years 2008 – 2010. The schedule represents the natural progression of training and exercises that should take place in accordance with the building-block approach. At the conclusion of Appendix A is the Iowa's State Five Year Exercise Plan for state government starting in FFY 08.

PROGRAM PRIORITIES

Multi-Year Training and Exercise Plan

As part of the continuous preparedness process, Iowa Homeland Security and Emergency Management (HSEMD) drafted the Iowa Strategy for Homeland Security and Emergency Management to clearly define the State's efforts and areas of focus. Based on the guidance of the U.S. Department of Homeland Security (DHS) as depicted in the National Preparedness Goal, the strategy commits Iowa to the National Priorities defined by DHS and supplements these priorities with initiatives specific to Iowa's threats and capabilities.

The following priorities were established to focus Iowa's homeland security and emergency management efforts, ensure alignment with the National Preparedness Goal, and address Iowa's distinct needs. For each priority, Iowa has identified outstanding Improvement Plan (IP) action items, associated capabilities from the Target Capabilities List, and the training courses and exercises that will achieve and refine those capabilities. Scheduled training courses and exercises are also depicted in the Multi-Year Training and Exercise Schedule in Appendix A.

Training all disciplines involved in exercise design, development and evaluation statewide in Homeland Security Exercise and Evaluation Program (HSEEP) is a high priority. There are several trained instructors including representatives from each region/district and state agencies. All exercises will be designed, developed and evaluated in accordance with the HSEEP methodology after training sessions are held. The intent is to train the exercise design personnel by teaching classes regionally.

It is HSEMD's goal to have at least people representing at least 2 response disciplines per county trained in the HSEEP program by December 31, 2009.

Expanded Regional Collaboration and Mutual Aid

At all levels of government, promote mutual-aid agreements (MAAs) that provide assets for prevention, protection, response, and recovery. Continue to support regional activities where they exist and consider new ways regions can be used for homeland security and emergency management activities.

Relevant Improvement Plan (IP) Action Items

Multi-County Functional Exercises; 2005 actions

- Promote IMAC throughout the Region and in every county.
- Ensure all communities have the opportunity to become Iowa Mutual Aid Compact (IMAC) signatories
- Conduct IMAC training for officials who signed IMAC
- Clarify IMAC procedures for personnel/jurisdictions throughout the Region that have questions/reservations about becoming an IMAC signatory.

Associated Capabilities

- Planning
- Communications
- Intelligence/Information Sharing and Dissemination
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- Firefighting Operations/Support
- Public Safety and Security Response
- Urban Search and Rescue (USAR)

- Volunteer Management and Donations
- Economic and Community Recovery

Training Courses and Exercises that Support this Priority and Associated Capabilities

- Regional drills during Severe Weather Week, Statewide 2008
- Region 4 multi-county exercise, May 2008
- Regional TTXs based on an agricultural scenario that also focuses on communications
- Regional exercise involving a natural hazard; Region 5, 2008
- Continued training and exercise opportunities in a regional setting
- Seminars on mutual-aid processes and subsequent incorporation into responder and Emergency Operations Center (EOC) orientations and training IS 706 - NIMS Intrastate Mutual Aid – An Introduction
- T/A - Regional Planning – Regional Response Planning (available but not funded by the state)
- HSEMD - Iowa Mutual Aid Compact (IMAC) presentation (state Sponsored Course)

Implementation of the National Incident Management System (NIMS) and the National Response Plan (NRP)

Implement the National Incident Management System (NIMS) and the National Response Plan (NRP) to provide a consistent nationwide approach for Federal, State, local, and tribal governments to work effectively and efficiently together to prepare for, respond to, and recover from all types of domestic incidents.

Relevant Improvement Plan (IP) Action Items

Multi-County Functional Exercises, 2005, actions:

- Update emergency plans to be NIMS compliant
- Offer IS 800, National Response Plan an Introduction, to all EOC personnel
- Per the county NIMS implementation plan, use State, regional, and local trainers to conduct NIMS and ICS training to all first responders plus elected, county, and city officials
- Update resource lists in accordance with NIMS resource typing format for EOC staff use during exercises and incidents
- Mandate that all primary players (as designated by the matrix) complete awareness-level training and incorporate NIMS into the Emergency Operations Plan
- Incorporate NIMS into standard operating procedures (SOPs) and Emergency Operations Plans (EOPs) and publish a Standard Operating Guideline (SOG)/SOP for the EOC staff
- Conduct an executive-level seminar for department heads and elected officers to train on NIMS

After Action Report from Winter Storms 2007 actions:

- Comprehensive planning in the EOC. NIMS identifies roles and processes for an EOC. Mandate the use of IAPs in the EOC.

