Training and Exercise Plan Workshop User's Handbook

[Month Year]

T&EPW User's Handbook

The U.S. Department of Homeland Security (DHS) Fiscal Year (FY) 2006 Grant Guidance requires that any State or Urban Area (designated by the Urban Area Security Initiative [UASI]) receiving DHS grant funds conduct an annual Training and Exercise Plan Workshop (T&EPW). Each State or Urban Area has prepared a Homeland Security Strategy that identifies priorities on which the State or Urban Area has chosen to focus its prevention, protection, response, and recovery improvement efforts. T&EPW attendees should be familiar with both the homeland security strategy and the State or Urban Area priorities.

A T&EPW provides the opportunity to review the State or Urban Area homeland security strategy and develop or update its Multi-Year Training and Exercise Plan. There is a focus on coordination of all training and exercise activities occurring throughout the State or Urban Area, including activities sponsored by Federal agencies and various local governments. States and UASI regions must ensure that their training and exercise schedules are coordinated to prevent duplication of efforts, ensure resources are not overextended during training or exercises, and maximize the efficacy of training and exercise appropriations. Moreover, schedule collaboration can present opportunities for jurisdictions and agencies to fulfill multiple grant requirements with a single exercise or training course.

The schedule produced from the T&EPW should be submitted through the DHS Secure Portal Exercise Scheduler, accessible through https://odp.esportals.com. The posted schedule should include all planned exercises.

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Training and Exercise Planning Workshop (T&EPW) Purpose

The U.S. Department of Homeland Security (DHS) has developed this Training and Exercise Plan Workshop (T&EPW) User's Handbook, which provides the necessary information and documentation to assist each State or Urban Area in conducting an annual T&EPW. It has been tailored to include documents appropriate to the needs of the each State or Urban Area conducting the T&EPW, including guidelines, sample documents, timelines, and definitions.

The Multi-Year Training and Exercise Plan, which is a product of the T&EPW, will serve as a living document that is updated annually. The document will act as a roadmap for the each State or Urban Area by providing direction to implement its Homeland Security Strategy. The Multi-Year Training and Exercise Plan will include a schedule that accounts for training and exercises occurring within the each State or Urban Area over the ensuing 3 years.

T&EPW Preparation

Sponsoring and conducting a T&EPW requires a great deal of planning, consideration, and maintenance. Not only should the schedule resulting from the T&EPW be maintained throughout the year, but other activities such as tracking identified action items in Improvement Plans (IPs) play a vital role in the annual review. Consideration should be given to whether the personnel attending the T&EPW are able to participate in the decisionmaking process. To conduct the T&EPW with personnel ready to discuss important concepts and capabilities, the read-ahead material that has been developed and the minutes from the annual Improvement Planning Conference should be distributed to T&EPW participants prior to the meeting.

Read-Ahead Material

The kickoff meeting has developed this preparation material to prepare participants in the State or Urban Area annual Improvement Planning Conference and subsequent T&EPW. It has been tailored to provide background information relevant to the planning activities of the State or Urban Area, including applicable National Preparedness initiatives, planning guidelines, and definitions. This preparation material should be distributed to planners who have not yet had Homeland Security Exercise and Evaluation Program (HSEEP) training or to new members of the planning group before conducting the Improvement Planning Conference and T&EPW to ensure an understanding of the basis of the process.

Improvement Planning Conference

Participants attending the Improvement Planning Conference will have an opportunity to review After-Action Reports (AARs)/IPs from real-world incidents and exercise events. Information gleaned from these reports will be cross-walked with the State's Homeland Security Strategy, and the Improvement Actions can be evaluated with the established priorities. Planners can then collectively organize, update, and ensure their respective IPs are synchronized with the Homeland Security Strategy. The Improvement Planning Conference should be held 30 days prior to the T&EPW. Activities at the Improvement Planning Conference include reviewing the Homeland Security Strategy and concepts of IP development, reviewing

and updating IPs, and using their respective jurisdiction IPs to update State or Urban Area priorities for the upcoming T&EPW.

T&EPW Conduct

Overview

The T&EPW is a forum for developing, reviewing, and updating a Multi-Year Training and Exercise Plan and Schedule. It should be conducted annually, as close to the start of the calendar year as possible. It is one of the key elements of HSEEP because it is an opportunity for the State or Urban Area to discuss its Homeland Security Strategy and develop a plan to increase preparedness through training and exercises. It allows the State or Urban Area as a whole to translate goals and priorities into specific objectives and exercises, coordinate exercise activities, and track improvement plan actions against current capabilities, training, and exercises.

The purpose of the T&EPW is to review program accomplishments to date. Jurisdictions review their progress and accomplishments over the previous year. They should then identify needed modifications, such as areas of the Multi-Year Training and Exercise Schedule, that need updating.

A large part of the workshop should be spent scheduling exercises. The workshop provides an excellent opportunity for regions and counties to coordinate exercises to avoid duplication and pool resources. The T&EPW is an ideal time to coordinate exercises that are grant deliverables, mandated by various Federal agencies.

State or Urban Area Point of Contact (POC) Responsibilities

To ensure effectiveness of the T&EPW, a list of basic roles and responsibilities has been developed for the State or Urban Area points of contact (POCs). The State or Urban Area will provide the structure in which all workshop activities will be conducted (based on the HSEEP framework). The jurisdiction's role is to provide target capabilities that correspond to State or Urban Area priorities based on the State Homeland Security Strategy. After establishing what target capabilities correspond to the State or Urban Area priorities, a list of training and exercises should be developed that will ensure continuous improvement of capabilities and will combine to accomplish the priorities. In addition, the jurisdiction is responsible for providing the logistics for all events. Details of these roles and responsibilities are listed below.

T&EPW Preparation

- Prepare all documentation and meeting facilitation materials (e.g., agendas, PowerPoint presentations, and minutes) in support of the workshop.

- Invite and register all participants for the workshop (see Appendix C for sample registration form).

- Set workshop agenda (see Appendix C for sample agenda).

- Ensure that participants review the State Homeland Security Strategy and the prerequisite T&EPW reading.

- Ensure that participants bring their individual agency training and exercise schedules.

