



WEST VIRGINIA HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM

Training and Exercise Plan

2016

ADMINISTRATIVE HANDLING INSTRUCTIONS

The title of this document is the West Virginia 2016 Training and Exercise Plan. This document fulfills a grant requirement for the State Homeland Security Grant and the Emergency Management Performance Grant.

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WEST VIRGINIA TRAINING AND EXERCISE PROGRAM WORKSHOP SUMMARY

As preparation for development of the 2016 Training and Exercise Plan (TEP), West Virginia held four Improvement Planning Workshops (IPW) in various locations around the state in October and November 2015. The IPWs were hosted by the West Virginia Homeland Security State Administrative Agency. Read ahead materials were provided to all participants to prepare them for the workshop. Jurisdictions from the six Homeland Security Regions were invited to participate, with those who received or anticipated receiving FY2015 DHS, HHS, and/or CDC/ASPR grant funding were encouraged to participate. This workshop was conducted under HSEEP guidelines, was documented, and serves as an exercise under the grant requirements.

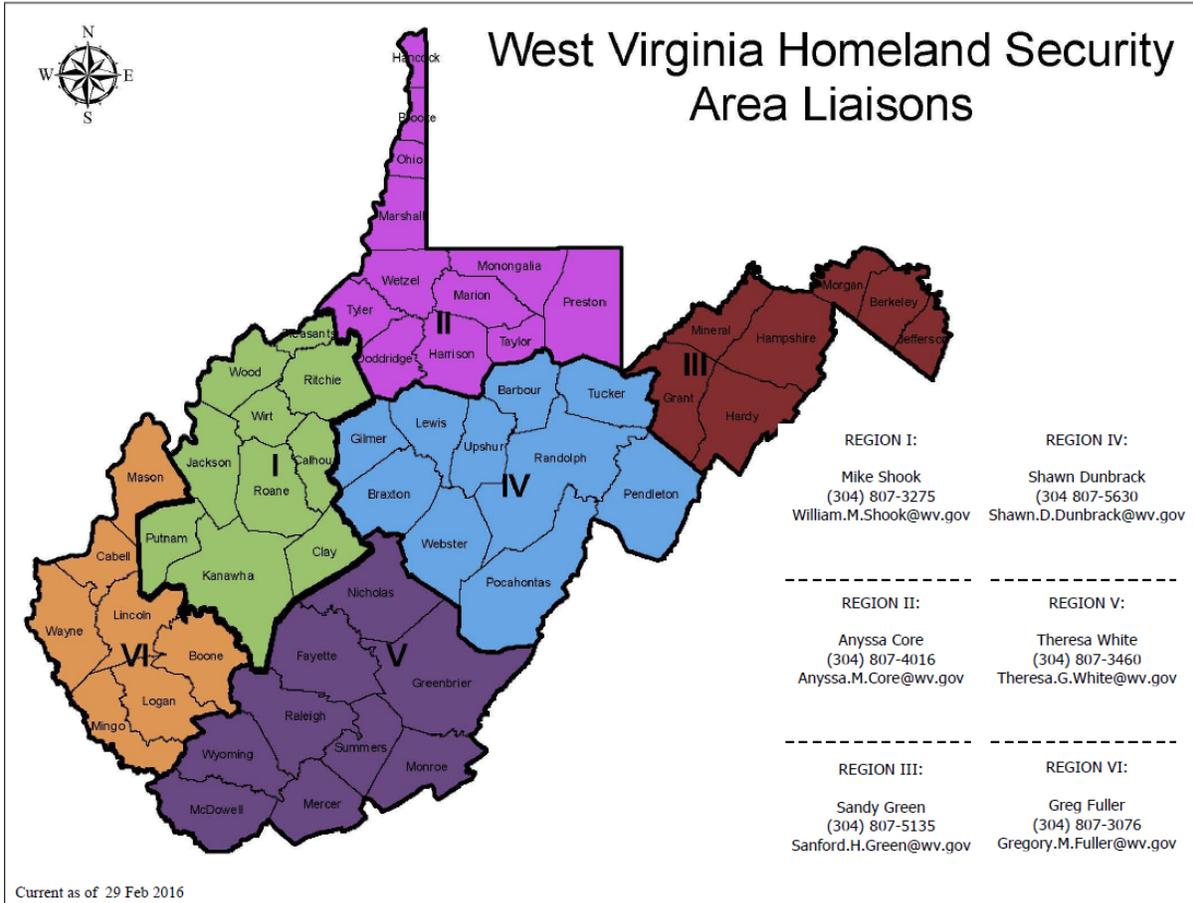
The 2015 IPW agenda included summaries of the results from local and state After Action Reports and Improvement Plans and local Threat and Hazard Identification Risk Assessments (THIRAs); a review of the 2015 State Training Plan; and a summary of selected of the status of selected core capabilities, followed by a discussion of training and exercise needs. The participants were also provided with program updates and with a presentation on the value of using preparedness coalitions to meet exercise, training and response requirements.

