

USDA APHIS Veterinary Services
Emergency Preparedness and Response
Training/Exercise Strategy and Plan (TEP)
Fiscal Year 2016–18

“National TEP”

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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, tribal, and territorial 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 when applicable resources are available. As the recognized animal health leader and trusted partner safeguarding the health of animals, people, and the environment, training and exercises are critical elements to achieve preparedness and support the VS mission.

VS uses the principles of the U.S. Department of Homeland Security (DHS) National Incident Management System (NIMS) preparedness cycle and the Homeland Security Exercise and Evaluation Program (HSEEP). All VS units are engaged and collaborate with external stakeholder emergency responders throughout the training and exercise planning process, which began in May 2013. VS conducts an annual training and exercise planning workshop to refine its training and exercise strategy and plan.

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 its preparedness and response mission and goals.

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VS Training and Exercise Strategy

Introduction

The Animal Health Protection Act provides VS the authority and foundation for emergency preparedness and response activities. 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. The highly pathogenic avian influenza (HPAI) outbreak that devastated poultry producers during the winter and spring of 2015 was the worst animal disease in U.S. history. It affected more than 48.8 million birds and 21 States before the final detection on June 17, 2015. The incredible scope of this outbreak presented many challenges to Federal, state and industry resources and clearly identified areas where greater coordination, preparation and communication were needed.

Our Federal, state, tribal, territorial, private sector, non-governmental organization, and other partners expect VS to continue leading emergency preparations and response for HPAI, and other FADs and emerging disease incidents (FAD/EDI), and provide support for other animal health incidents. Comprehensive training and exercises (T&E) build skills and provide much-needed practice before an actual incident occurs. VS recognizes the wisdom in refining its T&E strategy and identifying program-wide T&E priorities to assure the emergency preparedness and response mission continues to be achieved. This process is particularly important in light of recent reductions in agency resources. Disease outbreaks, new and emerging diseases, and other national events will continue to drive changes in strategy and resource requirements.

Preparing VS employees to serve as animal health emergency responders through targeted T&E events not only meets the statutory obligations, but also provides VS with capabilities to potentially support other incidents. The VS emergency preparedness and response strategy is to prepare through training and exercises for a high-consequence FAD/EDI and/or pest response requiring emergency responders for multiple rotations.

VS Training and Exercise Team

The VS Executive Team supports the VS T&E process using a team approach of representatives from each VS unit and external stakeholder emergency responders. The VS Professional Development Services Chief Learning Officer and the National Veterinary Stockpile State Federal Liaison co-lead the team. Team membership reflects the VS organization with additional members from each VS District and VS National Incident Management Team (NIMT).

Representatives of multi-state alliances and the U.S. Department of Homeland Security are also included. See Appendix A for a list of members on the VS T&E team for FY 2015.

The VS T&E Team conducted its annual VS T&E Planning Workshop (TEPW) in April 2015 at APHIS headquarters in Riverdale, Maryland to update the T&E strategy and plan in accordance with principles and guidance from the DHS HSEEP. The workshop successfully met its objectives to:

- 1) redefine the VS strategy that provides the foundation for VS T&E 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) outline a multi-year schedule of implementable T&E events that are linked to the priorities and objectives; and
- 4) employ a progressive planning approach in which T&E activities focus on specific capabilities in a cycle of escalating complexity.

The outcome of the VS TEPW and follow-on meetings is the updated multi-year *USDA APHIS Veterinary Services Emergency Preparedness and Response Training/Exercise Strategy and Plan Fiscal Year 2016-18* (VS TEP).

The VS T&E team is active year-round to serve as a cross-business team across all VS units and liaison to external stakeholder emergency responders. To maintain a high level of situational awareness and continuity, membership is re-evaluated at the beginning of each fiscal year. Each member serves on a working group for at least one event. The team also functions 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.

VS Surveillance, Preparedness, and Response Services

The 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 national preparedness and incident coordination.

The VS TEP supports the SPRS vision as a national alliance for protecting and improving the health of animals and people. The VS TEP upholds 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 VS TEP helps 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.

The SPRS Foreign Animal Disease Preparedness and Response Plan (FAD PReP) mission is to raise awareness and expectations, and develop capabilities, surrounding FAD preparedness and response. The following list represents FAD PReP's critical activities from which disease-specific standard operational procedures (SOPs) are developed. Critical activities are actions and/or tools that may be required to execute and support a successful FAD response and achieve the stated FAD PReP response goals. The list of critical activities also serves as the VS emergency preparedness and response capabilities.

Table 1. VS FAD PReP Critical Activities

- | | |
|---|---|
| 1. Etiology and ecology | 13. Mass depopulation and euthanasia |
| 2. Case definitions | 14. Disposal |
| 3. Surveillance | 15. Cleaning and disinfection |
| 4. Diagnostics | 16. Vaccination |
| 5. Epidemiological investigation and tracing | 17. National veterinary stockpile |
| 6. Information management | 18. Wildlife management and vector control |
| 7. Communications | 19. Animal welfare |
| 8. Health and safety, and personal protective equipment | 20. Modeling and assessment tools |
| 9. Biosecurity | 21. Appraisal and compensation |
| 10. Quarantine and movement control | 22. Finance |
| 11. Continuity of business | 23. National response framework and national incident management system |
| 12. Regionalization for international trade | |

The VS T&E strategy is for VS to train and exercise in tandem and collaboration with its external stakeholder emergency responders using the same organization, roles, and critical activities to address real FAD/EDI emergency incidents.

VS Program Support Services

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

The Professional Development Services 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 and 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.

VS National Import Export Services and Science, Technology and Analysis Services

Although the VS SPRS unit and PDS will lead the program's emergency management training and exercise initiatives, the National Import Export Services (NIES) and Science, Technology and Analysis Services (STAS) units are equally engaged throughout the process. Both units have representation on the VS T&E team to build and help implement the VS TEP. Moreover, specific NIES and STAS T&E events are solicited for inclusion in the VS TEP and multi-year schedule and receive full VS support.

VS Vision and Science: A New Perspective

VS leads T&E efforts with engagement from all four VS business units (NIES, PSS, SPRS, and STAS) in collaboration with external stakeholder emergency responders. Leaders of all VS units are requested to review, comment, approve, and support the VS TEP each year.

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 is to act immediately to address disease incidents and, at the same time, continue to evaluate the resources needed to respond. The VS Vision and Science initiative sets five broad yet complementary 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, 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 external stakeholder emergency responders 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.
 - △ 4.2.1. Develop a sufficient number of highly trained core responders
 - △ 4.2.3. Identify and develop a resource pool of animal health workers, professionals, and technicians that will provide surge capacity for large incidents.

USDA APHIS

APHIS programs collectively maintain the capability to prepare for and lead the federal response to animal and plant health emergencies. The *USDA APHIS Strategic Plan 2015-2019* identifies seven strategic goals that articulate the Agency's priorities. These goals contain 21 objectives that include the Agency's major programmatic efforts and cover the programs and services that APHIS administers. To support the objectives of each goal, APHIS employs numerous proven tactics in the programs. The VS TEP supports the following USDA APHIS strategic goal, objective and tactic.

- ◆ Goal 6. Protect the health of U.S. agricultural resources, including addressing zoonotic disease issues and incidences, by implementing surveillance, preparedness and response, and control programs.
 - △ Objective 6.2: Ensure effective preparedness and response systems.
 - Tactic to achieve the objective:
 - Develop training and exercise strategies and identify agency-wide training and exercise priorities to ensure that the emergency preparedness and response mission will continue to be achieved. Design training and exercise plans to enhance the preparedness of APHIS and its partners to respond to livestock and poultry health incidents, as well as other hazards.

APHIS delivers an Incident Command System (ICS) curriculum that focuses on the development of the APHIS Plant Protection and Quarantine (PPQ) and VS NIMTs. For personnel that are not members of a NIMT, the Emergency Management Leadership Council (EMLC) approved the following priority schedule for additional ICS resource development.

- ◆ Priority 1 personnel: APHIS Incident Management Team (IMT) members in ICS positions.
- ◆ Priority 2 personnel: Single resources.
 - △ Priority 2.a. APHIS employees with IMT or ICS position experience, who are willing to serve on an APHIS IMT or a similar APHIS program's response team.

- Δ Priority 2.b. APHIS employees with advanced and/or position-specific ICS training, who are willing to serve on an APHIS IMT or a similar APHIS program's response team.
- Δ Priority 2.c. APHIS employees who have an interest and are willing to serve on an APHIS IMT or a similar APHIS program's response team.
- ◆ Priority 3 personnel: APHIS partners in government including federal, state, and local government employees.