T&EPW Conduct

- Conduct and facilitate the T&EPW. If breakout groups are required, provide a facilitator for group discussions who will ensure attendees stay focused on T&EPW goals. Coordinate recording (note taking) of major points of discussion.

Post-T&EPW

- Draft T&EPW minutes and submit to DHS.

- Submit final Multi-Year Training and Exercise Plan to the DHS Secure Portal. The State or Urban Area POC or a designated member of the State Administrative Agency (SAA) must submit all plans.

- Schedule exercise dates in the National Exercise Schedule (NEXS) System off of the DHS HSEEP Web site at https:\\hseep.dhs.gov and ensure that you have assigned an exercise point of contact (POC).

- Distribute final copies of training and exercise materials to DHS and the State or jurisdiction via CD-ROM and hardcopy, as necessary.

T&EPW Checklist

Please use the following checklist to ensure all the proper activities occur when executing a T&EPW:

- Invite all applicable representatives and include an RSVP deadline.

- Ensure all T&EPW invitees are provided with all prerequisite materials.

- Ensure all T&EPW invitees understand the requirement to bring their previous year's IP(s) and individual agency training and exercise schedules to the T&EPW.

- Register all T&EPW attendees.

- Prepare all documentation and meeting facilitation materials (e.g., agendas, presentations, copies of the State Homeland Security Strategy, and Target Capabilities List [TCL]) in support of the workshop.

- Conduct and facilitate the T&EPW. Provide facilitation so attendees stay focused on T&EPW goals. Coordinate recording (note taking) of major points for discussion.

- Schedule exercise dates in the National Exercise Schedule (NEXS) System and ensure that you have assigned an exercise POC.

- Post and maintain all materials in the DHS Secure Portal.

- Review all materials as provided by the State or Urban Area.

- Ensure submission of the Multi-Year Training and Exercise Plan to DHS for final approval. All plans must be submitted by the State or Urban Area POC or designated member of the SAA.

- Ensure distribution of all final copies of training and exercise materials to DHS and the State/ Urban Area via CD-ROM and hardcopy, as necessary.

- Submit formatted Urban Area Security Initiative (UASI) plans to the statewide exercise calendar.

T&EPW Timeline

T&EPW Timeline	
T&EPW - 30 Days	Conduct Improvement Planning Conference.
T&EPW - 15 Days	All invitees should review the State Homeland Security Strategy and requisite T&EPW reading.
T&EPW + 5 Days	State or Urban Area POC submits T&EPW minutes to DHS within 5 days.
Minutes Submission + 3 Days	DHS reviews and adjudicates T&EPW minutes.
T&EPW + 15 Days	State or Urban Area planning committee drafts Multi-Year Training and Exercise Plan.
T&EPW + 30 Days	State or Urban Area POC or designated member of the SAA submits the final Multi-Year Training and Exercise Plan to the DHS Secure Portal.

Participants

Participants should have the ability to make decisions and carry them out within their respective jurisdiction. Participants at the T&EPW should be aware of their jurisdictions' capabilities and plan exercises to address real-world issues and increase needed capabilities. They should also be prepared to assess capabilities and preparedness levels of participating agencies, identify a cycle of exercises that increase in complexity, and prepare a Multi-Year Training and Exercise Plan and Schedule. All attendees should be familiar with the prerequisite T&EPW reading and should be instructed to bring their individual agency training and exercise schedules with them to the T&EPW. Prior to the T&EPW, the State or Urban Area POC should advise all participants to familiarize themselves with the following:

- State or Urban Area homeland security strategy
- Volumes I-IV of the HSEEP (can be found at www.hseep.dhs.gov)
- Target Capabilities List (TCL)
- State or Urban Area Homeland Security Grant Guidance
- Current training and exercise initiatives throughout the State or Urban Area

T&EPW Components

- **State or Urban Area homeland security strategy:** The current state of preparedness activities, planning, training, equipment, and exercises from all agencies and programs should be discussed. Priorities gleaned from the State or Urban Area homeland security strategy should be identified and disseminated to participants prior to the start of the T&EPW.

- **Capabilities-Based Planning:** An overview of capabilities-based planning should be conducted. State or Urban Area priorities should be clearly defined and discussed as they relate to the National Priorities. If applicable, State or Urban Area priorities should be linked to improvement planning efforts. Target capabilities that should be accomplished to attain State or Urban Area priorities should then be listed along with training and exercises that will help the State or Urban Area obtain those capabilities and achieve those priorities.

- **Multi-Year Training and Exercise Plan:** The Multi-Year Training and Exercise Plan is the roadmap for accomplishing priorities described in the State or Urban Area homeland security strategy. Included in the plan should be the Training and Exercise Schedule for the ensuing 3 years.

- **HSEEP:** A brief overview of HSEEP should be conducted, highlighting the program's guidelines, goals, and objectives.

- **Training and Exercise Schedule:** Attendees at the T&EPW should develop a training and exercise schedule to be included in the Multi-Year Training and Exercise Plan. The schedule should list the proposed training and exercises to be conducted over the ensuing 3 years. For example, schedules created in 2006 represent training and exercise activities expected to occur from January 1, 2006, to December 31, 2008. In 2007, The State or Urban Area should create a 3-year training and exercise schedule that represents training and exercise activities planned for January 1, 2007, to December 31, 2009. The schedule should allow adequate time for a building-block progression of exercises. For exercises held in the first year, approximate dates should be available. For second and third year schedules, tentative dates may be used. The schedule should be submitted to DHS by the State exercise POC as part of the completed Multi-Year Training and Exercise Plan within 30 days of the T&EPW. The State POC or SAA should post the exercise schedule to the CSIS on the DHS Secure Portal.

Homeland Security Presidential Directive (HSPD)-8

On December 17, 2003, the President issued Homeland Security Presidential Directive (HSPD)-8: National Preparedness. Among other actions, HSPD-8 required the establishment of a National Preparedness Goal, which establishes measurable priorities, targets, and a common approach to developing capabilities needed to better prepare the Nation as a whole. The National Preparedness Goal uses a capabilities-based planning approach to help answer the questions, "How prepared are we," "How prepared do we need to be," and "How do we prioritize efforts to close the gap?" As a result of HSPD-8 and the National Preparedness Goal, a set of National Planning Scenarios was developed to illustrate the effects and conditions of incidents of national significance for which the Nation should prepare.