Associated Capabilities

- Planning
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning

- Fatality Management
- Firefighting Operations/Support
- Onsite Incident Management
- Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination

Training Courses and Exercises that Support this Priority and Associated Capabilities

- Small discussion based exercises within HSEMD NIMS/ICS focused 2008
- TTX for EOC response personnel within HSEMD 2008
- Continue NIMS implementation plans, including NIMS/ICS training and incorporate NIMS into all exercises .
- COOP exercise/s, Amber Waves III, Spring 2008
- Vigilant Guard, June 2009

Available Web Based Courses

- IS 700 - NIMS An Introduction
- IS 100 - Introduction to Incident Command System
- IS 200 - ICS for Single Resources and Initial Action Incidents
- IS 800. - A National Response Plan (NRP) An Introduction
- IS 701 - Multiagency Coordination System
- IS 702 - NIMS, Public Information System
- IS 703 - NIMS, Resource Management
- IS 706 - NIMS Intrastate Mutual Aid – An Introduction

Available Courses but not funded by the state

- MGT 360 - WMD Incident Command
- G 191 - ICS/EOC Interface
- G 775 - EOC Management and Operations

State sponsored courses

- G300 – ICS 300 Intermediate ICS for Expanding Incidents
- G400 – ICS 400 Advanced ICS Command and General Staff – Complex Incidents

Implementation of the National Infrastructure Protection Plan (NIPP)

Ensure critical infrastructure is protected in the State of Iowa. Develop a system to identify and prioritize critical infrastructure and plans to protect identified critical infrastructure.

Relevant Improvement Plan (IP) Action Items

After Action Report from Winter Storms 2007 actions:

- Protecting the critical infrastructure (in this case the electrical infrastructure was significantly impacted due to severe winter weather). Continue discussions to develop a workable means for security local outage and repair impacted household numbers.

After Action Report from State of Iowa Integrated Emergency Management Course actions:

- Protecting the critical infrastructure (in this case, the support structure needed to maintain critical state government functions due to tornadoes impacting the Capital Complex). Additional comprehensive studies need to be completed to determine how

communications would be affected. Each agency should identify and prioritize complete requirements for critical and ongoing functions.

Associated Capabilities

- Planning
- Risk Management
- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection
- Critical Infrastructure Protection (CIP)

Training Courses and Exercises that Support this Priority and Associated Capabilities

- As critical infrastructure plans progress, conduct training and exercises for response personnel on implementing the plans; include relevant private sector representatives
- Continue to train and exercise with the private sector focusing on Improvement Actions items that resulted from Amber Waves II tabletop exercises.
- COOP exercise/s (type and scope TBD)

Available Web Based Courses

- AWR 132 W - Understanding & Planning for School Bombing Incidents
- AWR 187 W - Terrorism and WMD Awareness in the Workplace
- IS 860 - Introduction to the National Infrastructure Protection Plan

Available Courses but not funded by the state

- AWR 131 - Prevention of and Response to Suicide Bombing Incidents
- AWR 185 - Frontline Responder Training (Protecting Soft Targets)
- MGT 310 - Threat & Risk Assessment

State Sponsored Courses

- AWR 160 - WMD Awareness Level Training

Information Sharing and Collaboration

Develop Iowa's Fusion System to receive and analyze information and share the results of that analysis with Federal, State, and local entities. Develop a state-wide/regional interactive information and an intelligence-sharing warehouse. Utilize and expand the Health Alert Network (HAN) as a tool to alert primary partners and stakeholders before, during, and after an emergency.

Relevant Improvement Plan (IP) Action Items

Multi-County Functional Exercises, 2005, actions:

- Schedule and conduct joint meetings with the emergency management agency (EMA), Fusion Center, and local law enforcement to identify and outline each agency's role in the EOC upon activation and develop and update EOC SOPs to reflect these roles as appropriate. SOP's should reflect what information and the how that information will be disseminated to the appropriate discipline.

After Action Report from Winter Storms 2007 actions:

- Coordinating information sharing between the public and private sectors in times of a disaster.

- Coordination of road closures between impacted agencies.

After Action Report from Amber Waves II 2007 actions:

- Continue to develop the HSIN for information sharing among public and private partners.
- Educate public and private sectors on how information is received by the state and how it is distributed.

Associated Capabilities

- Communications
- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Intelligence/Information Sharing and Dissemination
- Law Enforcement Investigation and Operations

Training Courses and Exercises that Support this Priority and Associated Capabilities

- Seminars with the regional Fusion Centers on their roles and responsibilities.
- Regional TTXs with emphasis on information gathering and dissemination
- Using the Amber Waves II tabletop exercise tools, exercise at the local level focusing on public-private sector coordination and information sharing.
- Vigilant Guard, June 2009

Available Courses but not funded by the state

AWR 181 - Developing and Intelligence Exchange Model in State, Local and Tribal Law Enforcement Agencies; A Quick Start Program

T/A – Fusion Process Orientation

T/A – Fusion Center Governance Structure & Authority

T/A – Fusion Center Concept of Operations Development

T/A – Fusion Center Privacy Policy Development

T/A – Fusion Center Administration & Management

T/A – Fusion Liaison Officer Program Development

T/A – Criminal Intelligence for the Chief Executive

T/A – National Information Exchange Model

Communications Interoperability

Establish statewide communications and interoperability allowing all local jurisdictions the capability to share voice, data, and full motion video on demand when authorized. Establish, train, and exercise on a tactical interoperable communications plan.