APHIS recommends that personnel consider additional training opportunities through the Federal Emergency Management Agency Emergency Management Institute and local outlets (e.g., state emergency management agencies, fire departments, etc.). 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.

On September 18, 2015, APHIS issued a report on planning and preparations for HPAI in advance of a potential recurrence of the disease when birds migrate south this fall. The *Fall 2015 HPAI Influenza Preparedness and Response Plan* outlined key areas that captured experience from the 2014-2015 HPAI response efforts, epidemiologic studies, and feedback and input from state partners, industry, academia, and other stakeholders. The VS TEP supports the following two key areas of the APHIS plan:

- ◆ Enhancing preparedness; and,
- ◆ Improving and streamlining response capabilities

Federal HSEEP

VS applies the DHS HSEEP doctrine, which provides a set of guiding principles for T&E programs, as well as a common approach to T&E program management, design and development, conduct, evaluation, and improvement planning. VS uses the HSEEP tools and resources to facilitate and manage its self-sustaining T&E program. The first priority in the VS TEP is to formalize the emergency preparedness and response T&E initiative within the VS organization following the HSEEP doctrine.

Great benefit is achieved through a progressive planning approach that exposes participants to increasing complexity of training and exercises. The multi-year plan employs the progressive series in which T&E 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 that validate and test their skills. Exercises may begin with an

executive-level seminar and progress toward 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 (Figure 1). The VS T&E strategy will use progressive planning to build and sustain its preparedness and response capabilities.

Figure 1. VS Progressive Series Approach to Exercises



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

VS 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 workforce 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 VS organization provides opportunities to align 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 T&E 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 FY 2015 and beyond to be approved in the annual budget planning process.

VS Training and Exercise Partnerships

The TEP emphasizes the use of partnerships to build the capabilities of VS and its partners. VS, state emergency management, National Animal Health Laboratory Network (NAHLN) laboratories, private-sector veterinarians, tribes, territories, and industry help to influence the success of the TEP and build a cohesive response capacity. This will allow the integration of external stakeholder emergency responders in all aspects of training and exercising, at all levels within the partnerships. Additionally, sharing information and resources within the partnerships will enhance the preparedness and response capabilities for VS and its partners.

VS Training and Exercise Accountability

Historically, VS has freely provided emergency preparedness and response training to VS employees with little regard to their capability to deploy for an emergency response or to teach others. A lesson learned during the 2015 HPAI response was that not all VS employees trained to perform an emergency response function were deployable. With the onslaught of T&E requests from the aftermath of the HPAI response, VS can no longer afford to train personnel indiscriminately. Moving forward, the VS T&E program will target T&E opportunities and request trainees to be accountable as a deployable asset and local trainer.

VS is investing in trainees that can be deployable as a SPRS District and national asset in the event of an emergency response. Although efforts are made to accommodate a deploying responder's commitments, by their nature, emergencies may require sacrificing convenience or day-to-day assigned duties. Participants in face-to-face T&E events are requested to acknowledge that they are receiving training and enhancing competencies as a district and nationally-deployable asset during an animal health emergency incident. As such, they understand that they may be requested to deploy as an emergency responder and use the knowledge, skills, and abilities they achieve over the next three years following the event.

APHIS VS is also investing in trainees that will commit to share the information they learn in T&E events with internal and external stakeholder emergency responders through a variety of modalities using the train-the-trainer concept. This can be accomplished through emails, teleconferences, webinars, or face-to-face meetings. Participants are further requested to share materials they receive and information they learn from a T&E event with other emergency responder colleagues, both within APHIS and external to APHIS, over the next three years to assist in advancing the emergency response capabilities of others.

Conclusion

The 2015 HPAI spring outbreak resulted in significant impacts to poultry producers, allied industries, federal and state governments, and the American consumer. A robust program of T&Es is vital to maintain readiness for such a real emergency of unprecedented magnitude. 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 practice and learn 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 external stakeholder emergency responders. The VS T&E strategy is twofold:

1. Train and exercise in tandem and collaboration with its external stakeholder emergency responders using the same organization, roles, and critical activities to address real FAD/EDI emergency incidents.
2. Build response capabilities within the VS Districts and VS NIMTs.
 - a. Build support capabilities within VS headquarters to assist VS Districts and VS NIMTs.
 - b. Implement processes to encourage and solicit stakeholder participation in VS District and VS NIMT events.

This strategy includes building tools, templates, and resources that, when possible, can be shared nationally. 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.

VS Training and Exercise Plan

Purpose

The purpose of the VS TEP is to translate the VS preparedness strategy, goals, and priorities into specific, actionable T&E activities that are coordinated on a multi-year schedule. The VS TEP:

- ◆ Identifies priorities in accordance with the VS preparedness and response strategy.
- ◆ Aligns with the VS emergency preparedness and response capabilities and the national preparedness goals core capabilities to achieve those priorities.
- ◆ Outlines a multi-year schedule of T&Es to enhance and validate VS emergency preparedness and response capabilities.
- ◆ Employs a progressive series of T&E activities that focus on specific emergency preparedness and response capabilities in a cycle of escalating complexity.

Personnel first need thorough training and adequate equipment before their role in an emergency incident can be effectively exercised. Because ICS training is the foundation of emergency response, it is imperative that VS employees identified as emergency responders are familiar with the NIMS principles and ICS organization, and afforded additional ICS training. However, ICS knowledge, skills and abilities will not be institutionalized unless ICS is routinely practiced and exercised.

Many training courses and curricula exist that address identifying, investigating, and responding to an outbreak of transboundary animal diseases. Courses vary from threat awareness to technical skills and procedures necessary to stop an outbreak of disease. FADDs need opportunities to maintain their skills after training at the National Veterinary Services Laboratory at Plum Island. VS Guidance 12000.1 on FADD certification requirements, issued January 26, 2012, requires FADDs to complete continuing education at least once every three years.

FEMA-certified NIMTs require instruction by credentialed trainers. This standard may be difficult for VS to achieve. At the present time, VS provides 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 also allow responders, senior officials, and others to validate training and practice strategic and tactical skills in a risk-reduced environment. All seven types of the HSEEP exercises should be conducted using the progressive planning approach. The type of exercise that best meets VS requirements is identified through analysis of existing capabilities; gaps and lessons learned from previous training and exercise events; and resources available for exercise design/development, conduct, evaluation, and improvement planning. See Appendix C: HSEEP Exercise Types for a brief description of each type of exercise.

Implementing the updated VS TEP at the beginning of each FY will sustain a methodical approach to recognizing VS current strengths and identifying areas for improvement. As the plan is implemented, 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. The VS TEP is presumed to be a component of the APHIS and USDA T&E initiatives.

Priorities, Objectives, and Events

The VS TEP forms the basis for coordinated T&Es to prepare the VS staff, its support personnel, and external stakeholder emergency responders to respond to a real emergency. The VS TEPW in April 2015 identified three FY 2016-2018 T&E priorities, with specific objectives that support each priority. Specific T&E events are enumerated for each objective. Note that the VS National Veterinary Stockpile program maintains a separate multi-year T&E strategy and plan to support its logistics preparedness and response priorities, objectives, and events. The *National Veterinary Stockpile Fiscal Year 2016–20 Training and Exercise Strategy and Plan* is considered a component of the VS TEP.

In the event of an FAD outbreak in the United States, the FAD PReP (<http://www.aphis.usda.gov/fadprep>) outlines three response goals:

- 1) Detect, control, and contain the FAD in animals as quickly as possible.
- 2) Eradicate the FAD using strategies that are designed to stabilize animal agriculture, the food supply, and the economy; and protect public health and the environment.
- 3) Provide science- and risk-based approaches and systems to facilitate continuity of business for non-infected animals and non-contaminated animal products.

The VS TEP is linked to these FAD PReP goals, and designed to test associated FAD PReP critical activities through a series of training events and increasingly complex exercises.

PRIORITY 1: BUILD THE VS T&E PROGRAM.

The VS T&E initiative was established in 2014 within the VS SPRS unit in close collaboration with the VS PSS unit. A top priority in the years ahead is to institutionalize the initiative into an operational VS T&E program, including its organization, mission, goals, functions, resources and budget processes.

Objective 1.1. Institutionalize the VS T&E program within VS SPRS.

Event 1.1.1. Advance the plans to organize, hire VS personnel and acquire other necessary resources to support and sustain the program. (FY 2016-2018)

This event is critical to the success of the VS T&E program.

Event 1.1.2. VS T&E team conducts a VS TEPW each year to identify the VS T&E strategy, priorities, objectives, and resources for the next three years. (FY 2016-2018)

This event is in accordance with HSEEP guidance and critical to the success of the VS T&E program.