National Preparedness Goal

The National Preparedness Goal is designed to guide Federal Departments and agencies, State, territorial, tribal, and local officials, the private sector, nongovernmental organizations (NGOs), and the public in determining how most effectively and efficiently to strengthen preparedness for terrorist attacks, major disasters, and other emergencies.

The goal includes seven priorities for national preparedness. The priorities fall into two categories: overarching priorities and priorities to build specific capabilities.

The overarching priorities are to:

- Implement the National Incident Management System (NIMS) and National Response Plan (NRP)

- Expand regional collaboration and

- Implement the Interim National Infrastructure Protection Plan

The priorities for specific capabilities are to:

- Strengthen information sharing and collaboration capabilities

- Strengthen interoperable communications capabilities

- Strengthen chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) weapons detection, response, and decontamination capabilities
- Strengthen medical surge and mass prophylaxis capabilities

The goal addresses a requirement of HSPD-8, National Preparedness, to define "standards for preparedness assessments and strategies, and a system for assessing the Nation's overall preparedness to respond to major events, especially those involving acts of terrorism."

The National Preparedness System

The National Preparedness System was designed to answer three main questions:

- How prepared are we?
- How prepared do we need to be?
- How do we prioritize efforts to close the gap?

By asking and answering these questions, all levels of government should be able to identify critical deficiencies, develop strategies, track and report on progress, and aggregate this information to better understand the Nation's preparedness level.

Target Capabilities List (TCL)

The TCL includes 37 goals that will balance the potential threat and magnitude of terrorist attacks, major disasters, and other emergencies with the resources required for prevention, response, and recovery. This list is designed to help jurisdictions understand what their preparedness roles and responsibilities are during a major incident, and includes everything from all-hazards planning to worker health, and safety.

Universal Task List (UTL)

The UTL is a list of every unique task that was identified from the list of National Planning Scenarios developed under the leadership of the Homeland Security Council. The UTL is a reference to help plan, organize, equip, train, exercise, and evaluate personnel for the tasks they may need to perform during a major incident.

National Planning Scenarios

The 15 National Planning Scenarios address all-hazards incidents, which include terrorism, natural disasters, and health emergencies. They represent the minimum number of scenarios necessary to illustrate the range of potential incidents, rather than every possible threat or hazard. The 15 National Planning Scenarios are as follows:

1. Improvised Nuclear Device
2. Aerosolized Anthrax
3. Pandemic Influenza
4. Plague
5. Blister Agent
6. Toxic Industrial Chemical
7. Nerve Agent
8. Chlorine Tank Explosion
9. Major Earthquake
10. Major Hurricane
11. Radiological Dispersal Device (RDD)
12. Improvised Explosive Device (IED)
13. Food Contamination
14. Foreign Animal Disease (FAD)
15. Cyber

The National Planning Scenarios serve as the basis for identifying tasks that must be performed to prevent, protect against, respond to, and recover from these incidents, as well as the capabilities required to perform the tasks. From the 15 National Planning Scenarios, the UTL was developed as a comprehensive, integrated menu of essential tasks for major events. The 15 scenarios provide for common planning factors in terms of the potential scope, magnitude, and complexity of major events that will help to determine the target levels of capability required and apportion responsibility among all potential partners. Developing appropriate capabilities to address this range of scenarios will best prepare the Nation for terrorist attacks, major disasters, and other emergencies.

National Priorities

The following eight National Priorities were established by DHS' Interim National Preparedness Goal:

1. Implement NIMS and the NRP
2. Expand Regional Collaboration
3. Implement the National Infrastructure Preparedness Plan (NIPP)
4. Strengthen Information Sharing and Collaboration Capabilities
5. Strengthen CBRNE Weapons Detection, Response, and Decontamination Capabilities
6. Strengthen Interoperable Communications Capabilities
7. Strengthen Medical Surge and Mass Prophylaxis Capabilities
8. Strengthen Emergency Operations Planning and Citizen Protection Capabilities

HSEEP

HSEEP was published to provide an overview of the exercise planning, design, development, conduct, and evaluation process as well as provide sample materials. HSEEP provides the tools and resources such as policy, guidance, training, technology, and direct support to promote regional, State, and local exercise expertise, while advancing a standardized means of assessing and improving preparedness across the Nation.

Capabilities-Based Planning

The National Planning Scenarios and the establishment of the National Priorities steered the focus of homeland security toward a capabilities-based planning approach. Capabilities-based planning focuses on uncertainty. Because it can never be determined with 100 percent accuracy what threat or hazard will occur, it is important to build capabilities that can be applied to a wide variety of incidents. The TCL defines capabilities-based planning as "planning, under uncertainty, to build capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice." As such, capabilities-based planning is all-hazards planning that identifies a baseline assessment of State or Urban Area homeland security efforts. An assessment of this kind is necessary to begin any long-term exercise strategy. This determines where current capabilities stand against the UTL and TCL and identifies gaps in capabilities. The approach focuses efforts on identifying and developing the capabilities from the TCL to perform the critical tasks from the UTL. The TCL currently contains 37 target capabilities on which jurisdictions should focus their efforts.