Relevant Improvement Plan (IP) Action Items

Multi-County Functional Exercises, 2005, action:

- Conduct a regional communications exercise using radio relay, WebEOC[®], and amateur radio
- Ensure redundant communication mechanisms with external agencies
- Identify and solicit additional amateur radio operator support personnel
- Upon receipt of communications equipment, establish an SOP for communications checks

Associated Capabilities

- Communications
- Intelligence/Information Sharing and Dissemination
- Emergency Public Information and Warning
- EOC Management
- Onsite Incident Management
- Public Safety and Security Response
- Responder Safety and Health

Training Courses and Exercises that Support this Priority and Associated Capabilities

- Frequent interagency and multi-jurisdictional communications drills
- QC FE/FSE Spring 2008
- DAEC FE/FSE Fall 2008

Available Courses but not funded by the state

T/A – Interoperable Communications Technical Assistance Program

T/A – 9-1-1 Communications Center Technical Assistance

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection, Response, and Decontamination

Strengthen CBRNE detection, response, and decontamination capabilities. Develop statewide radiological and explosive response capabilities for a dirty bomb attack.

Relevant Improvement Plan (IP) Action Items

Multi-County Functional Exercises- 2005, actions:

- Schedule and conduct a WMD awareness class for responders who have not yet taken the course
- Update EOP to include WMD

Associated Capabilities

- Communications
- Risk Management
- Information Gathering and Recognition of Indicators and Warnings
- CBRNE Detection
- Public Health Laboratory Testing
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- Environmental Health
- EOC Management
- Explosive Device Response Operations
- Fatality Management
- Firefighting Operations/Support
- Isolation and Quarantine
- Mass Prophylaxis
- Medical Supplies Management and Distribution

- Medical Surge
- Onsite Incident Management
- Public Safety and Security Response
- Responder Safety and Health
- Triage and Pre-Hospital Treatment
- USAR
- WMD/HazMat Response and Decontamination

Training Courses and Exercises that Support this Priority and Associated Capabilities

- FSE; Region 4, 2008
- 71st CST FSE Fall 2007
- Tornado TTX with a HazMat element; Kossuth County, 2008
- Terrorism/HazMat FE; Shelby County, 2008
- Bio-terrorism/smallpox FSE; Shelby County, 2008
- HazMat FSE; Black Hawk County, 2008
- HazMat FSE; Dubuque County, 2008
- QC FE/FSE Spring 2008
- Terrorism awareness training
- DAEC FE/FSE Fall 2008

Available Web Based Courses

- AWR 110 –W WMD/Terrorism Awareness for Emergency Responders
- AWR 111 – W EMS/Basic Concepts for WMD Incidents
- AWR 112 –W Public Works / Basic Concepts for WMD Incidents
- AWR 124 – W Campus Public Safety Response to WMD Incidents
- AWR 187 – W Terrorism and WMD Awareness in the Workplace
- AWR 190 – W A Foundational Awareness of WMD/Terrorism

Available Courses but not funded by the state

- AWR 120 – Law Enforcement Response to WMD
- AWR 170 - Leading from The Front; WMD for Law Enforcement Executives
- AWR 184 – Managing the Incident; A Leadership Guide to WMD Events
- PER 211 – EMS: Operations and Planning for WMD Incidents
- PER 212 – WMD/Terrorism Incidents Defensive Operations for Emergency Responders.
- PER 250 – Emergency Response to Terrorism: Operations Course

State Sponsored Courses

- AWR 160 – WMD Awareness Level Training

Medical Surge and Mass Prophylaxis

Leverage all available resources to strengthen medical surge and mass prophylaxis capabilities.

Relevant Improvement Plan (IP) Action Items

Multi-County Functional Exercises ; 2005, actions:

- Coordinate with IDPH, the Centers for Disease Control and Prevention (CDC), and HSEMD as recommended in the prescribed procedures for requesting the Strategic National Stockpile (SNS) as well as its general purpose and contents.
- Conduct training, workshops, and exercises specifically focused on the SNS process, including, receiving, distribution, and dispensing.

Associated Capabilities

- Emergency Public Information and Warning
- Fatality Management
- Mass Care (Sheltering, Feeding, and Related Services)
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Medical Surge
- Onsite Incident Management
- Public Safety and Security Response
- Triage and Pre-Hospital Treatment

Training Courses and Exercises that Support this Priority and Associated Capabilities

- Regional IDPH FE Surge/Purge, June 2008
- Local public health and EMA Point of dispensing (POD) exercises; 2007-8
- Joint training among emergency management, hospital, public health, and EMS personnel on medical surge and mass prophylaxis to increase education and capabilities

Available Web Based Courses

- LMS – Mass Dispensing Sites: A primer for Volunteers

Available Courses but not funded by the state

- LMS – SNS Program and Antiviral Medication Stockpile

Security in Agriculture

Build a coordinated statewide approach to preparedness for, response to, and **recover from** emergencies that could potentially impact the agricultural industry. Build partnerships on the local level and with agricultural industry groups to improve preparedness and response capacity and incorporate existing resources.