Event 1.1.3. Publish a multi-year VS TEP each year. (FY 2016-2018)

This event is in accordance with HSEEP guidance and critical to the success of the VS T&E program.

Event 1.1.4. Implement the updated VS TEP beginning October 1 of each year. (FY 2016-2018)

This event is in accordance with HSEEP guidance and critical to the success of the VS T&E program.

Event 1.1.5. Assess technologies and processes to support virtual training and exercises. (FY 2016)

This event was first initiated in FY 2015 for exercises only and now encompasses training as well.

Event 1.1.6. Develop guide sheets/checklists to facilitate the consistent development and conduct of all types of VS exercises, both discussion-based and operations-based. (FY 2016)

This event is in accordance with HSEEP guidance and critical to institutionalize uniform and consistent exercise processes for VS and external stakeholder emergency responders.

Event 1.1.7. Support VS in evaluating systems that can document personnel emergency training and exercise experiences. (early FY 2016)

This event is critical to institutionalize the VS T&E program.

Objective 1.2. Solicit input for T&E planning.

Event 1.2.1. Request feedback and input from all VS units and external stakeholder emergency responders on the VS T&E priorities, objectives, and events for consideration in the VS TEP. (FY 2016-2018)

This event is essential to synchronize the VS TEP with the needs of the VS program and external stakeholder emergency responders.

Event 1.2.2. Continue to collect information and publish, on a regular basis, a calendar of VS T&E events and appropriate external T&E events, and have the information accessible to VS personnel and external stakeholder emergency responders. (FY 2016-2018)

This event is critical to institutionalize the VS T&E program.

Objective 1.3 Integrate One Health concepts into future training and exercise events for all VS TEP Priorities.

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. Leverage existing training and exercise programs to raise awareness and encourage participation.

Event 2.1.1. Coordinate with training sponsors to determine feasibility of conducting additional courses. (FY 2016-2018)

This event was initiated in FY 2015 from a recommendation in the FY 2014 VS T&E solicitation for input.

Event 2.1.2. Encourage VS NIMT personnel to pursue the NIMS and APHIS required training requirements distributed by APHIS EMSSD for Incident Commander, Liaison Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Admin Section Chief as it relates to the ICS position in APHIS. Encourage other emergency responders to pursue training as it relates to their ICS position. *This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.*

- a. Encourage VS NIMT Situation Unit Leaders to complete E/L 964: All-Hazards Position-Specific Situation Unit Leader training course. (FY 2016)
- b. Encourage VS NIMT Resource Unit Leaders to complete E/L 965: All-Hazards Position Specific Resources Unit Leader training course. (FY 2016)
- c. Encourage VS Division/Group Supervisor emergency responders to complete the National Wildfire Coordinating Group (NWCG) S-339: Division/Group Supervisor online training course and or; E/L 960: NIMS ICS All-Hazards Position Specific Division/Group Supervisor training (FY 2016)
- d. Encourage all appropriate VS NIMT members and other VS personnel to complete Contracting Officer Representative (COR) training through the APHIS Contracting Office. (FY 2016-2018)

Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.

Event 2.2.1. Market, promote and raise awareness of the VS TEP to VS and external stakeholder emergency responders. (FY 2016-2018)
This event addresses a gap identified in the FY 2015 VS T&E solicitation for input.

Event 2.2.2. ICS task-specific training: APHIS Legislative and Public Affairs Office provides an annual risk communication course for VS NIMT Incident Commanders, Public Information Officers, and Liaison Officers with a focus on an FAD/EDI response. (FY 2016-2018)

This event was initiated in FY 2015 from a recommendation in the FY 2014 VS T&E solicitation for input.

Event 2.2.3. Train VS and external stakeholder emergency responders on the draft FAD PReP IMT Transfer of Command Standard Operating Procedures. (early FY 2016)

This event is a follow-on from the FY 2015 VS NIMT Workshop.

Event 2.2.4. Post the Livestock Market Emergency Response Plan Template planning materials on the FAD PreP website. (early FY 2016)

This event is a follow-on from a VS FY 2015 micro-grant.

Event 2.2.5. Conduct a training session (one day, face-to-face) on the Livestock Market Emergency Response Plan Template in VS District 4. (late FY 2016)

This event is a follow-on from a VS FY 2015 micro-grant.

Event 2.2.6. Develop a training video on utilizing the I-phone for FAD investigations. (FY 2016)

This event is an FY 2016 micro-grant.

Event 2.2.7. Leverage the Veterinary Medical Officer (VMO) Observer to provide training including videos, case studies, etc. (FY 2016)

This event is in response to comments on the FY 2015 VS T&E solicitation for input.

Event 2.2.8. Explore gaming technology to teach interviewing skills, biosecurity hazards, health and safety, and personal protective equipment (PPE), and interviewing skills. (explore options FY 2016, develop FY 2017, deliver FY 2018)

This event is in response to the FY 2015 T&E solicitation for input requesting more information on biosecurity.

Event 2.2.9. Collaborate with DHS, APHIS Emergency Management Safety and Security Division (EMSSD) and others to develop and deliver animal health-specific ICS training for VS (including non-IMT personnel) and external stakeholder emergency responders. Initial training will focus on the Resource Unit Leader position. (develop in FY 2016. Deliver in FY 2017-2018)

This event is an outcome of the FY 2015 T&E solicitation for input and will provide agriculture-based ICS training to enhance generic training materials provided by fire or emergency management agencies.

Event 2.2.10. PDS will support the Federal Bureau of Investigation (FBI) in developing and delivering a training package on how to conduct a concurrent criminal and epidemiological FAD investigation. Training will be delivered jointly by FBI, VS, and State Animal Health personnel in each VS District. (develop and deliver FY 2016, deliver FY2017-2018)

This event was requested by the FBI Headquarters, Weapons of Mass Destruction Directorate, Infrastructure Countermeasures Unit.

Event 2.2.11. ICS task-specific training: Deliver poultry depopulation training for Poultry Depopulation Group Supervisor and Poultry Carcass Disposal Coordinator. (FY 2016-2018)

This event addresses lessons learned in the 2015 high pathogenicity avian influenza emergency response.

Event 2.2.12. Provide basic VS Emergency Management Response System (EMRS) 2.0 training through a variety of modalities to both VS and external stakeholder emergency responders. (develop and deliver FY 2016, deliver FY 2017-2018)

This event is a lesson learned from the vesicular stomatitis virus and 2015 high pathogenicity avian influenza emergency responses.

- a. PDS will support delivery of ICS task-specific information management training: EMRS 2.0 data entry in each VS District utilizing the EMRS Network Associates. Training can potentially be used as a just-in-time training module during emergency incidents. (FY 2016)
- b. Provide EMRS 2.0 training for VS NIMT Logistics personnel. (FY 2016)

- c. Provide EMRS 2.0 training for Planning Section Unit Leaders (Situation Unit Leader, Resource Unit Leader, Documentation Unit Leader). (FY2016)
- d. Provide EMRS 2.0 training for the VS NIMT Operations Section staff (FY 2016)
- e. Provide EMRS 2.0 training for Documentation and Records Management. This course is intended for data entry personnel both in the office and as a responder. (FY 2016)
- f. Provide EMRS 2.0 training for VS Epidemiologists. (FY 2016)

Event 2.2.13. Develop and deliver ICS task-specific training: Case manager for infected premises. Training is two-fold: to oversee biosecurity practices and oversee financial documents and processes. (develop and deliver FY 2016, deliver FY 2017-2018)

This event addresses lessons learned from the 2015 high pathogenicity avian influenza emergency response and was recommended by the VS national incident coordinators.

Event 2.2.14. Develop and deliver ICS task-specific training: Biosecurity manager for complex production facilities. Training will focus on managing biosecurity measures on infected premises with large and complex production practices. (develop and deliver FY 2016, deliver FY 2017-2018)

This event addresses lessons learned from the 2015 high pathogenicity avian influenza emergency response and was recommended by the national incident coordinators.

Event 2.2.15. ICS task-specific training: Develop and deliver carcass composting training for Composting Subject Matter Experts. (develop and deliver FY 2016, deliver FY2017-2018)

This event addresses lessons learned from the 2015 high pathogenicity avian influenza emergency response.