Evolution of Capabilities-Based Planning

HSPD-8	→	National Preparedness Goal	→	National Planning Scenarios	→	UTL	→	TCL

Common Target Capabilities

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

Prevent Mission Area Target Capabilities

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

Protect Mission Area Target Capabilities

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

Respond Mission Area Target Capabilities

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

Recovery Mission Area Target Capabilities

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

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. They offer the following attributes:

- Informal discussions led by a seminar leader

- Lack of time constraints caused by real-time portrayal of events

- Low-stress environment employing a number of instruction techniques such as lectures, multi-media presentations, panel discussions, case study discussions, expert testimony, and decision support tools

- Proven effectiveness with both small and large groups

Workshops

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

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives
- Problem solving of complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities

In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design such as the following:

- Determining evaluation elements and standards of performance

- Determining program or exercise objectives
- Developing exercise scenario and key events listings

A workshop may be used to produce new standard operating procedures (SOPs), Emergency Operations Plans (EOPs), MAAs, Multi-Year Exercise Plans, and Improvement Plans (IPs). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Potential relevant topics and goals are numerous, but all workshops share the following common attributes:

- Effective with both small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed employing different instructional techniques
- Lack of time constraint from real-time portrayal of events
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

TTXs

TTXs involve senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous 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. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

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

- Achieving limited or specific objectives
- Assessing interagency coordination
- Conducting a specific case study
- Examining personnel contingencies
- Familiarizing senior officials with a situation
- Participating in information sharing
- Practicing group problem solving
- Testing group message interpretation

Operations-Based Exercises

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

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. Typical attributes include the following:

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation
- Realistic environment

Functional Exercises

The Functional Exercise, also known as a Command Post Exercise (CPX), is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. Functional exercises generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS) and Unified Command. Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of the Functional Exercise is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. A functional exercise simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of a functional exercise include the following:

- Evaluating EOC, headquarters, and staff
- Evaluating functions
- Examining interjurisdictional relationships
- Measuring resource adequacy
- Reinforcing established policies and procedures

FSEs

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). The FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems requiring critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.

An FSE provides an opportunity to execute plans, procedures, and MAAs in response to a simulated live incident in a highly stressful environment. Typical FSE attributes include the following:

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memorandums of understanding (MOUs), SOPs, plans, policies, and procedures
- Assessing equipment capabilities
- Assessing interjurisdictional cooperation
- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Exercising public information systems
- Testing communications systems and procedures

The level of support needed to conduct an FSE is greater than needed for other types of exercises. The exercise site is usually extensive with complex site logistics. Food and water must be supplied to participants and volunteers. Safety issues, including those surrounding the use of props and special effects, must be monitored.

FSE controllers ensure that participants' behavior remains within predefined boundaries. Simulation Cell (SimCell) controllers continuously inject scenario elements to simulate real events. Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure all activity is executed within a safe environment.

Invitation Letter

To: State Homeland Security Exercise and Evaluation Program (HSEEP) Stakeholders

From: [State Representative (i.e., State Administrative Agency [SAA] or Exercise Point of Contact[POC])]

Date: [Date]

Subject: Training and Exercise Plan Workshop (T&EPW)

You (or your designated representative) have been invited to attend the [Year] Training and Exercise Plan Workshop (T&EPW) on [Date]. The purpose of the workshop is to develop a Multi-Year Training and Exercise Plan and schedule for the [State/Commonwealth/Territory of _____] with input from appropriate stakeholders. The workshop is not a course on how to plan or conduct an exercise, but it is an opportunity for stakeholders to identify current training opportunities throughout the State and plan for future exercises.

Date: [Day, Month, Year]

Location: [Place]

Time: Registration will begin at [Time]. The workshop will begin at [Time] and conclude by [Time].

Prior to the workshop it is important to be familiar with the following:

- State or Urban Area homeland security strategy
- Volumes I-IV of the HSEEP (They can be found at www.hseep.dhs.gov).
- Target Capabilities List (TCL)
- State or Urban Area homeland security guidance
- Current training and exercise initiatives throughout the State and Urban Area

Please bring previous year's Improvement Plan(s) and your individual agency training and exercise schedule with you to the T&EPW.

If you have any questions prior to the workshop, please feel free to contact [POC name and number]. We look forward to seeing you.

Attachments: Registration Form
- Registration Form
- Agenda
- Participant List

Registration Form

1. Print Name:	2. Please select one: ☐ Mr. ☐ Mrs. ☐ Ms. Rank (e.g., Lt., Sgt., Chief):	3. Work telephone number: ( )
4. Home address:	5. Cellular/Mobile Phone number: ( )	6. Contact fax number: ( )
7. Name and complete address of organization being represented:	8. Current position:	9. Contact fax number: ( )
10. Please note any special needs or requests (e.g., Vegetarian, Medical Conditions):		
11a. I am attending the workshop, but I will not need a room. ☐ 11b. IF APPLICABLE: I live over 50 miles from the workshop site. Please provide me with a room. ☐ Smoking ☐ Nonsmoking ☐ I live within 50 miles of the course/conference site. Please reserve a room at my expense. ☐ for the evenings of:		

Email, Mail or Fax Form to: [POC name and contact info]

Please submit application by: [Deadline]

Signature of Applicant:

Date:

Supervisor Approval:

Date:

Agenda

Exercise Plan Workshop

I.   Registration

II.   Welcome and Introductions

III. Overview of State or Urban Area homeland security strategy

IV.   Introduction to the Multi-Year Training and Exercise Plan

V.   Development of Training and Exercise Schedule

VI.   Closing Remarks

Participant List

State and Local Representatives

- Airport Operations Representative
- Board of Animal Health (BAH)
- Citizen Corps
- Emergency Management
- Local or Regional Training and Exercise Coordinator(s)
- Medical/Hospitals
- National Guard
- Ports Authority
- Private Sector (e.g., utilities, plants, and industry)
- Public Health
- Public Safety (e.g., law enforcement, fire, Emergency Medical Services [EMS], Medical Examiner's Office)
- Public Works
- School District Representative
- State Administrative Agency (SAA)
- State Homeland Security
- State-Appointed Exercise Point of Contact (POC)
- State-Appointed Training POC
- Transit Authority
- Tribal Liaison
- UASI representative

Federal Partners

- Centers for Disease Control and Prevention (CDC)
- Department of Agriculture
- Department of Defense (DOD)
- Department of Energy
- Department of Transportation (DOT)
- Environmental Protection Agency (EPA)
- Federal Aviation Administration (FAA) Regional Representative
- Federal Bureau of Investigation (FBI)
- Federal Emergency Management Agency (FEMA) Regional Representative
- Health and Human Services (HHS) Regional Emergency Coordinator
- Protective Security Advisor – Infrastructure Protection
- Transportation Security Administration (TSA) Transportation Readiness Division
- U.S. Coast Guard (USCG)

Multi-Year Training and Exercise Plan

State of Samplia

Version 1
[DATE]

PREFACE

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

The State's training and exercise programs are administered by the Samplia Office of Emergency Management (SOEM), in coordination with the Samplia State Police, Samplia State Fire Service, and local emergency response agencies. The training and exercise agenda laid out in this plan is binding for all State-level response agencies, as well as for any municipal response agencies receiving State homeland security funds. The agenda helps prepare the State to optimally address both the natural and technical hazards that it faces.