Relevant Improvement Plan (IP) Action Items

Multi-county Functional Exercises-2005, actions:

- Create a Foreign Animal Disease Plan for the Region and locally
- Train first responders, private producers, public partners, and EOC staff on their roles and responsibilities in the event of a foreign animal disease outbreak

Associated Capabilities

- Citizen Preparedness and Participation
- Risk Management
- Food and Agriculture Safety and Defense
- Animal Health Emergency Support
- Emergency Public Information and Warning
- Economic and Community Recovery
-

Training Courses and Exercises that Support this Priority and Associated Capabilities

- Regional FEs based on an agricultural scenario; Region 1, 2008
- Multi-State Ag Workshop and TTX Fall 2007
- NVS TTX and FSE Spring 2008

- FMD FE; Mitchell and Worth Counties, 2008
- Collaboration on planning, training, and exercises with agricultural industry representatives

Available Web Based Courses

IS 111 - Livestock in Disasters

Available Courses, but not funded by the state

AWR 151 - Understanding the Dangers of Agro-Terrorism

AWR 152 – Principles of Preparedness for Agro-Terrorism & Food Systems Disasters

AWR 153 – Principles of Detection & Diagnosis

AWR 155 – Principles of Frontline Response to Agro-Terrorism & Food Systems Disasters

PER 270 – Agricultural Emergency Response Training

MGT 322 – Preparedness & Response to Agro-Terrorism

State Funded Courses

Kirkwood - Foreign Animal Disease Response

Critical Resource Logistics and Distribution

Strengthen Iowa’s capabilities for resource identification, deployment, and utilization. Enhance the system for managing resources utilizing databases, incident command structure, response plans, operations plans, IMAC, and the Emergency Management Assistance Compact (EMAC) to maximize resource utilization and capacities.

Relevant Improvement Plan (IP) Action Items

Multi-County Functional Exercises ; 2005, actions:

- Work with the American Red Cross and The Salvation Army to revise resource management plan with specific guidelines and contact information
- Using NIMS resource typing, create a database of resources within the county that can be used to support emergency response operations
- Update local resource list semiannually. Consider using Retired Senior Volunteer Program (RSVP) personnel to do this work
- Create a database of resources and establish memoranda of understanding (MOUs) with companies to obtain additional resources
- Update resource lists per NIMS format for EOC staff use during exercises and incidents
- Develop a list of vendors and associated resources
- Acquire a laptop and projectors to facilitate the tracking and sharing of resource lists
- Review resource management procedures for effectiveness

Amber Waves II 2007 actions:

- Review plans to ensure that interdependencies have been identified and mitigation strategies addressed to the fullest extent possible.

Associated Capabilities

- Planning
- Critical Resource Logistics and Distribution
- EOC Management
- Fatality Management
- Mass Care (Sheltering, Feeding, and Related Services)

- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Volunteer Management and Donations

Training Courses and Exercises that Support this Priority and Associated Capabilities

- MCI exercise; Dubuque County, 2008
- Once resource management procedures are updated where planned, conduct training on new procedures and incorporate into planned exercises
- Amber Waves III, public private TTX exercise Spring 2008
- Vigilant Guard 2009

Available Web Based Courses

IS 703 - NIMS Resource Management

IS 707 - NIMS Resource Typing (still in development)

Available Courses not funded by the state

G 276 – Resource Management

State Sponsored Courses

HSEMD – Web-EOC resource typing presentation

HSEMD – IMAC presentations

Animal Health Emergency Support

Develop a sustainability strategy for existing statewide veterinary rapid response teams (VRRTs).

Associated Capabilities

- Planning
- Citizen Preparedness and Participation
- Food and Agriculture Safety and Defense
- Public Health Laboratory Testing
- Animal Health Emergency Support
- Emergency Public Information and Warning
- Environmental Health
- Isolation and Quarantine
- Responder Safety and Health
- Economic and Community Recovery

Training Courses and Exercises that Support this Priority and Associated Capabilities

- FMD FE; Mitchell and Worth Counties, 2008
- Ag SNS FSE Spring 2008
- Using the Amber Waves II tabletop exercise tools, exercise at the local level focusing on public-private sector coordination and information sharing.

Available Web Based Courses

IS 111 - Livestock in Disasters

IS 700 - NIMS An Introduction

IS 100 - Introduction to Incident Command System

IS 200 - ICS for Single Resources and Initial Action Incidents

Available Course but not funded by the state

AWR 151 - Understanding the Dangers of Agro-Terrorism

AWR 152 – Principles of Preparedness for Agro-Terrorism & Food Systems Disasters

AWR 153 – Principles of Detection & Diagnosis

AWR 155 – Principles of Frontline Response to Agro-Terrorism & Food Systems Disasters

PER 270 – Agricultural Emergency Response Training

MGT 322 – Preparedness & Response to Agro-Terrorism

State Funded Courses

Kirkwood - Foreign Animal Disease Response

Economic and Community Recovery

Improve State and local recovery capabilities and capacities through education, training, and exercise of response personnel.

Associated Capabilities

- Planning
- Citizen Preparedness and Participation
- Critical Resource Logistics and Distribution
- Environmental Health
- USAR
- Volunteer Management and Donations
- Economic and Community Recovery
- Restoration of Lifeline
- Structural Damage and Mitigation Assessment

Training Courses and Exercises that Support this Priority and Associated Capabilities

- SAR FE; Cerro Gordo and Franklin Counties, 2008
- Incorporate aspects of this priority into scenarios and objectives of planned exercises

Available Web Based Courses

IS 546 – Continuity of Operations Awareness

IS 547 – Introduction to COOP

Available Courses but not funded by the state

MGT 337 – Preparing the State: Implementing Continuity of Operations Planning

E 550 – COOP Planning

Course Legend:

IS – FEMA’s Independent Study courses can be found at <http://training.fema.gov/IS/>

G – State courses presented in a classroom setting. To receive course materials, you must contact Iowa Homeland Security and Emergency Management / Training Officer 515-725-3281

E – These courses are offered at the Emergency Management Institute in Emmitsburg, MD at no cost

LMS – Learning Management System, these courses can be obtained from the following web site

<http://www.prepareiowa.com>

Kirkwood – This course can be obtained by contacting Kirkwood Community College at (319) 398-5678

HSEMD – These presentations can be scheduled by contacting Iowa Homeland Security and Emergency Management Division at 515-725-3231.