Although each region had representatives from many of their jurisdictions, not all jurisdictions and not all disciplines were represented. Therefore, the information collected and included in the TEP reflects the work of the workshops participants and does not represent all training and exercise needs and may not necessarily indicate agreement of all jurisdictions, agencies, or disciplines within each region or across the state.

Upon completion of the four IPWs, selected state government personnel reviewed the information to set the priorities for the coming year as described in this Plan.

Though a set schedule for all training and or a specific exercise calendar was not developed, a clearer understanding of the Training and Exercises required to close identified gaps was established.

WEST VIRGINIA HOMELAND SECURITY REGIONS AND AREA LIAISONS



CONTENTS

Administrative Handling Instructions	1
West Virginia TEPW Summary.....	2
Homeland Security Map.....	3
Table of Contents	4
Assessment & Analysis Findings.....	5
General Training Recommendations.....	6
Appendix A: Training Schedule 2016	7
Appendix B: Exercise Schedule 2016	9
Appendix C: Types of Exercises.....	10
Appendix D: Core Capabilities.....	12

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ASSESSMENT & ANALYSIS

State agencies and local jurisdictions have completed a variety of assessments and exercises in recent years which have helped to clarify gaps and opportunities for improvement. Relative to training and exercising, these assessments identify consistent and recurring themes.

- Analysis shows a significant part of the shortfall of some priority Core Capabilities relates to human resources, and a considerable part of the HR gaps can be reduced through training.
- Historically, training has focused on nationally developed courses and curriculum which mostly contains federal policy, doctrine and theory; as well as best practices from across the country.
- Limited state or jurisdiction specific information is included in many training courses, with an assumption that course participants will apply material to their particular situation. The perception is this is not happening to the degree it should for the training to meaningfully build capacity.
- To effectively incorporate state specific information, new or supplemental curriculum may need to be developed. This will require drawing from a range of expertise. In many locations the condition of written plans and procedures make it difficult for instructors to familiarize and instruct on how services are provided in the locales where the course participants work.
- Training has not been adequately tied to other capability building approaches.
- The probability of increasing the number of paid personnel is very limited in most jurisdictions and/or disciplines, so we need to deliberately incorporate volunteers in our training program.
- Sensible cross training needs to be done to increase the potential for personnel to be skilled in needed functions, and for continuity purposes. Application of these personnel in any capability assessment needs to be realistic as a person can only fill a specific role (or perhaps a limited number of responsibilities) during an actual incident.
- Training needs to focus on both knowledge and skills. Too much of the training program is provided via lecture with insufficient practical application.
- Agencies often send one representative to a training course. There is much evidence that inadequate sharing of information happens with other agency personnel after the course to effectively grow the organization's knowledge, not just the individual who attended the training.
- Due to the very limited personnel in some agencies, and the unique reality in various jurisdictions, a dispersed training model may be most useful for some topics.
- Short training sessions could be incorporated into regional, association, or other meetings. Not all topics require a full day of instruction.

General Training Recommendations

In addition to the training needs for specific capabilities articulated below, feedback and analysis shows more training is needed in the following areas.

- THIRA – Additional education is needed to increase the understanding of the Threat and Hazard Identification and Risk Assessment (THIRA) including the intent of the process, the correct procedure for completing and submitting the THIRA tool, and how the information submitted will be used. Better understanding how the THIRA process relates to other capability building efforts (i.e., planning, NIMS, training/exercises, grants) is also needed.
- NIMS – Beyond the specific training requirements for individual agencies and disciplines, there is still inconsistent and incorrect application of ICS courses to allow the state to grow leadership capacity across disciplines and jurisdictions. Training requirements need to be more specifically tailored according to an individual's responsibilities rather than just herding people en masse through general courses. Practically that means more position-specific training needs to be offered, and more opportunities for on-the-job training need to be developed.
- Grant Management - Training needs to continue to be offered for grant development and management as numerous sub-grantees still have challenges with basic grant paperwork. Programmatically, many agencies still need help articulating what they need and what benefits the grant will produce in language consistent with the National Preparedness System.