Event 2.2.16. Leverage materials available from other Federal agencies regarding responsibilities and procedures for working with contractors. Make materials available to VS personnel. (FY 2016-2018)

This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Event 2.2.17. Develop and deliver ICS task-specific training for cleaning and disinfection, Virus Elimination Group Supervisors. (FY 2017)

This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Event 2.2.18. ICS task-specific training: Deliver training for VS NIMT Logistics Section Chiefs and the Information Technology Unit Leaders addressing National Veterinary Stockpile (NVS) state inventory management file and logistics section job aids. (FY 2016)

This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Event 2.2.19. ICS task-specific training: Develop and deliver training for the Carcass Disposal Coordinator (for all species). (develop and deliver FY 2017, deliver FY 2018-2019)

This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Event 2.2.20. Develop and deliver a face-to-face course focused on APHIS safety issues. Course will be designed for ICS supervisory-level personnel. (FY 2017-2019)

This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Objective 2.3. Promote and support FAD/EDI response training provided by the VS PDS. For a complete list of routine emergency preparedness and response training, visit the VS PDS website: <http://www.aphis.usda.gov/animal-health/training>.

Event 2.3.1. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) plans.

SFS 101a and 101b were initiated in FY 2015 from a recommendation in the FY 2014 VS T&E solicitation for input. 101c and 101d were added in response to comments on the FY 2015 T&E solicitation for input.

- a. SFS 101a – Overview of SFS plans for pork, milk, eggs, broilers, and turkeys. (FY 2016-2017)
- b. SFS 101b – Support VS engagement in state and regional planning efforts. (FY 2016-2017)
- c. SFS 101c – Incorporate commodity training into SFS to explain culture and structure of the participating industries. (FY 2016-2017)
- d. SFS 101d – Deliver commodity-specific training discussing current permitting processes in SFS systems. (FY 2017)

Event 2.3.2. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the VS foot-and-mouth disease (FMD) vaccination policy and contingency planning.

This event was initiated in FY 2015 from a recommendation in the FY 2014 VS T&E solicitation for input.

- a. FMD Vaccination 101a – Basics of the VS policy, response options, and roles and responsibilities. (FY 2017-2018)
- b. FMD Vaccination 101b – State and regional FMD vaccination contingency planning. (FY 2017-2018)

Event 2.3.3. PDS will deliver ICS task-specific training: Captive bolt training for VS and external stakeholder emergency responders responsible for livestock and poultry depopulation. (FY 2016-2017)

This event was initiated in FY 2015 from a recommendation in the FY 2014 VS T&E solicitation for input.

Event 2.3.4. PDS will deliver ICS task-specific training: How emergency responders can use the California Animal Health Emergency Management System tool. (FY 2017)

This event was initiated in FY 2015 from a recommendation in the FY 2014 VS T&E solicitation for input.

Event 2.3.5. PDS will offer and deliver ICS task-specific training: FADD swine sampling, PPE, FAD/EDI preparedness and response training in VS Districts. (FY 2017)

This is a follow-on event from the FY 2015 micro-grant for FY 2015 Event 2.2.2.

Event 2.3.6. PDS will deliver ICS task-specific training: Livestock and poultry appraisal (using calculators) and compensation training within VS Districts. (FY 2016-2018)

This event addresses comments in the FY 2015 T&E solicitation for input. PDS has already developed the training materials and is starting to deliver it. This training also includes communication to producers, required paperwork, etc.

Event 2.3.7. PDS will continue to deliver Foreign Animal Disease Investigation Refresher (FADIR), Foreign Animal Disease Response Refresher (FADRR), Outbreak Investigations, Geospatial, and Field Epidemiology training courses. (FY 2016-2018)

This event addresses the number one training topic outlined in the FY 2015 T&E solicitation for input.

Event 2.3.8. PDS will facilitate delivery of a webinar on *Workers Compensation During a Response* for Finance and Administration personnel. (FY 2016-2018)

This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Objective 2.4. Train on new and emerging animal disease FAD PReP documents.

Event 2.4.1. Conduct a webinar for VS and external stakeholder emergency responders on the FAD PReP Ebola Virus Disease Interim Livestock Response Plan. (FY 2017)

This event was added based on feedback from the FY 2015 T&E solicitation for input.

Event 2.4.2. Develop a FAD PReP SOP on VS NIMT deployment and raise awareness with VS personnel and State Animal Health Officials on the process to request and deploy VS NIMTs. (develop FY 2016, deliver FY 2017)

This event addresses lessons learned from the 2014 vesicular stomatis virus emergency response and the 2015 high pathogenicity avian influenza emergency response.

Objective 2.5. Create a model for ICS position-specific on-the-job training to facilitate emergency preparedness and response training for VS and external stakeholder emergency response personnel.

Event 2.5.1. VS Safety, Health and Environmental Protection office will collaborate with APHIS EMSSD to provide on-the-job training opportunities for deployed VS NIMT safety officers, including nominal assignments as Safety Coordinators to assist experienced Safety Officers. (develop early FY 2016, implement late 2016)

This event was added based on feedback from the Training Workgroup at the FY 2015 VS TEPW and was revised based on feedback from the September 2015 APHIS Safety Officers meeting.

Event 2.5.2. Develop a coaching/mentoring strategy to assist with training of VS NIMT personnel. (develop early FY 2016, implement late 2016)

This event is modeled after a successful APHIS PPQ initiative and was added based on feedback from in the training break-out session at the FY 2015 VS TEPW.

PRIORITY 3: EXERCISE VS AND EXTERNAL STAKEHOLDER EMERGENCY RESPONDER CAPABILITIES.

Exercise emergency responders' capabilities to execute plans and technical knowledge, skills and abilities in preparation and response to FAD/EDIs.

Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.

Event 3.1.1. One Health workshops that build on the One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART) training received. (FY 2016-2018)

This event is a follow-on to the training conducted in FY 2014 and FY 2015. It is essential to exercise the collaboration and systems analysis skills learned in previous training, thereby improving multi-sector preparedness and response plans.

Event 3.1.2. Provide TTXs to validate the processes to request a VS NIMT and transfer of command between teams.

This event is a follow-on to the National IMT Transfer of Command Workshop conducted in FY 2015.

- a. Develop the TTX materials. (FY 2016)
- b. Conduct TTXs in two VS Districts per year. (FY 2017-2018, continue in FY 2019)

Event 3.1.3. Deliver a TTX, in cooperation with external stakeholder emergency responders, to assess the emergency preparedness capabilities to respond to a screwworm outbreak. (FY 2018)

This event aligns with the APHIS Strategic Plan 2015-2019 tactics to develop emergency preparedness response to screwworm outbreaks; conduct exercises in cooperation with domestic external stakeholder emergency responders to assess the emergency preparedness capabilities.

Event 3.1.4. Conduct a Livestock Market Emergency Response Plan Workshop (one day, face-to-face) in the states of OK, TX, AR. (FY 2017)

This event is a follow-on from the FY 2015 micro-grant for FY 2015 Event 3.1.1.

Event 3.1.5. Develop online discussion-based exercise materials that are available for download by FADDs to utilize at local, State, District and national meetings. (develop and deliver FY 2016, continue FY 2017-18)

This event is a new initiative to validate FAD investigation training and rehearse procedures contained in the FAD PReP FAD Investigation Manual 2014.

Event 3.1.6. Deliver a virtual workshop to develop a VS NIMT SOP for check-in and check-out procedures, including demobilization procedures, for emergency response. (FY 2016)

This event addresses lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Event 3.1.7. Conduct an annual VS NIMT seminar. (FY 2016-2018)

This event addresses lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs, and a follow-on event from the FY 2016 VS NIMT position-specific trainings.

Event 3.1.8. Conduct a national workshop to develop a standard operating procedure for VS to request APHIS personnel through the APHIS Resource Ordering Status System (ROSS). (FY 2016)

This event addresses lessons learned from the 2015 high pathogenicity avian influenza emergency response.

Event 3.1.9. Conduct a national workshop with the VS SPRS Cattle Health Center staff and the Avian, Swine & Aquatic Animal Health Center staff to build the Incident Coordination Group organization, and define roles and responsibilities using classical swine fever and foot and mouth disease outbreak scenarios. (late FY 2016)

This event is a follow-on from the FY 2015 Workshop on the Mobilization of the APHIS ICG to the APHIS Emergency Operations Center and should incorporate lessons learned in the 2015 high pathogenicity avian influenza emergency response.

Objective 3.2. Conduct a series of drills and functional exercises to validate specific operational procedures and functions.

Event 3.2.1. Develop and distribute drill materials to Public Information Officers to practice risk communication skills received from previous training. (FY 2017)

This event is a follow-on to the risk communication training conducted in FY 2015.

Event 3.2.2. Develop drill materials for FADDs to validate procedures for the field investigation of potential FAD/EDIs and data entry into the training module of EMRS 2.0. (FY 2016)

This event addresses a gap outlined in the FY 2015 T&E solicitation for input and will provide opportunities to practice knowledge and skills in a no-fault and learning environment.