The following types of courses are available no cost to the student and are available by scheduling through HSEMD training at 515-725-3281.

AWR –awareness level course

PER –performance level course
MGT –management level course
T/A – Technical Assistance Workshop

TRAINING AND EXERCISE SCHEDULE

Multi-Year Training and Exercise Plan

Iowa's Training and Exercise Schedule uses a building-block approach to plan training courses and exercises based on Iowa's priorities. The building-block approach ensures progression in exercise complexity, allows for sensible preparation (e.g., equipment purchases or training courses), and outlines a training and exercise regimen that maximizes mutual reinforcement. These projected training and exercise activities are scheduled from January 2006 to December 2008 and are listed in Appendix A.

The jurisdiction will submit a 5-year exercise plan that provides for:

- Completion of one tabletop or one functional or one full-scale exercise per year.
- Completion of one full-scale exercise testing at least 75% of the annexes in the local emergency operations plan within a 5-year cycle.
- Exercise all of the emergency operations plan annexes over the course of the 5-year period.
- Utilize the multi-hazard approach in scenario selection; the same hazard and scenario cannot be utilized twice for credit unless the similar exercises are in preparation for a full-scale exercise.
- Submit the State of Iowa Exercise Report form to the Exercise Training Officer for incorporation into the statewide database.

Jurisdictions shall notify the Exercise Training Officer using the approved notification form at a minimum of **60 days** prior to a local exercise and **90 days** for a multi-county exercise. The purpose of this is three-fold:

- Allows the opportunity for the State's Exercise Training Officer to offer assistance and schedule an observation of the exercise.
- Allows the opportunity for planners and/or other state personnel to observe the exercise in order to get a better comprehension for how jurisdictions test their plans. These on-site visits will be coordinated through the local emergency management directors/coordinators.
- Ensures adequate time for the County Emergency Management Coordinators to properly complete the exercise design process.

Exercises must be reported no later than 60 days after the exercise has been completed. The State of Iowa Exercise Report form must be filled out completely including the Improvement Plan Matrix, Iowa Homeland Security and Emergency Management Division will then approve the exercise report and forward it as necessary.

APPENDIX A: TRAINING AND EXERCISE SCHEDULE, 2009 – 2010

Multi-Year Training and Exercise Plan

The following acronyms and abbreviations are used in the Training and Exercise Schedule:

| | | | |
|--------|---|------------|------------------------------------|
| Bio | Bio-terrorism | IED | Improvised Explosive Device |
| Co. | County | LEPC | Local Emergency Planning Committee |
| COG | Continuity of Government | MCI | Mass Casualty Incident |
| CST | Civil Support Team | NPS | Nuclear Power Station |
| DAEC | Duane Arnold Energy Center | NWS | National Weather Service |
| Decon | Decontamination | PIO | Public Information Officer |
| DNR | Department of Natural Resources | POD | Point of Dispensing |
| EMS | Emergency Medical Services | SNS | Strategic National Stockpile |
| EOC | Emergency Operations Center | SAR | Search and Rescue |
| EOP | Emergency Operations Plan | TTX | Tabletop Exercise |
| Ex | Exercise | UASI | Urban Area Security Initiative |
| FAD | Foreign Animal Disease | UI | University of Iowa |
| FE | Functional Exercise | WMD | Weapons of Mass Destruction |
| FMD | Foot-and-Mouth Disease | Natl- | Natural |
| FSE | Full-Scale Exercise | Mass Fatl- | Mass Fatalities |
| HazMat | Hazardous Materials | Mass Cas- | Mass Casualties |
| HSEMD | Homeland Security and Emergency Management Division | | |
| IDALS | Iowa Department of Agriculture and Land Stewardship | | |
| IDPH | Iowa Department of Public Health | | |