Samplia State Administrative Agency (SAA):

    Name:
    Office:
    Title:
    Address:
    Phone:

Samplia Exercise Point of Contact (POC):

    Name:
    Office:
    Title:
    Address:
    Phone:

Samplia Training POC:

    Name:
    Office:
    Title:
    Address:
    Phone:

U.S. Department of Homeland Security (DHS) Preparedness Officer:

    Name:
    Office:
    Title:
    Address:
    Phone:

The DHS G&T Exercise Program Manager:

    Name:
    Office:
    Title:
    Address:
    Phone:

The DHS Training Program Manager:

    Name:
    Office:
    Title:
    Address:
    Phone:

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State of Samplia

PURPOSE

The purpose of the Multi-Year Training and Exercise Plan is to provide a follow-on companion document to the State of Samplia Homeland Security Strategy. It is a living document that will be updated and refined annually. The Multi-Year Training and Exercise Plan (T&EPW) provides a roadmap for Samplia to follow in accomplishing the priorities described in the State of Samplia Homeland Security Strategy. Each priority, if applicable, is linked to an Improvement Plan effort. The priority is further linked to the associated target capabilities that will facilitate accomplishment of the priority, and the training and exercises that will help the jurisdiction obtain or validate those capabilities and address that priority.

The Multi-Year Training and Exercise Plan includes the training and exercise schedule, which provides graphic illustration of proposed activities for the years 2006-2008. It is representative of the natural progression of training and exercises that should take place in accordance with the building-block approach.

PROGRAM PRIORITIES

State of Samplia

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

In 2006, the SOEM conducted a comprehensive assessment of homeland security needs, capabilities, and vulnerabilities. Using the capabilities assessment, the Samplia Homeland Security Strategy, and the previous year's After-Action Report/Improvement Plan (AAR/IP) findings, the State of Samplia has identified six priorities on which to focus its planning, equipment acquisition, training, and exercises:

1. **Port Security:** Enhance port security plans, with a focus on integrated, interagency port security operations.

1. **Improvised Explosive Devices (IEDs):** Develop the capability to respond to IED attacks, with a focus on developing and implementing plans for mitigating the impact of such attacks on the functioning of the transportation sector.

2. **Public Health:** Coordinate State and local public health strategies, plans, and equipment to effectively prepare for public health crises.

3. **Public Information:** Facilitate public information for a coordinated, effective response and recovery effort with regard to an all-hazards incident.

4. **Law Enforcement:** Facilitate information sharing between Federal, State, and local law enforcement entities to identify terrorist threats and prevent attacks.

5. **Mutual Aid:** Strengthen mutual-aid agreements (MAAs) to ensure effective response to incidents that overwhelm a single jurisdiction's response capabilities.

The State of Samplia has identified items on the Target Capabilities List (TCL) for direct association with the accomplishment of priorities. Training and exercises scheduled for the next three years have been planned to allow the State of Samplia to attain the selected priorities and fill in the capability gaps.

Port Security

Enhance port security plans, with a focus on integrated, interagency port security operations.

Relevant Improvement Plan Reference:

2005 Samplia Region 3 Tabletop Exercise (TTX):

- The State of Samplia will increase training and exercise opportunities with the United States Coast Guard (USCG) and other response elements associated with port security operations within the State.

Associated Capabilities:

- Communications
- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection
- Intelligence Information Sharing and Dissemination

Training and Exercises that Support this State Priority and Associated Capabilities:

- Basic Hazardous Materials (HazMat) Awareness training for port emergency response elements
- Prevention and deterrence TTXs focused on information sharing among agencies responsible for port security and other port stakeholders
- Seaport security antiterrorism training
- Advanced HazMat training
- Command Post Exercises (CPXs) focused on validating the ability of port response agencies to prepare for critical threats
- Full-Scale Exercise (FSE) focusing on communications among response agencies during a simulated impact of a CBRNE weapons release in a port setting

IEDs

Develop the capability to respond to IED attacks, with a focus on developing and implementing plans for mitigating the impact of such attacks upon the functioning of the transportation sector.

Relevant Improvement Plan Reference:

2005 Samplia Statewide Functional Exercise (FE):

- All Samplia transportation section personnel will be trained in basic weapons of mass destruction (WMD)/terrorism awareness.

Associated Capabilities:

- Explosive Device Response Operations
- Firefighting Operations/Support
- Triage and Pre-Hospital Treatment
- Urban Search and Rescue (USAR)

Training and Exercises that Support this State Priority and Associated Capabilities:

- Introduction to multimodal HazMat incident response training for first responders
- Basic explosive device recognition training for first responders
- Advanced explosive device recognition training
- Airport FE with focus on triage and treatment
- Vehicle-born improvised explosive devise (VBIED) FSE(s) with the mass transportation sector

Public Health

Coordinate State and local public health strategies, plans, and equipment to effectively prepare for public health crises.

Relevant Improvement Plan Reference:

2005 Samplia Statewide Seminar on Emerging Public Health Issues:

- All Samplia public health staff and emergency response personnel will continue joint training and exercises on emerging public health concerns.

Associated Capabilities:

- Isolation and Quarantine
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Public Health Epidemiology Investigation and Laboratory Testing

Training and Exercises that Support this State Priority and Associated Capabilities:

- Biological terrorism awareness training for emergency responders
- Agricultural terrorism awareness training for veterinarians
- Biological TTX
- Agricultural TTX
- Points of Dispensing (POD) FE
- Strategic National Stockpile (SNS) FSE (from deployment to repackaging)

Public Information

Facilitate public information for a coordinated, effective response and recovery effort with regard to an all-hazards incident.