Event 3.2.3. Develop and conduct drills in VS Districts to validate captive bolt skills received from previous training. (FY 2017)

This is a follow-on event from the FY 2015 and FY 2016 captive bolt training.

Event 3.2.4. Develop drill materials for VS Districts to validate EMRS skills acquired through previous trainings. (FY 2016-2018)

This event addresses lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.

Event 3.2.5. Develop and deliver functional exercises in VS Districts for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators (develop and deliver FY 2017)

This event is a follow-on from the FY 2016 Poultry Depopulation Group Supervisor and Poultry Carcass Disposal Coordinator position-specific training.

Objective 3.3. Participate and engage in trainings and exercises sponsored by or in collaboration with external stakeholder emergency responders that support the VS T&E strategy.

Event 3.3.1. Conduct a workshop on area command with Northeast states and VS partners. (FY 2016)

This event is a follow-up to FY 2015 events that addressed the development of the Area Command SOPs.

Event 3.3.2. Develop and conduct a joint MSPSA and VS TTX for area command and resource management during a multi-state FAD outbreak. (FY 2016)

This event is a follow-up to FY 2015 events that addressed the development of the Area Command SOPs. Implementation of a TTX will provide validation for this document.

Event 3.3.3. Conduct joint MSPSA and VS drills for area command and resource management during a multi-state FAD outbreak. (early FY 2017)

This event is a follow-up to FY 2015 events that addressed the development of the Area Command SOPs. Implementation of a drill will provide validation for this document.

Event 3.3.4. Develop and conduct a joint MSPSA and VS multi-day functional exercise for area command and resource management during a multi-state FAD outbreak. (late FY 2017)

This event is the final step for the project started in FY 2015 to develop a VS SOP for Area Command.

Event 3.3.5. Explore existing functional exercise materials for possible adaptation for use by NIMTs in their training and preparedness programs. (FY 2016)

This event addresses a gap for VS NIMTs that are not regularly deployed to assess, practice and improve VS NIMT performance.

Event 3.3.6. Assist VS personnel to participate in external stakeholder exercises and provide after action reports as appropriate. (FY 2016-2018)

This is a continued event from FY 2014-2015. It provides opportunities for VS to engage with external stakeholder emergency responders and enhance response capabilities in a no-fault and learning environment.

Objective 3.4. Adopt a process for VS T&E improvement planning.

Event 3.4.1. Develop and implement an effective corrective action program to ensure that improvement plans from exercises and emergency incidents are implemented, corrective actions tracked to completion, and tangible preparedness improvements are documented, distributed, and implemented. (FY 2016-2018)

This event was initiated in FY 2014; and is a follow-on event from FY 2015 TEP and supported by the VS leadership working group.

FY2016 TRAINING/EXERCISE EVENTS

Event 1.1.1. Advance the plans to organize, hire VS personnel and acquire other necessary resources to support and sustain the program.
Event 1.1.2. VS T&E team conducts a VS TEPW each year to identify the VS T&E strategy, priorities, objectives, and resources for the next three years. (April)
Event 1.1.3. Publish a multi-year VS TEP each year. (September)
Event 1.1.4. Implement the updated VS TEP beginning October 1 of each year. (October)
Event 1.1.5. Assess technologies and processes to support virtual training and exercises.
Event 1.1.6. Develop guide sheets/checklists to facilitate the consistent development and conduct of all types of VS exercises, both discussion-based and operations-based.
Event 1.1.7. Support VS in evaluating systems that can document personnel emergency training and exercise experiences. (Early FY 2016)
Event 1.2.1. Request feedback and input from all VS units and external stakeholder emergency responders on the VS T&E priorities, objectives, and events for consideration in the VS TEP. (February)
Event 1.2.2. Continue to collect information and publish, on a regular basis, a calendar of VS T&E events and appropriate external T&E events, and have the information accessible to VS personnel and external stakeholder emergency responders.
Event 2.1.1. Coordinate with training sponsors to determine feasibility of conducting additional courses.
Event 2.1.2c. Encourage VS NIMT Command and General Staff to complete OSHA HAZWOPER 24-hour training (online).
Event 2.1.2d. Encourage VS NIMT Safety Officers and Assistant Safety Officers to complete E/L 954: NIMS ICS All-Hazards Position-Specific Safety Officer training course.
Event 2.1.2e. Encourage VS NIMT Situation Unit Leaders to complete E/L 964: All-Hazards Position-Specific Situation Unit Leader training course.
Event 2.1.2f. Encourage VS NIMT Resource Unit Leaders to complete E/L 965: All-Hazards Position Specific Resources Unit Leader training course.
Event 2.1.2g. Encourage VS NIMT Group Supervisor emergency responders to complete the National Wildfire Coordinating Group (NWCG) S-339: Division/Group Supervisor online training course
Event 2.1.2h. Encourage all VS NIMT members to complete ICS 300 and 400.
Event 2.1.2i. Encourage all VS NIMT members and other VS personnel to complete Contracting Officer Representative (COR) training through the APHIS Contracting Office.
Event 2.2.1. Market, promote and raise awareness of the VS TEP to VS and external stakeholder emergency responders.

FY2016 TRAINING/EXERCISE EVENTS

Event 2.2.10. Collaborate with DHS, APHIS Emergency Management Safety and Security Division (EMSSD) and others to develop and deliver animal health-specific ICS training for VS (including non-IMT personnel) and external stakeholder emergency responders. Initial training will focus on the Resource Unit Leader position.

Event 2.2.11. PDS will support the Federal Bureau of Investigation (FBI) in developing and delivering a training package on how to conduct a concurrent criminal and epidemiological FAD investigation. Training will be delivered jointly by FBI, VS, and State Animal Health personnel in each VS District.

Event 2.2.12. ICS task-specific training: Deliver poultry depopulation training for Poultry Depopulation Group Supervisor and Poultry Carcass Disposal Coordinator.

Event 2.2.13.a. PDS will support delivery of ICS task-specific information management training: EMRS 2.0 data entry in each VS District utilizing the EMRS Network Associates. Training can potentially be used as a just-in-time training module during emergency incidents.

Event 2.2.13.b. Provide EMRS 2.0 training for VS NIMT Logistics personnel.

Event 2.2.13.c. Provide EMRS 2.0 training for Planning Section Unit Leaders (Situation Unit Leader, Resource Unit Leader, Documentation Unit Leader).

Event 2.2.13.d. Provide EMRS 2.0 training for the VS NIMT Operations Section staff

Event 2.2.13.e. Provide EMRS 2.0 training for Documentation and Records Management. This course is intended for data entry personnel both in the office and as a responder.

Event 2.2.13.f. Provide EMRS 2.0 training for VS Epidemiologists.

Event 2.2.14. Develop and deliver ICS task-specific training: Case manager for infected premises. Training is two-fold: to oversee biosecurity practices and oversee financial documents and processes.

Event 2.2.15. Develop and deliver ICS task-specific training: Biosecurity manager for complex production facilities. Training will focus on managing biosecurity measures on infected premises with large and complex production practices.

Event 2.2.16. ICS task-specific training: Develop and deliver carcass composting training for Poultry Carcass Composting Technical Specialists (subject matter experts [SME]).

Event 2.2.17. Leverage materials available from other Federal agencies regarding responsibilities and procedures for working with contractors. Make materials available to VS personnel.

FY2016 TRAINING/EXERCISE EVENTS

Event 2.2.19. ICS task-specific training: Deliver training for VS NIMT Logistics Section Chiefs and the Information Technology Unit Leaders addressing National Veterinary Stockpile (NVS) state inventory management file and logistics section job aids.

Event 2.2.2. ICS task-specific training: APHIS Legislative and Public Affairs Office provides an annual risk communication course for VS NIMT Incident Commanders, Public Information Officers, and Liaison Officers with a focus on an FAD/EDI response.

Event 2.2.3. Train the APHIS Incident Coordination Group (ICG) on the standard operating procedure to mobilize the APHIS ICG to the APHIS Emergency Operations Center for an FAD/EDI. (late FY 2016)

Event 2.2.4. Train VS and external stakeholder emergency responders on the draft FAD PreP IMT Transfer of Command Standard Operating Procedures. (early FY 2016)

Event 2.2.5. Post the Livestock Market Emergency Response Plan Template planning materials on the FAD PreP website. (early FY 2016)

Event 2.2.6. Conduct a training session (one day, face-to-face) on the Livestock Market Emergency Response Plan Template in VS District 4. (late FY 2016)

Event 2.2.7. Develop a training video on utilizing the I-phone for FAD investigations.

Event 2.2.8. Leverage the Veterinary Medical Officer (VMO) Observer to provide training including videos, case studies, etc.