Iowa Homeland Security and Emergency Management

| Training and Exercise Schedule: 2008 | | | | | | | | | | | | |
|--------------------------------------|---|---|--|--|---|---|---|--|---|--|--|--------------------------|
| Region | Qtr 1 | | | Qtr 2 | | | Qtr 3 | | | Qtr 4 | | |
| | J | F | M | A | M | J | J | A | S | O | N | D |
| Region 1 | Hamilton Co-FE Winter storm Story Co-FSE-Tech | Calhoun Co-TTX-Mass Fat/Haz Mat Warren-FSE-Terror Jasper Co FSE Bio | Calhoun Co-FSE-Mass Fat/Haz Mat Webster-TTX-Tech Poweshiek Co-TTX- Natural | Carroll Co-TTX-Mass Fat/Haz Mat Jasper-TTX-Natl Polk Co-TTX-Terror | Boone Co-FSE-Terror Webster-FSE-Tech Warren-FE-Bio Grundy-TTX-Natl | Dallas Co-TTX-Mass Fat/ Haz Mat Hardin-TTX-Terror Marshall Co- FSE-Tech | Story Co-FSE-Terror Marshall Co- FSE-Tech | Grundy-FSE-Natl Webster-TTX-Tech Polk Co-FE-Mass Cas | Carroll Co FSE Airplane Crash; Poweshiek-TTX-Rad Jasper Co FE Chem Natl | Marshall Co-FSE-Rad Jasper-TTX-Natl Hardin Co FSE-Tech | Polk-FE-Mass Cas | |
| Region 2 | Allamakee-FSE-Terror Kossuth-FSE Terrorism | Weather FE: Mitchell, Worth Cos. Winneshiek Co TT-EOC, Terror | Kossuth Co TT-Natural. CG/Franklin-FSE-Pandemic | Severe Weather Week Hancock-FSE Bio Humboldt-FE-Bio; TTX-Bio | Bremer Co FE-Natural FAD CG/Franklin-FSE-Tech Allamakee-TTX-Bio | Winneshiek-FSE-Haz Mat Butler-FSE- Bio Howard-FSE-Bio | Worth Co-FE, Haz Mat Floyd-FE- Tech | Floyd-FE-Tech | Chickasaw-FE-Bio Worth Co-FE, Haz Mat Bremer Co- FE, Mass Fatalities | CG/Franklin-FE-Terror Emmet Co FE-Natural HazMat | Butler-TTX-Tech Floyd-FE-Ag | |
| Region 3 | Cherokee Co FE-Pan Flu O'Brien Co-FE- Terror | | Clay Co-FSE-Terror Sioux FS-Terror | Severe Weather Sac Co-FE-Ag | Clay Co FS Natural Lyon FE-Bio Monona-TTX-Terror Woodbury-FE-Natl | Buena Vista- TTX-Ag Pocahontas-TTX-Terror | Monona-FSE-Natl | | Monona-TTX-Tech Pocahontas- TTX-Terror | Plymouth Co FE-Terrorism Clay Co-TTX-Natural-Tornado | Palo Alto-TTX-Tech | |
| Region 4 | Pott Co, CST-FSE WMD Terrorism/HazMat FE: Shelby Co. | Audubon-FE-Natl | Mills-TTX-Terror Montgomery-TTX- Terror | Montgomery-TTX- Tech Union- FE- Tech | Regional FSE-Terrorism | | Montgomery Co FSE-Terror Pott Co-TTX-Mass Fatl | Page Co FE-Tech Ringgold Co-TTX- School | Pott Co- TTX-Natl-Dam Fail | Harrison Co-TTX- Rad | | |
| Region 5 | Van Buren Co-FSE- Terror | Wapello Co-TTX- Tornado Henry Co- TTX Tech | DSM Co-TTX-Natl-Tornado Muscatine Co-TTX- Natl | Wapello Co-TTX-Hosp/Tornado DSM Co-FSE-School | Mahaska-FSE-Mass Cas/Terror Henry-TTX-Terror ADLM-FSE-Terror | Van Buren Co-TTX- Haz Mat Muscatine Co-TTX- Tornado | Henry Co-FE-Natural Louisa- FSE- Bio | Louisa- TTX-Terror | | Van Buren Co-TTX- Natl/ Haz Mat Henry Co-TTX-School | | Muscatine Co-FSE- HazMat |
| Region 6 | BH Co- FE-SNS Receipt Delaware-FE-Natl Dubuque-TTX-Ag | Jackson Co-FE-Natl Johnson Co-TTX- Bio Scott Co FE-Mass Cas | Jackson Co TT-FAD Benton- FE-Rad Linn-FEW-Rad | BH-FSE-Haz Mat MCI Ex/Storm Spotter FE: Dubuque Co. Jones- FE-Terror | Clayton-FE-Ag Multi-Co EMA/PH FE-Tech/Bio Delaware-TTX-Natl | Clinton Co FS-Tech Iowa Co-TTX-Tech | Iowa Co-TTX-Haz Mat Jackson Co-FE-Terror | Benton-FE-Mass Cas BH-FSE-Mass Fatl | Linn-TTX- Natl | Benton Co FSE-REP Linn-FSE-REP | Jones Co-TTX-Natl Clayton-FSE-Bio | Linn-TTX-Natl |
| State | EPW | IDPH-TTX Purge/Surge | Severe Weather Week | HSEMD-TTX-Comm | Region 4 FSE | FSIS Food Defense Exercise | IDPH FSE Surge/Purge | HSEMD, IDPH-FSE-Rad QC | | HSEMD, IDPH-FSE-Rad DAEC | | |