Associated Capabilities:

- Citizen Preparedness and Participation
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Mass Care (sheltering, feeding, and related services)
- Mass Public Information and Warning
- Volunteer Management and Donations

Training and Exercises that Support this State Priority and Associated Capabilities:

- Earthquake safety program for schools
- Public Information Officer (PIOs) training
- Joint Information Center (JIC) workshop
- Senior officials workshop on public information
- Community Emergency Response Team (CERT) drill

- TTX using earthquake or related scenarios (e.g., building collapse)
- Donations management drill in conjunction with the American Red Cross
- FE with focus on Shelter-In-Place procedures
- Functional Exercises using earthquake or related scenarios (e.g., building collapse)

Law Enforcement

Facilitate information sharing among Federal, State, and local law enforcement entities to identify terrorist threats and prevent attacks.

Relevant Improvement Plan Reference:

2005 Samplia Regional FSE:

- Regions 3 and 4 will attend joint training and participate jointly in exercises over the next year to increase information sharing activities within the regions.

Associated Capabilities:

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

Training and Exercises that Support this State Priority and Associated Capabilities:

- Law enforcement prevention and deterrence of terrorist acts seminar
- Prevention and deterrence TTX
- Joint Operations Center (JOC) training
- WMD HazMat evidence training
- Statewide Fusion Center prevention and deterrence FE

Mutual Aid

Strengthen MAAs to ensure effective response to incidents that overwhelm a single jurisdiction's response capabilities.

Relevant Improvement Plan Reference:

2005 Samplia Statewide TTX:

- The SOEM will coordinate and conduct seminar sessions with local tribal nations to discuss the benefits of extending the statewide mutual-aid compact into the tribal nation.

Associated Capabilities:

- Onsite Incident Management
- Emergency Operations Center (EOC) Management
- Critical Resource Logistics and Distribution

- Medical Surge
- USAR

Training Courses and Exercises that Support this State Priority and Associated Capabilities:

- Basic National Incident Management System (NIMS)/Incident Command System (ICS) Training for first responders
- Introductory Hospital Incident Command System (HICS) training
- Mutual-aid workshops and seminars
- CPX set on tribal grounds
- County EOCs' FEs with focus on resources logistics and distribution
- All-hazards FSEs

The following schedule illustrates the current timeline for The State of Samplia's training and exercise activities from January 2007 to December 2009. The schedule captures The State of Samplia's desire for a progressive increase in training and exercise complexity over the course of the next 3 years.

The jurisdictions within The State of Samplia currently possess different levels of preparedness regarding terrorism and natural disasters. Because of these differences, Samplia's Multi-Year Training and Exercise Schedule uses a building-block approach when determining training and exercises. The building-block approach ensures successful progression in exercise design, complexity, and execution, and allows for the appropriate training and preparation to occur in the community conducting or participating in the exercise.

The schedule portrays both training and exercises that correspond with priorities for the State of Samplia and four of the eight National Priorities. In addition to this hardcopy schedule, Samplia has also electronically scheduled its exercise through Centralized Scheduling and Information System (CSIS) on the DHS portal.

Multi-Year Training and Exercise Schedule Acronyms and Abbreviations List

CERT   Community Emergency Response Team

Comms   Communications

CPX   Command Post Exercise

EOC   Emergency Operations Center

FE   Functional Exercise

FSE   Full-Scale Exercise

HazMat   Hazardous Materials

HICS   Hospital Incident Command System

ICS   Incident Command System

JIC   Joint Information Center

NIMS   National Incident Management System

PIO   Public Information Officer

SNS   Strategic National Stockpile

TTX   Tabletop Exercise

VBIED   vehicle-borne improvised explosive device

WMD   weapons of mass destruction

TRAINING AND EXERCISE SCHEDULE: 2007

REGION	J	F	M	A	M	J	J	A	S	O	N	D
				Qtr 1 →		Qtr 2 →		Qtr 3 →		Qtr 4 →		
REGION 1	Earthquake Safety Program – Schools		Basic Hazmat Awareness Training-Port	Mutual Aid Seminar	PIO Training	Prevention and Deterrence Seminar	Basic NIMS/ICS Training	JIC Workshop	Mutual Aid Workshop		Basic Explosive Device Recognition Training	Prevention and Deterrence TTX – Port
REGION 2	Earthquake Safety Program – Schools		Basic Hazmat Awareness Training-Port	Mutual Aid Seminar	PIO Training	Prevention and Deterrence Seminar	Basic NIMS/ICS Training	JIC Workshop	Mutual Aid Workshop		Basic Explosive Device Recognition Training	Prevention and Deterrence TTX – Port
REGION 3	Earthquake Safety Program – Schools	Biological Terrorism Awareness Training – First Responders	Basic Explosive Device Recognition Training	PIO Training	Agricultural Terrorism Awareness Training – Veterinarians	Prevention and Deterrence Seminar	Basic NIMS/ICS Training	Intro to Multi-modal HazMat Incident Response Training	Prevention and Deterrence TTX	Introductory HEICS Training	JIC Workshop	
REGION 4	Earthquake Safety Program – Schools	Biological Terrorism Awareness Training – First Responders	Basic Explosive Device Recognition Training	PIO Training	Agricultural Terrorism Awareness Training – Veterinarians	Prevention and Deterrence Seminar	Basic NIMS/ICS Training	Intro to Multi-modal HazMat Incident Response Training	Prevention and Deterrence TTX	Introductory HEICS Training	JIC Workshop	
REGION 5			Basic Hazmat Awareness Training-Port	Mutual Aid Seminar	PIO Training	Prevention and Deterrence Seminar	Basic NIMS/ICS Training	JIC Workshop	Mutual Aid Workshop		Basic Explosive Device Recognition Training	Prevention and Deterrence TTX – Port

Priorities Addressed:

Port Security	IEDs	Public Health	Public	Mutual Aid

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Multi-Year Training and Exercise Plan
Multi-Year Training and Exercise Schedule