Event 2.2.9. Explore gaming technology to teach interviewing skills, biosecurity hazards, health and safety, and personal protective equipment (PPE), and interviewing skills.

Event 2.3.1.a PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) SFS 101a – Overview of SFS plans for pork, milk, eggs, broilers, and turkeys.

Event 2.3.1.b. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) SFS 101b – Support VS engagement in state and regional planning efforts.

Event 2.3.1.c. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) SFS 101c – Incorporate commodity training into SFS to explain culture and structure of the participating industries.

Event 2.3.3. PDS will deliver ICS task-specific training: Captive bolt training for VS and external stakeholder emergency responders responsible for livestock and poultry depopulation.

Event 2.3.6. PDS will deliver ICS task-specific training: Livestock and poultry appraisal (using calculators) and compensation training within VS Districts.

Event 2.3.7. PDS will continue to deliver Foreign Animal Disease Investigation Refresher (FADIR), Foreign Animal Disease Response Refresher (FADRR), Outbreak Investigations, Geospatial, and Field Epidemiology training courses.

FY2016 TRAINING/EXERCISE EVENTS

Event 2.3.8. PDS will facilitate delivery of a webinar on Workers Compensation During a Response for Finance and Administration personnel.

Event 2.4.2. Develop a FAD PReP SOP on VS NIMT deployment and deliver training for VS personnel and State Animal Health Officials on the process to request and deploy VS NIMTs.

Event 2.5.1. VS Safety, Health and Environmental Protection office will collaborate with APHIS EMSSD to provide on-the-job training opportunities for deployed VS NIMT safety officers, including nominal assignments as Safety Coordinators to assist experienced Safety Officers. (develop early FY 2016, implement late 2016)

Event 2.5.2. Develop a coaching/mentoring strategy to assist with training of VS NIMT personnel. (develop early FY 2016, implement late 2016)

Event 3.1.1. One Health workshops that build on the One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART) training received.

Event 3.1.2.a. Provide TTXs to validate the processes to request a VS NIMT and transfer of command between teams. Develop the TTX materials.

Event 3.1.5. Develop online discussion-based exercise materials that are available for download by FADDs to utilize at local, State, District and national meetings.

Event 3.1.6. Deliver a virtual workshop to develop a VS NIMT SOP for check-in and check-out procedures, including demobilization procedures, for emergency response.

Event 3.1.7. Conduct an annual VS NIMT seminar.

Event 3.1.8. Conduct a national workshop to develop a standard operating procedure for VS to request APHIS personnel through the APHIS Resource Ordering Status System (ROSS).

Event 3.2.2. Develop drill materials for FADDs to validate procedures for the field investigation of potential FAD/EDIs and data entry into the training module of EMRS 2.0.

Event 3.2.4. Develop drill materials for VS Districts to validate EMRS skills acquired through previous trainings.

Event 3.3.1. Conduct a workshop on area command with Northeast states and VS partners.

Event 3.3.2. Develop and conduct a joint MSPSA and VS TTX for area command and resource management during a multi-state FAD outbreak.

Event 3.3.5. Explore existing functional exercise materials for possible adaptation for use by NIMTs in their training and preparedness programs.

Event 3.3.6. Assist VS personnel to participate in external stakeholder exercises and provide after action reports as appropriate.

Event 3.4.1. Develop and implement an effective corrective action program to ensure that improvement plans from exercises and emergency incidents are implemented, corrective actions tracked to completion, and tangible preparedness improvements are documented, distributed, and implemented.

FY2017 TRAINING/EXERCISE EVENTS

Event 1.1.1. Advance the plans to organize, hire VS personnel and acquire other necessary resources to support and sustain the program.
Event 1.1.2. VS T&E team conducts a VS TEPW each year to identify the VS T&E strategy, priorities, objectives, and resources for the next three years. (April)
Event 1.1.3. Publish a multi-year VS TEP each year. (September)
Event 1.1.4. Implement the updated VS TEP beginning October 1 of each year. (October)
Event 1.2.1. Request feedback and input from all VS units and external stakeholder emergency responders on the VS T&E priorities, objectives, and events for consideration in the VS TEP. (February)
Event 1.2.2. Continue to collect information and publish, on a regular basis, a calendar of VS T&E events and appropriate external T&E events, and have the information accessible to VS personnel and external stakeholder emergency responders.
Event 2.1.1. Coordinate with training sponsors to determine feasibility of conducting additional courses.
Event 2.1.2a. Encourage VS NIMT Safety Officers to complete Occupational Safety and Health Administration (OSHA) Hazardous Waste Operations and Emergency Response (HAZWOPER) 40-hour standard training course (online).
Event 2.1.2b Encourage VS NIMT Command and General Staff to complete OSHA HAZWOPER 8-hour supervisors training course (online).
Event 2.1.2g. Encourage VS NIMT Group Supervisor emergency responders to complete E/L 960: NIMS ICS All-Hazards Position Specific Division/Group Supervisor training
Event 2.1.2i. Encourage all VS NIMT members and other VS personnel to complete Contracting Officer Representative (COR) training through the APHIS Contracting Office.
Event 2.2.1. Market, promote and raise awareness of the VS TEP to VS and external stakeholder emergency responders.
Event 2.2.10. Collaborate with DHS, APHIS Emergency Management Safety and Security Division (EMSSD) and others to develop and deliver animal health-specific ICS training for VS (including non-IMT personnel) and external stakeholder emergency responders. Initial training will focus on the Resource Unit Leader position.
Event 2.2.11. PDS will support the Federal Bureau of Investigation (FBI) in developing and delivering a training package on how to conduct a concurrent criminal and epidemiological FAD investigation. Training will be delivered jointly by FBI, VS, and State Animal Health personnel in each VS District.
Event 2.2.12. ICS task-specific training: Deliver poultry depopulation training for Poultry Depopulation Group Supervisor and Poultry Carcass Disposal Coordinator.

FY2017 TRAINING/EXERCISE EVENTS

Event 2.2.14. Develop and deliver ICS task-specific training: Case manager for infected premises. Training is two-fold: to oversee biosecurity practices and oversee financial documents and processes.

Event 2.2.15. Develop and deliver ICS task-specific training: Biosecurity manager for complex production facilities. Training will focus on managing biosecurity measures on infected premises with large and complex production practices.

Event 2.2.16. ICS task-specific training: Develop and deliver carcass composting training for Poultry Carcass Composting Technical Specialists (subject matter experts [SME]).

Event 2.2.17. Leverage materials available from other Federal agencies regarding responsibilities and procedures for working with contractors. Make materials available to VS personnel.

Event 2.2.18. Develop and deliver ICS task-specific training for cleaning and disinfection, Virus Elimination Group Supervisors.

Event 2.2.2. ICS task-specific training: APHIS Legislative and Public Affairs Office provides an annual risk communication course for VS NIMT Incident Commanders, Public Information Officers, and Liaison Officers with a focus on an FAD/EDI response.

Event 2.2.20. ICS task-specific training: Develop and deliver training for the Carcass Disposal Coordinator (for all species).

Event 2.2.21. Develop and deliver a face-to-face course focused on APHIS safety issues. Course will be designed for ICS supervisory-level personnel.

Event 2.2.9. Explore gaming technology to teach interviewing skills, biosecurity hazards, health and safety, and personal protective equipment (PPE), and interviewing skills.

Event 2.3.1.b. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) SFS 101b – Support VS engagement in state and regional planning efforts.

Event 2.3.1.c. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) SFS 101c – Incorporate commodity training into SFS to explain culture and structure of the participating industries.

Event 2.3.1.d. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) SFS 101d – Deliver commodity-specific training discussing current permitting processes in SFS systems.

Event 2.3.2.a. FMD Vaccination 101a – Basics of the VS policy, response options, and roles and responsibilities.

Event 2.3.2.b. FMD Vaccination 101b – State and regional FMD vaccination contingency planning.

Event 2.3.3. PDS will deliver ICS task-specific training: Captive bolt training for VS and external stakeholder emergency responders responsible for livestock and poultry depopulation.

FY2017 TRAINING/EXERCISE EVENTS

Event 2.3.4. PDS will deliver ICS task-specific training: How emergency responders can use the California Animal Health Emergency Management System tool.

Event 2.3.5. PDS will offer and deliver ICS task-specific training: FADD swine sampling, PPE, FAD/EDI preparedness and response training in VS Districts.

Event 2.3.6. PDS will deliver ICS task-specific training: Livestock and poultry appraisal (using calculators) and compensation training within VS Districts.

Event 2.3.7. PDS will continue to deliver Foreign Animal Disease Investigation Refresher (FADIR), Foreign Animal Disease Response Refresher (FADRR), Outbreak Investigations, Geospatial, and Field Epidemiology training courses.