Iowa Homeland Security and Emergency Management

| Training and Exercise Schedule: 2009 | | | | | | | | | | | | |
|--------------------------------------|---|---|--|---|---|--|---|---|--|---|--|--|
| Region | Qtr 1 | | | Qtr 2 | | | Qtr 3 | | | Qtr 4 | | |
| | J | F | M | A | M | J | J | A | S | O | N | D |
| Region 1 | Boone-TTX-Pan flu Jasper-TTX-Natl | Marshall-TTX-Natl Webster-FE-Tech | Calhoun-TTX-Bio Hardin-FSE-Terror Webster-FSE-Tech | Dallas-TTX-HazMat Carroll-TTX-Rad Warren-FE-Natl | Boone-TTX-Terror Poweshiek-TTX-Tech Grundy-TTX-Tech | Carroll-FE-FAD Dallas-TTX-Fire Story-FE-Tech | Grundy-TTX-Tech | Hamilton-FE-Haz Mat Polk-FSE-Mass Cas | Carroll-FSE-Rad Marshall-FSE-Natl; FE-Terror Poweshiek-TTX-Pan Flu | Marshall-FSE-Rad Polk-TTX-Pan flu | | |
| Region 2 | Allamakee-TTX-Natl Chickasaw-TTX-Natl | Bremer-FSE-FAD CG/Franklin-TTX-Natl Winneshiek-TTX-Tech | Kossuth-FE-Natl Floyd-TTX-Natl Howard-TTX-Terror | Emmet-TTX-Natl | Winneshiek-FE-Tech Floyd-FSE-Natl Humboldt-FSE-Mass Cas | CG/Franklin-FSE-Tech Hancock-FSE-Terror | Allamakee-FE-Ag Butler-TTX-Ag Chickasaw-TTX-Tech | Bremer-FSE-Terror Kossuth-FSE-Tech Worth-TTX-Terror | CG/Franklin-FE-Terror Emmet-FE-Tech Howard-TTX-Natl | CG/Franklin-TTX-Natl Winneshiek-TTX-Terror | Hancock-TTX-Bio Mitchell-TTX-Rad Worth-FE-Mass Cas | Butler-TTX-Natl |
| Region 3 | Palo Alto-TTX-Ag | Sioux-FE-Natl | Lyon-TTX-Tech O'Brien-FE-Natl | BV-TTX-Natl Woodbury-FSE-Man made Woodbury-TTX-Natl | Palo Alto-TTX-Mass Care | Lyon-TTX-Tech Palo Alto-FE-Tech Pocahontas-FE-Terror | | Sac-FSE-Natl | Cherokee-TTX-Tech | Clay-FSE-Tech Pocahontas-FSE-Terror | | |
| Region 4 | Pottawattamie-TTX-Natl Montgomery-TTX-Ag Shelby-FE-Natl | Audubon-FE-Natl Mills-TTX-Tech | Page-TTX-Pan Flu Shelby-FSE-Mass Cas | Guthrie-TTX-Terror Page-FE-Terror Pott/Harrison-FSE-Rad | Audubon-FE-Haz Mat Union-TTX-Haz Mat | Ringgold-FE-Terror Fremont-FSE-Haz Mat | Guthrie-FE-Ag Montgomery-FSE-Ag Mills-TTX-Haz Mat | Harrison-FE-Natl Ringgold-TTX-Natl | Pottawattamie-TTX-Natl Union-TTX-Terror | Harrison-FE-Rad Montgomery-FSE-Tech Ringgold-FSE-Natl | | Pottawattamie-TTX-Terror |
| Region 5 | | Wapello-TTX-Natl | ADLM-TTX-Terror Louisa-TTX-Tech | Van Buren-FSE-Terror Wapello-TTX-Terror | Henry-FE-Natl Mahaska-TTX-Natl | Mahaska-TTX-Natl Louisa-TTX-Natl | Henry-FE-Pan flu | ADLM-FE-Terror | DSM-TTX-School | Van Buren-TTX-Natl | DSM-TTX-Pan flu | |
| Region 6 | Delaware-FSE-Terror Dubuque-TTX-EOC | Black Hawk-TTX-Natl Jackson-TTX-Natl Benton-FE-Tech/Rad | Jones-FSE-Mass Cas Benton-TTX-Tech | Benton-TTX-Natl | Iowa-FE-HazMat Delaware-TTX-Natl Dubuque-FSE-Mass Cas | Benton/Linn-FE-Rad Regional HM FE Linn-FE-Tech | Jackson-TTX-Terror Jones-FE-Natl (Special Needs) Benton-FE-Tech | Black Hawk-TTX-Terror | Linn-FE-Natl | | Linn-TTX-Natl | Jackson-TTX-Natl (Special Needs) Clayton-TTX-Natl |
| State | | Ft Calhoun rehearsal-Rad | | Ft. Calhoun FSE- Rad | | SEG-FSE-Vigilant Guard | | | | | | |