TRAINING AND EXERCISE SCHEDULE: 2008

REGION	Qtr 1			Qtr 2			Qtr 3			Qtr 4		
	J	F	M	A	M	J	J	A	S	O	N	D
REGION 1 / REGION 2	Biological Outbreak TTX		Advanced HazMat Training	Earthquake TTX	Agricultural Terrorism TTX		CPX – Port	Joint Operations Center Training	County EOCs FEs – Resource Logistics and Distribution		Advanced Explosive Device Recognition Training	
REGION 3 / REGION 4	Earthquake TTX	Senior Officials Workshop on Public Information	Agricultural Terrorism TTX	Advanced Explosive Device Recognition Training		Prevention and Deterrence TTX	Advanced Explosive Device Recognition Training	Biological Outbreak TTX	Joint Operations Center Training	CERT Drill	CPX – Tribal Land	Airport FE – Triage and Treatment
REGION 5	Biological Outbreak TTX		Advanced HazMat Training	Earthquake TTX	Agricultural Terrorism TTX		CPX – Port	Joint Operations Center Training	County EOCs FE – Resource Logistics and Distribution		Advanced Explosive Device Recognition Training	

Priorities Addressed:

Port Security	IEDs	Public Health	Public	Mutual Aid

TRAINING AND EXERCISE SCHEDULE: 2009

REGION	Qtr 1			Qtr 2			Qtr 3			Qtr 4		
	J	F	M	A	M	J	J	A	S	O	N	D
REGION 1	FE-Earthquake Scenario building on previous year's TTX	Seaport Security Antiterrorism Training		FSE – Port Comms.	SNS Points of Dispensing Drill	WMD HazMat Evidence Training	Statewide Fusion Center Prevention and Deterrence FE	All Hazards FSE			SNS FSE – Deployment to Repackaging	
REGION 2												
REGION 3		Donations Management Drill with American Red Cross		FE-Shelter-In-Place				Mass Transit Sector VBIED FSE		WMD HazMat Evidence Training		
REGION 4												
REGION 5		Seaport Security Antiterrorism Training		FSE – Port Comms.		Donations Management Drill with American Red Cross		All Hazards FSE				

Priorities Addressed:

Port Security	IEDs	Public Health	Public	Mutual Aid

Multi-Year Training and Exercise Plan
Multi-Year Training and Exercise Schedule

APPENDIX E: NATIONAL EXERCISE SCHEDULE (NEXS) SYSTEM INSTRUCTIONS

T&EPW User's handbook

The National Exercise Schedule (NEXS) document serves as a management tool for exercise planning, giving schedule visibility to planners and leadership for the purposes of coordination and collaboration. It captures National-Level, Federal, State, and local exercises. The NEXS System is the online tool which will house the NEXS, and facilitate scheduling, scheduling management, synchronization, and deconfliction of these exercises.

1. To access the NEXS System, access the tool from the HSEEP Webpage at https:\\hseep.dhs.gov. Click on the link on the right side of the homepage.

2. Enter your user name and password on the Login page. If users have permission to schedule exercises for more than one "domain," they will be required to select which they would like to enter in step Three.
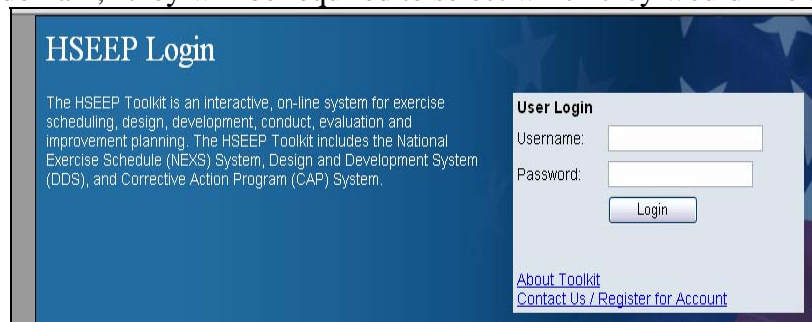
3. If you have access to more than one "domain," you must select which you would like to enter, by clicking on the appropriate State, agency, department, or organization. Otherwise, you will proceed to the NEXS System homepage shown in step Four.

4. All exercises you have created or for which you have been given persmission to modify will appear on your Home page. The status of each exercise will appear in its far right column. You may filter the exercise display by status through the status drop down menu. Your "domain" will appear at top right. To continue modifying any exercise in under your Exercise column, click on it. To begin scheduling a new exercise, click Create Exercise.

T&EPW User's Handbook
Appendix E: Centralized Scheduling and Information System (CSIS) Instructions

Initiating an Exercise

1. Once you have clicked on Create Exercise, you may begin filling out exercise details. All steps for creating an exercise are displayed in the left column. To save information you have entered into a page, either click the Next button at bottom left or navigate to another step by clicking on the step in the right column.

2. You may navigate through steps in order, or click on the step you would like, to be taken to its page. The page you select will be displayed at both the top and highlighted in white in the left column. Each page will have a minimum requirement for information for the step to be considered complete. Once you have completed the required information and navigate to another page, the completed step will be displayed with a check mark in the left column.

3. Once you have completed all required steps in the Create Exercise process, click Submit Exercise or Next, following the Major Participants step. (Note: some steps are time sensitive, based on the exercise conduct date. Not every step in the left column may be required when you are creating the exercise.)

4. The Summary Page will be displayed once you navigate to the Submit Exercise (Summary) page in the left column. Here, you may choose to Modify, Delete, View Potential Scheduling Conflicts, or Submit the exercise to the Exercise Administrative Authority (EAA) for your domain. EAA personnel will review the exercise's details and choose to approve or deny it for official posting to the NEXS.

5. Select "View Potential Scheduling Conflicts" to see exercises which may share the following:

- Conduct dates with x days/months/years of each other
- Major participants
- Location zip codes within x miles of each other
- Target Capabilities
- Exercise Type

Note: Parameters for the above are set by an agency/state/department/organization's EAA, not by a regular scheduler. If no parameters for synchronization or deconfliction have been set, this feature will not work.

6. Once "View Potential Schedule Conflicts" has been selected, the list of exercises which may conflict or synchronize will be displayed. Once the list of potential conflicts and synchronization opportunities has been displayed, users may click on an exercise name to see its details.   It is the user's prerogative whether to take action to coordinate with identified exercise point of contacts.