Event 2.3.8. PDS will facilitate delivery of a webinar on Workers Compensation During a Response for Finance and Administration personnel.

Event 2.4.1. Conduct a webinar for VS and external stakeholder emergency responders on the FAD PReP Ebola Virus Disease Interim Livestock Response Plan.

Event 2.4.2. Develop a FAD PReP SOP on VS NIMT deployment and deliver training for VS personnel and State Animal Health Officials on the process to request and deploy VS NIMTs.

Event 3.1.1. One Health workshops that build on the One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART) training received.

Event 3.1.2.b. Provide TTXs to validate the processes to request a VS NIMT and transfer of command between teams. Conduct TTXs in two VS Districts per year.

Event 3.1.4. Conduct a Livestock Market Emergency Response Plan Workshop (one day, face-to-face) in the states of OK, TX, AR.

Event 3.1.5. Develop online discussion-based exercise materials that are available for download by FADDs to utilize at local, State, District and national meetings.

Event 3.1.7. Conduct an annual VS NIMT seminar.

Event 3.2.1. Develop and distribute drill materials to Public Information Officers to practice risk communication skills received from previous training.

Event 3.2.3. Develop and conduct drills in VS Districts to validate captive bolt skills received from previous training.

Event 3.2.4. Develop drill materials for VS Districts to validate EMRS skills acquired through previous trainings.

FY2017 TRAINING/EXERCISE EVENTS

Event 3.2.5. Conduct a drill at APHIS headquarters to validate the standard operating procedures to mobilize the APHIS Incident Coordination Group to the APHIS Emergency Operations Center for an FAD/EDI.

Event 3.2.6. Develop and deliver functional exercises in VS Districts for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators

Event 3.3.3. Conduct joint MSPSA and VS drills for area command and resource management during a multi-state FAD outbreak.

Event 3.3.4. Develop and conduct a joint MSPSA and VS multi-day functional exercise for area command and resource management during a multi-state FAD outbreak. (late FY 2017)

Event 3.3.6. Assist VS personnel to participate in external stakeholder exercises and provide after action reports as appropriate.

Event 3.4.1. Develop and implement an effective corrective action program to ensure that improvement plans from exercises and emergency incidents are implemented, corrective actions tracked to completion, and tangible preparedness improvements are documented, distributed, and implemented.

FY2018 TRAINING/EXERCISE EVENTS

Event 1.1.1. Advance the plans to organize, hire VS personnel and acquire other necessary resources to support and sustain the program.

Event 1.1.2. VS T&E team conducts a VS TEPW each year to identify the VS T&E strategy, priorities, objectives, and resources for the next three years. (April)

Event 1.1.3. Publish a multi-year VS TEP each year. (September)

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

Event 1.2.1. Request feedback and input from all VS units and external stakeholder emergency responders on the VS T&E priorities, objectives, and events for consideration in the VS TEP. (February)

Event 1.2.2. Continue to collect information and publish, on a regular basis, a calendar of VS T&E events and appropriate external T&E events, and have the information accessible to VS personnel and external stakeholder emergency responders.

Event 2.1.1. Coordinate with training sponsors to determine feasibility of conducting additional courses.

Event 2.1.2i. Encourage all VS NIMT members and other VS personnel to complete Contracting Officer Representative (COR) training through the APHIS Contracting Office.

Event 2.2.1. Market, promote and raise awareness of the VS TEP to VS and external stakeholder emergency responders.

Event 2.2.10. Collaborate with DHS, APHIS Emergency Management Safety and Security Division (EMSSD) and others to develop and deliver animal health-specific ICS training for VS (including non-IMT personnel) and external stakeholder emergency responders. Initial training will focus on the Resource Unit Leader position.

Event 2.2.11. PDS will support the Federal Bureau of Investigation (FBI) in developing and delivering a training package on how to conduct a concurrent criminal and epidemiological FAD investigation. Training will be delivered jointly by FBI, VS, and State Animal Health personnel in each VS District.

Event 2.2.12. ICS task-specific training: Deliver poultry depopulation training for Poultry Depopulation Group Supervisor and Poultry Carcass Disposal Coordinator.

Event 2.2.14. Develop and deliver ICS task-specific training: Case manager for infected premises. Training is two-fold: to oversee biosecurity practices and oversee financial documents and processes.

Event 2.2.15. Develop and deliver ICS task-specific training: Biosecurity manager for complex production facilities. Training will focus on managing biosecurity measures on infected premises with large and complex production practices.

FY2018 TRAINING/EXERCISE EVENTS

Event 2.2.16. ICS task-specific training: Develop and deliver carcass composting training for Poultry Carcass Composting Technical Specialists (subject matter experts [SME]).

Event 2.2.17. Leverage materials available from other Federal agencies regarding responsibilities and procedures for working with contractors. Make materials available to VS personnel.

Event 2.2.2. ICS task-specific training: APHIS Legislative and Public Affairs Office provides an annual risk communication course for VS NIMT Incident Commanders, Public Information Officers, and Liaison Officers with a focus on an FAD/EDI response.

Event 2.2.20. ICS task-specific training: Develop and deliver training for the Carcass Disposal Coordinator (for all species).

Event 2.2.21. Develop and deliver a face-to-face course focused on APHIS safety issues. Course will be designed for ICS supervisory-level personnel.

Event 2.2.9. Explore gaming technology to teach interviewing skills, biosecurity hazards, health and safety, and personal protective equipment (PPE), and interviewing skills.

Event 2.3.2.a. FMD Vaccination 101a – Basics of the VS policy, response options, and roles and responsibilities.

Event 2.3.2.b. FMD Vaccination 101b – State and regional FMD vaccination contingency planning.

Event 2.3.7. PDS will continue to deliver Foreign Animal Disease Investigation Refresher (FADIR), Foreign Animal Disease Response Refresher (FADRR), Outbreak Investigations, Geospatial, and Field Epidemiology training courses.

Event 2.3.8. PDS will facilitate delivery of a webinar on Workers Compensation During a Response for Finance and Administration personnel.

Event 3.1.1. One Health workshops that build on the One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART) training received.

Event 3.1.2.b. Provide TTXs to validate the processes to request a VS NIMT and transfer of command between teams. Conduct TTXs in two VS Districts per year.

Event 3.1.3. Deliver a TTX, in cooperation with external stakeholder emergency responders, to assess the emergency preparedness capabilities to respond to a screwworm outbreak.

Event 3.1.5. Develop online discussion-based exercise materials that are available for download by FADDs to utilize at local, State, District and national meetings.

Event 3.1.7. Conduct an annual VS NIMT seminar.

Event 3.2.4. Develop drill materials for VS Districts to validate EMRS skills acquired through previous trainings.

FY2018 TRAINING/EXERCISE EVENTS

Event 3.3.6. Assist VS personnel to participate in external stakeholder exercises and provide after action reports as appropriate.

Event 3.4.1. Develop and implement an effective corrective action program to ensure that improvement plans from exercises and emergency incidents are implemented, corrective actions tracked to completion, and tangible preparedness improvements are documented, distributed, and implemented.

Appendix A: VS Training and Exercise Team (FY 2015)

Co-Leads

Dr. Paula Cowen, VS PSS
Dr. Lee Myers, VS SPRS

VS Members

Mr. Matthew Bragg, EMSSD	Dr. Michael McDole, SPRS
Dr. Becky Brewer-Walker, SPRS	Dr. Barry Meade, SPRS
Dr. Bruce Carter, STAS	Mr. Joseph Mlakar, STAS
Ms. Elizabeth Clark, PSS	Dr. Roxanne Mullaney, NIES
Dr. Leslie Cole, SPRS	Dr. Deborah Nelson, STAS
Dr. Joanna Davis, SPRS	Dr. Dianne Norden, SPRS
Dr. Debra Donch, SPRS	Dr. Barbara Porter-Spalding, SPRS
Dr. Clem Dussault, SPRS	Dr. Mark Remick, SPRS
Dr. Thomas Easley, SPRS	Dr. Jane Rooney, SPRS
Dr. Diego Fridmann, SPRS	Dr. Byron Schick, NIES
Dr. Sunny Geiser-Novotny, SPRS	Dr. Sheryl Shaw, NIES
Dr. Steve Goff, SPRS	Dr. Denise Spencer, STAS
Dr. Daniel Harpster, SPRS	Mr. Rodney White, SPRS
Dr. Burke Healey, SPRS	Dr. Frank Wilson, SPRS
Dr. Fidelis Hegngi, SPRS	Dr. Cristopher Young, SPRS
Dr. Christina Loiacono, STAS	Dr. Jonathan Zack, SPRS
Dr. Tyler McAlpin, SPRS	

External Stakeholder Emergency Responder Members

Mr. John Canaday, APHIS Emergency Management Safety and Security Division
Ms. Rosalynn Days-Austin, APHIS ESF-11 Coordinator, FEMA Region VII
Mr. Craig Guthrie, APHIS Plant Protection and Quarantine (PPQ)
Dr. Kristin Haas, National Assembly of State Animal Health Officials; New England States
Animal Agriculture Security Alliance
Ms. Joelle Hayden, APHIS Legislative and Public Affairs
Ms. Sandy Johnson, Multi-State Partnership for Security in Agriculture
Dr. Charlotte Krugler, Southern Agriculture and Animal Disaster Response Alliance
Dr. Jeanie Lin, APHIS Animal Care
Dr. Sara McReynolds, National Assembly of State Animal Health Officials
Dr. Marvin Meinders, Department of Homeland Security
Ms. Lisa Quiroz, California Department of Food and Agriculture

Appendix B: National Preparedness Goal Core Capabilities

The following table represents the National Preparedness Goal Core Capabilities by mission area. Note that Planning, Public Information and Warning, and Operational Coordination apply to all five mission areas.