Iowa Homeland Security and Emergency Management

| Region | Training and Exercise Schedule: 2010 | | | | | | | | | | | |
|----------|---|--|--|---|---|--|--|--|--|---|---|----------------------------------|
| | Qtr 1 | | | Qtr 2 | | | Qtr 3 | | | Qtr 4 | | |
| | J | F | M | A | M | J | J | A | S | O | N | D |
| Region 1 | Hamilton-FE-Rad Poweshiek-TTX-Food Safety | Calhoun-TTX-Rad Warren-TTX-Natl | Jasper-TTX-Natl | Calhoun-FE-Mass Fatl Carroll-TTX-Tornado Webster-TTX-Tech | Dallas-TTX-Pan flu Grundy-TTX-Trans Warren-TTX-Natl | Dallas-TTX-FAD Marshall-FSE-Natl Jasper-TTX-Natl | Boone-FE-Mass Cas Story-FE-Natl Hardin-FE-Natl | Polk-FE-Tech Grundy-FSE-Trans Webster-FSE-Tech | Carroll-FSE-Tornado Marshall-FE-Tech Poweshiek-TTX-FAD | Polk-TTX-Tech | Jasper-FE-Ag | |
| Region 2 | CG/Franklin-TTX-Natl Allamakee-TTX-HazMat Howard-TTX-Ag | Bremer-FSE-PIO/Natl Hancock-TTX-Natl Kossuth-FE-Terror | CG/Franklin-FE-Rad Emmet-FE-Tech | | Butler-FE-HazMat | Chickasaw-FE-Natl Humboldt-TTX-Ag | Allamakee-FSE-Haz Mat Humboldt-TTX-Rad/ Tech | Hancock-TTX-Natl Mitchell-TTX-Terror Worth-TTX-Mass Xas Howard-TTX-Natl | Bremer-FE-Natl Utilities CG/Franklin-FE-Tech Emmet-TTX-Natl Kossuth-FE-Terror | Mitchell-FE-Natl Worth-FSE-Tech | CG/Franklin-TTX-Natl Allamakee-TTX-Haz Mat | Butler-TTX-Tech Floyd-TTX-Bio |
| Region 3 | | | | BV-FSE-Natl Lyon-FE-Tech | O'Brien-FE-Manmade Sac-FE-Bio | Cherokee-FSE-Tech Sioux-FE-Manmade | Monona-FE-Natl Woodsbury-FSE-Tech | | Clay-FE-Terror | Pocahontas-TTX-Natl | Monona-FSE-Terror Palo Alto-TTX-Rad | |
| Region 4 | Shelby-FE-Mass cas | Page-TTX-Natl | Pottawattamie-TTX-Pan flu Shelby-TTX-Natl | Guthrie-TTX-Natl Audubon-FE-Bio Montgomery-TTX-Natl | Ringgold-FE-Natl Union-FE-Terror | Page-FE-Terror Mills-FE-Natl | Guthrie-FE-Terror | Harrison-FE-Mass Cas Audubon-TTX-Natl Fremont-TTX-Natl | Page-FE-Natl Pottawattamie-FE-Rad Ringgold-FSE-Natl | Harrison-TTX-Rad Union-TTX-Tech | Ringgold-TTX-Natl | |
| Region 5 | DSM-TTX-Natl | Henry-FSE-Natl | Van Buren-TTX-Natl | ADLM-TTX-Ag | Wapello-FSE-Natl | Louisa-FE-Natl | | Mahaska-FSE-Haz Mat | ADLM-TTX-COOP/COG | Van Buren-TTX-Ag | | |
| Region 6 | Linn-TTX-Mass Cas | Delaware-FE-Bio | Jackson-TTX-Natl Jones-TTX-Terror | Black Hawk-TTX-Tech Clayton-FE-Natl Dubuque-FE-Natl | Benton-FSE-REP Dubuque-FSE-Mass Cas Linn-FSE-REP | Linn-TTX-HazMat | | Black Hawk-TTX-Tech Iowa-TTX-Natl Benton-FSE-Tech | | Benton-FSE-REP Linn-FSE-REP | Scott-FSE-Rad | Clayton-TTX-Natl |
| State | | | | | DAEC FSE-Rad | | | | DAEC Rehearsal-Rad | DAEC FSE-Rad Quad Cities Rehearsal-Rad | Quad Cities FSE-Rad | |

APPENDIX B: TARGET CAPABILITIES LIST

Multi-Year Training and Exercise Plan

Common Target Capabilities

- Planning
- Communications
- Citizen Preparedness and Participation
- Risk Management

Prevent Mission Area Target Capabilities

- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Intelligence/Information Sharing and Dissemination
- Law Enforcement Investigation and Operations
- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection

Protect Mission Area Target Capabilities

- Critical Infrastructure Protection (CIP)
- Epidemiological Surveillance and Investigation
- Food and Agriculture Safety and Defense
- Public Health Laboratory Testing

Respond Mission Area Target Capabilities

- Animal Health Emergency Support
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- Environmental Health
- Emergency Operations Center (EOC) Management
- Explosive Device Response Operations
- Fatality Management
- Firefighting Operations/Support
- Isolation and Quarantine
- Mass Care (Sheltering, Feeding, and Related Services)
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Medical Surge
- Onsite Incident Management
- Public Safety and Security Response
- Responder Safety and Health
- Triage and Pre-Hospital Treatment
- Urban Search and Rescue (USAR)
- Volunteer Management and Donations

- Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination

Recover Mission Area Target Capabilities

- Economic and Community Recovery
- Restoration of Lifeline
- Structural Damage and Mitigation Assessment

APPENDIX C: EXERCISE TYPES

Multi-Year Training and Exercise Plan

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; 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.

The State of Iowa will grant “exercise credit” for a tabletop exercise. In order to receive exercise credit, a tabletop exercise must use at least one annex from the Emergency Operations Plan as a basis.

Seminars

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

Workshops

Workshops represent the second tier of exercises in the 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), MAAs, Multi-Year Exercise Plans, 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.

Tabletop Exercises (TTXs)

TTXs involve senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are

typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decision-making that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of operations-based exercises and games, TTXs can be a cost-effective tool when used in conjunction with more complex exercises. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

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

The only operations based exercises the State of Iowa will grant “exercise credit” for are functional and full scale exercises. In order to receive exercise credit, a functional exercise must use at least four annexes from the Emergency Operations Plan as a basis. A full scale exercise should use a majority of the annexes in the County Emergency Operations Plan.

Drills

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

Functional Exercises (FEs)

The FE, also known as a command post exercise (CPX), is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs are

generally focused on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS) and Unified Command (UC). Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

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

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

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 memorandums of understanding (MOUs), SOPs, plans, policies, and procedure
- 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 must 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 predefined 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.