APPENDIX A: CURRENT 2016 TRAINING SCHEDULE

- G290 – Basic Public Information Officer – March 22-23, 2016 @ Cacapon State Park
- HSEEP – March 22-23, 2016 @ Bethany, WV
- Disaster Management for Water and Wastewater Utilities – April 12-13, 2016 @ Triadelphia, WV **(Travel Not Included)**
- Basics of Floodplain Management – April 20, 2016 @ Buckhannon **(Travel Not Included)**
- G108 – Community Mass Care and Emergency Assistance – April 26-28, 2016 @ Days Hotel, Flatwoods
- G108 – Community Mass Care and Emergency Assistance – TBD
- Public Information in an All-Hazard Incident – April 20-21, 2016 – Randolph-Elkins Health Dept. **(Travel Not Included)**
- Disaster Management for Water and Wastewater Utilities – May 24-25, 2016 @ WVRWA Scott Depot **(Travel Not Included)**
- G311 – Hazardous Materials Contingency Planning – May 25, 2016 @ West Virginia State Police Academy (PDC)
- G290 – Basic Public Information Officer – June 14-15, 2106 @ North Bend State Park
- G291 – JIC/PIO – July 20, 2016 @ Days Hotel, Flatwoods
- Natural Disaster Awareness for Caregivers of Senior Citizens – July 12, 2016 @ WV State Police Academy (8am to 12pm) **(Travel Not Included)**
- Natural Disaster Awareness for Community Leaders – July 12, 2016 @ WV State Police Academy (1pm to 5pm) **(Travel Not Included)**
- G191 – EOC/ICS Interface – August 23-24, 2016 @ Tygart Lake
- G291 – JIC/PIO – October 19, 2016 @ Blackwater Falls
- E/L-0956 – NIMS All-Hazards Incident Commander Course – 5 Days October 24-28, 2016 @ Canaan Valley Resort State Park
- *Social Media “Trio” currently under FEMA review for approval. Dates have been secured through NDPTC-Hawaii.*

- Social Media Natural Disaster Response and Recovery (Day 1); Social Media Tools and Techniques (Day 2); Social Media Engagement Strategies (Day 3) – June 14-16, 2016 @ Location TBD (Region 3 - Canaan Valley Resort)
- Social Media Natural Disaster Response and Recovery (Day 1); Social Media Tools and Techniques (Day 2); Social Media Engagement Strategies (Day 3) – September 13-15, 2016 @ Location TBD (Region 1)
- *There will be several HSEEP courses scheduled throughout the year.
- *Many trainings of opportunity will be scheduled but **travel will not be included.**

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APPENDIX B: CURRENT 2016 EXERCISE SCHEDULE

The following exercises have been scheduled in 2016. Additional exercises will be added once they are finalized.

Jan 28, 2016	Closed Point of Distribution	Department of Environmental Protection	Table Top Exercise (TTX)
Feb 10, 2016	Active Shooter	Buffalo High School	Table Top Exercise (TTX)
Mar 8, 2016	Active Shooter	Crossroads Mall	Table Top Exercise (TTX)
Mar. 10, 2016	Region 2 Healthcare Coalition	Region 2 Hospital Association	Functional Exercise (FE)
Apr 9, 2016	Active Shooter	Buffalo High School	Full-Scale Exercise (FSE)
Apr 17, 2016	Active Shooter	Crossroads Mall	Full Scale Exercise (FSE)
May 5, 2016	Region 3/4 Healthcare Coalition	Hospital Association Region ¾	Functional Exercise (FE)
May 2016	Closed Point of Distribution	Department of Environmental Protection	Functional Exercise (FE)
May 2016	Airport Certification	Tri-State Airport, Huntington	Full Scale Exercise (FSE)
Aug 2016	Closed Point of Distribution	Dept. Health and Human Resources Charleston	Table Top Exercise (TTX)
Sept 2016	Closed Point of Distribution	Capitol Complex	Full Scale Exercise (FSE)
Dec 2016	Region 6 Healthcare Coalition	Region 6 Hospital Association	Functional Exercise (FE)

APPENDIX C: TYPES OF EXERCISES

DISCUSSION BASED EXERCISES

Discussion-based exercises are normally used as starting points in the building-block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual aid agreements (MAAs), and procedures. Thus, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic policy-oriented issues; operations-based exercises focus more on tactical response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

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

Workshops. Workshops represent the second tier of exercises in the Homeland Security Exercise and Evaluation Program (HSEEP) building-block approach. Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is on achieving or building a product (such as a plan or a policy).

Tabletop Exercises (TTX). TTXs involve senior staff members, elected or appointed officials, or other key personnel in an informal setting discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decisionmaking that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of operations-based exercises and games, TTXs can be cost-effective tools when used in conjunction with more complex exercises.

OPERATIONS BASED EXERCISES

Operations-based exercises are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time.

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

Functional Exercises (FE). An FE is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS), Unified Command, and Emergency Operations Centers (EOCs). Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

Full-Scale Exercises (FSE). FSEs are multiagency, multijurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under the ICS or Unified Command to effectively and efficiently respond to, and recover from, an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. It is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). An FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Analyzing memorandums of understanding (MOUs), SOPs, plans, policies, and procedures

APPENDIX D: CORE CAPABILITIES

<u>Prevention</u>	<u>Protection</u>	<u>Mitigation</u>	<u>Response</u>	<u>Recovery</u>
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response / Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threat and Hazards Identification	Fatality Management	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care	
	Supply Chain Integrity and Security		Mass Search and Rescue	
			On-Scene Security, Protection and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	