National Preparedness Goal Core Capabilities

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.

The following table cross-walks the VS Emergency Preparedness and Response critical activities with the National Preparedness Goal core capabilities.

**Cross-Walk between VS
Emergency Preparedness and Response Critical Activities
and National Preparedness Goal Core Capabilities**

VS Emergency Preparedness and Response Critical Activities	National Preparedness Goal Core Capabilities
1. Etiology and ecology	Intelligence and informational sharing; Operational communications; Operational coordination; Planning; Public and private services and resources; Public information and warning; Risk and disaster resilience assessment; Screening, search and detection; and Situational assessment.
2. Case definitions	
3. Surveillance	
4. Diagnostics	
5. Epidemiological investigation and tracing	
6. Information management	Intelligence and information sharing; Interdiction and disruption; Operational communications; Operational coordination; Planning; Public information and warning; and Situational assessment.
7. Communication	
8. Health and safety, and personal protective equipment	Environmental response/health and safety; On-scene security and protection; Operational coordination; Physical protective measures; Planning; Public health and medical services; and Public information and warning.
9. Biosecurity	
10. Quarantine and movement control	
11. Continuity of business	Economic recovery and community resilience; Operational coordination; Planning; Public information and warning; and Risk management for protection programs and activities.
12. Regionalization for international trade	
13. Mass depopulation and euthanasia	Environmental response/health and safety; On-scene security and protection; Operational coordination; Planning; Public health and medical services; Public information and warning; Physical protective measures; Supply chain integrity and security
14. Disposal	
15. Cleaning and disinfection	
16. Vaccination	Community resilience; Interdiction and disruption; Operational coordination; Planning; Public information and warning; Public health and medical services; Risk and disaster resilience assessment; and Risk management for protection programs and activities.
17. National veterinary stockpile	Critical transportation; Operational coordination; Planning; Public health and medical services; Public information and warning; and Supply chain integrity and security.
18. Wildlife management and vector control	Operational coordination; Planning; Public information and warning; Risk management for protection programs and activities; and Screening, search and detection.
19. Animal welfare	Operational coordination; Planning; Public and private services and resources; Public information and warning; and Risk management for protection programs and activities.
20. Modeling and assessment tools	Economic recovery; Infrastructure systems; Operational coordination; Planning; Public information and warning; Risk and disaster resilience assessment; Risk management for protection programs and activities; and Supply chain integrity and security.
21. Appraisal and compensation	
22. Finance	
23. National response framework and national incident management system	Operational coordination; Planning; Public and private service and resources; and Public information and warning.

Appendix C: HSEEP Exercise Types

The HSEEP describes an exercise as an instrument to train for, assess, practice, and improve performance in prevention, protection, mitigation, response, and recovery capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; improving individual performance; identifying gaps in resources; and identifying opportunities for improvement.

DISCUSSION-BASED EXERCISES

Discussion-based exercises focus on strategic, policy-oriented issues and can be used to familiarize players with, or develop new, plans, policies, agreements, and procedures. Facilitators and/or presenters usually lead the discussion, keeping participants on track toward meeting exercise objectives.

Discussion-based exercises:

- Include seminars, workshops, tabletops, and games;
- 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; and
- Do not involve deployment of resources.

1. Seminars

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

A seminar can:

- Orientate participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas;
- Construct a common framework of understanding;
- Be valuable for entities that are developing or making major changes to existing plans or procedures; and
- Help gain awareness of, or assess, the capabilities of interagency or inter-jurisdictional operations.

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:

- Focus on achieving or building a product;
- Focus on a specific issue, with the desired objective, product, or goal clearly defined;
- Develop new ideas, processes, or procedures;
- Develop a written product as a group in coordinated activities;
- Obtain consensus; and
- Collect and 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 focus groups.

Products that are often produced from a workshop include new SOPs, emergency operations plans, continuity of operations plans, and mutual aid agreements. Findings from the workshop should be collected into a short After-Action Report (AAR) and distributed to all parties involved. The AAR for workshops serves much like meeting minutes.

3. Tabletop Exercises

A TTX facilitates conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perception, by using a hypothetical scenario to generate discussion.

In a TTX, participants:

- Enhance general awareness;
- Validate plans and procedures;
- Rehearse concepts and/or assess systems;
- Examine areas of concern and solve problems;
- Identify strengths and shortfalls;
- Seek to change existing attitudes and perspectives; and
- Make decisions in a no-fault environment.

Conduct Characteristics

- Requires experienced facilitators.
- In-depth discussion.
- Slow-paced problem solving.
- Basic or complex design.

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. Games

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

In a game, participants:

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

Operations-based exercises are characterized by actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resources.

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;
- Identify resource gaps; and
- Improve individual and team performances.

1. Drills

A drill is a coordinated, supervised activity to validate a specific function or capability in a single agency or organization.

In a drill, participants:

- Gain training on new equipment;
- Validate procedures;
- Practice and maintain skills;
- Determine if plans can be executed as designed; and
- Prepare to collaborate in more complex exercises.

Conduct Characteristics

- Timed event.
- Immediate feedback.
- Realistic but isolated environment.

2. Functional Exercises

A functional exercise (FE) is typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions.

In an FE, participants:

- Validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions;
- Respond to exercise scenario with event updates in a realistic, real-time environment; and
- Assess the adequacy of response plans and resources.

Conduct Characteristics

- Requires experienced controllers using a Master Scenario Events List.
- Often uses simulators in a simulation cell.
- Simulates deployment of resources and personnel.
- Rapid problem solving.
- Highly stressful environment.
- Involves multiple functions.

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:

- Respond to complex and realistic problems that require critical thinking, rapid problem-solving, and effective responses by trained personnel;
- Operate under cooperative systems such as the incident command system or unified command; and
- Assess plans and procedures under crisis conditions.

Conduct Characteristics

- Most complex and resource-intensive type of exercise.
- Mobilizes personnel and equipment to the scene.
- Real-time, stressful environment intended to mirror a real incident.
- Events projected through an exercise scenario with event updates that drive activity at the operational level.
- Many activities occur simultaneously.

Appendix D: Abbreviations

AAR	After Action Report
APHIS	Animal and Plant Inspection Service
DHS	Department of Homeland Security
EDI	Emerging Disease Incident
EMLC	Emergency Management Leadership Council
EMSSD	Emergency Management Safety and Security Division
EMRS	Emergency Management Response System
FAD	Foreign Animal d=Disease
FAD PReP	Foreign Animal Disease Preparedness and Emergency Response Plan
FADD	Foreign Animal Disease Diagnostician
FMD	Foot-and-Mouth Disease
FY	Fiscal Year
HSEEP	Homeland Security Exercise and Evaluation Program
ICG	Incident Coordination Group
ICS	Incident Command System
IMT	Incident Management Team
MSPSA	Multi-State Partnership for Security in Agriculture
NAHLN	National Animal Health Laboratory Network
NIES	National Import Export Services
NIMS	National Incident Management System
NIMT	National Incident Management Team
PDS	Professional Development Staff
PPE	Personal Protective Equipment
PPQ	Plant Protection and Quarantine
PSS	Program Support Services
ROSS	Resource Ordering Status System
SFS	Secure Food Supply
SOP	Standard Operating Procedure
SPRS	Surveillance, Preparedness and Response Services
STAS	Science, Technology and Analysis Services
T&E	Training and Exercises
TEP	Training and Exercise Plan
TEPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise
USDA	United States Department of Agriculture
VMO	Veterinary Medical Officer
VS	Veterinary Services