T&EPW User's Handbook
Appendix E: Centralized Scheduling and Information System (CSIS) Instructions

Viewing the Calendar

1. To view the NEXS, click Calendar. Abbreviations for exercises will be displayed under their day(s) of exercise conduct. Scroll over the exercise to see its full name. Or click on it to see its details.

You may choose to filter the calendar view by Scheduling Domain, Exercise/ Conferences, or Status.

Generating Reports

1. Reports in the NEXS System display the most current, to-date, approved exercise information. To see the three standards, or generate a unique/custom report, click Reports on the top menu bar. Next to each report type, select the format in which you would like the report generated - PDF, Excel or Map.
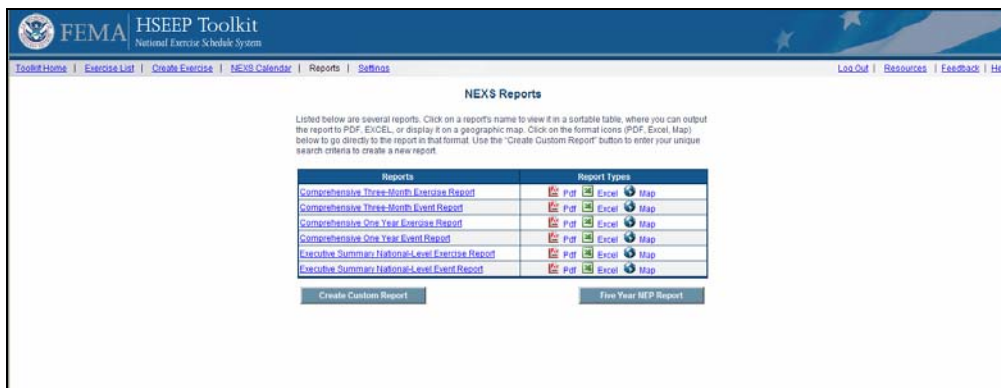
2. When creating a custom report, enter the appropriate information, then click Generate Report.

Alerts

1. Click "Alerts" under "Settings" in the top menu bar to see the history of changes made to submitted exercises that you have created or been given permission to modify. Any change after these exercises were submitted will be reflected.
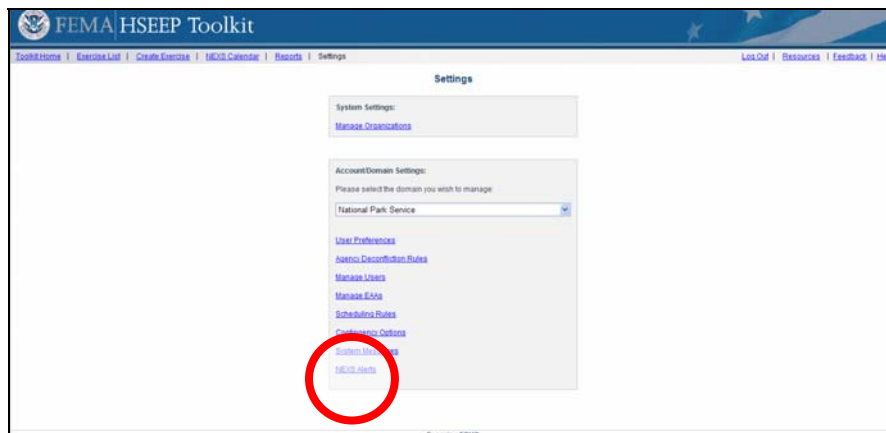
Settings

1. Under the "Settings" selection in the top menu bar there are several sub-pages. Click on "Settings" to open the drop down menu, then select which page you would like. They include:

   - Agency Deconfliction Rules
   - Manage Users
   - Manage Participants
   - Manage Planning Organizations
   - Manage Sponsors

2. Agency Deconfliction Rules – On this page, users may set their synchronization and deconfliction parameters.

3. Manage Users – On this page, users may view the existing EAA personnel and approved Schedulers for their domain. They may also, in the bottom table, add any Lead Planners and Schedulers to the exercise they are creating. Names entered in this table will be submitted to EAA personnel for review and approval.

4. Manage Participants – On this page, users may select which Major Participants will appear in their Create Exercise menu selection, during the Create Exercise process. If an

agency/organization/department does not appear in this display menu, users may choose to create a New Participant, which will be added to the list.
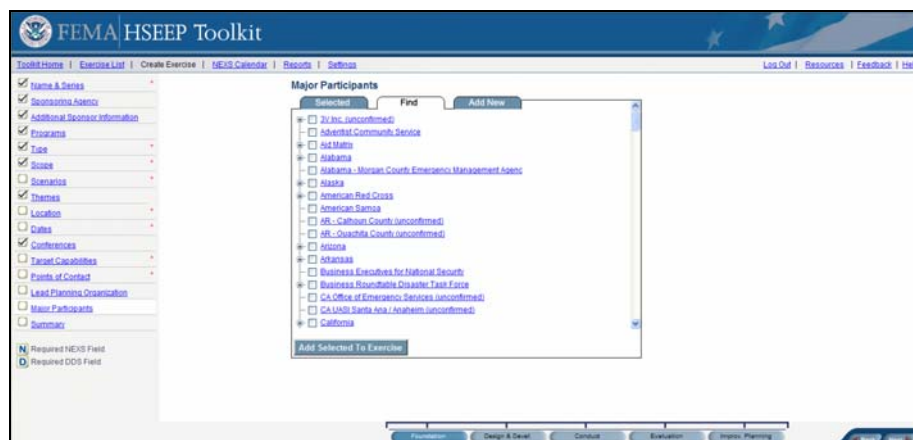
5. Manage Planning Organizations operates in the same fashion as the Manage Participants option.

6. Manage Sponsors – On this page, users may add, edit or delete which Sponsoring Agencies will display in their Sponsor Agency step. Unlike the Manage Participants and Planning Organizations, here, users may insert sponsor agencies in the hierarchy they desire. Select Insert Under to indent the display of the agency name.