

North Dakota Department of Emergency Services

Multi-year Integrated Preparedness Plan
January 1, 2021– June 30, 2024

PREFACE

The U.S. Department of Homeland Security (USDHS) Preparedness Directorate's Office of Grants and Training (G&T) requires that every State and Urban Area conduct a Multiyear Integrated Preparedness Planning Workshop (IPPW) annually. We have fully integrated our Preparedness planning process with the Hazard Mitigation Plan and THIRA process. A common group of stakeholders participates in the development of the ND Enhanced Hazard Mitigation Plan, the Threat and Hazard Identification Risk Assessment (THIRA), development of State Preparedness Report (SPR), and Integrated Preparedness Planning Workshop. North Dakota conducted its last Multiyear IPPW January 22, 2020 and used the results of the workshop to assist in the development of this Multiyear Integrated Preparedness Plan (IPP). Due to COVID 19 interruptions, a formal IPPW has not been held since January 2020. The 2021 revision of this document is based on results of the January 2020 IPPW, needs assessment survey of November 2020, as well as the December 2020 THIRA assessment, including training and exercise gaps and priorities provided by local jurisdictions and state personnel.

The Training and Exercise Officer is responsible for the development and maintenance of the North Dakota Department of Emergency Services (NDDDES) Integrated Preparedness Plan. Officials of lead state agencies or their designee(s), the local emergency management community, emergency response personnel, local county and city officials, and other response and recovery partners are invited to participate in the planning process through needs assessments and stakeholder meetings. The resulting plan is intended to address the common prioritized training and exercise needs of this group as well as the public. The plan is developed utilizing a structured planning process:

1. Identify training priorities
2. Identify resources and resource limitations
3. Establish a training and exercise schedule
4. Evaluate and revise as needed

The ND Department of Emergency Services Multi-year IPP is a living document that is updated and refined at least annually or more frequently as necessary. Updates/revisions will be based on tri-annual (or more frequently if determined beneficial) needs assessment, outcome stakeholder processes, class evaluations, exercise after action reports, state and federal legislative changes, policy/strategic plan changes, just in time training needs, and budgetary limitations. Plans and revisions are submitted to the FEMA Region VIII Training Officer, and the NDDDES Preparedness Section Chief. The most recent IPP is also posted on the NDDDES Training and Exercise web page for immediate access by public and private stakeholders.

The North Dakota Multiyear IPP is the roadmap for North Dakota to prepare for the mission areas described in the National Preparedness Goal. The State of North Dakota is pursuing a coordinated homeland security strategy that combines enhanced planning, new equipment purchases, innovative training, and realistic exercises to strengthen North Dakota's emergency prevention, protection, mitigation, response, and recovery capabilities. Training and exercises play a crucial role in this strategy, providing North Dakota with a means of attaining, practicing, validating, and improving new capabilities. For that reason, our IPP is based on the ND THIRA and enhanced

Hazard Mitigation Plan. Key state agencies, local emergency management, non-governmental organizations, and private partners have invested many hours in these processes. The results of that activity, along with class evaluations, emergency management performance grant (EMPG) requirements, and NDDDES internal staff needs provide the basis of our integrated preparedness plan.

The State's training and exercise programs are administered by the North Dakota Department of Emergency Services, Division of Homeland Security, in coordination with the state agencies that are assigned in the State Emergency Operations Plan. The training and exercise agenda described in this plan is based on ND identified needs; however training events are open to all personnel with emergency prevention, protection, mitigation, response, and recovery roles including internal and external higher, lateral, and subordinate elements*, as well as neighboring jurisdictions. It is recognized that throughout the course of time, priorities may change because of new threats and hazards or new direction from elected and appointed officials. These new or changed priorities will often result in changes to the training and exercise schedule. The plan helps prepare North Dakota to optimally address the natural, adversarial, and technological hazards that it faces. Engaging the whole community in training and exercises allows all parties to evaluate their capabilities and, therefore, improve on their level of preparedness. This plan considers the effects of natural and technological hazards, and adversarial threats, as identified in the State Emergency Operations Plan (SEOP) and supporting documents. This plan analyzes the impacts of these hazards and threats, and actions required to continue essential services and ensure public safety.

The COVID-19 pandemic resulted in many cancelled training classes and exercise events, and the annual IPPW. As a result, we have offered virtual classes through our FEMA training partners, converted classes and tabletop exercises to a virtual format, and utilized alternate methods of assessment such as participation in regional meetings, surveys, and THIRA results in the development of this IPP. For the most part, this plan will shift training events and exercises previously identified as priority needs to the right in the timeline.

* *Internal, Higher Stakeholders:* Directors, Governor's Office, leaders of other agencies, elected officials.

External, Higher Stakeholders: FEMA, Homeland Security.

External, Lateral Stakeholders: National Weather Service, VOADs

Internal, Subordinate Stakeholders: Local agencies and jurisdictions

POINTS OF CONTACT (POCs)

North Dakota State Administrative Agent

Cody Schulz
Director, Division of Homeland Security
North Dakota Department of Emergency Services
Fraine Barracks Ln., Bldg. 35
Bismarck, ND 58504
701-328-8100 (office)
cschulz@nd.gov

Training & Exercise Section

Brenda Vossler
Training & Exercise Officer
North Dakota Department of Emergency Services
Fraine Barracks Ln., Bldg. 35
Bismarck, ND 58504
701-328-8106 (office)
bvossler@nd.gov

Larry Regorrah
Training & Exercise Specialist
North Dakota Department of Emergency Services
Fraine Barracks Ln., Bldg. 35
Bismarck, ND 58504
701-328-8264 (office)
lregorrah@nd.gov

DOCUMENT MAINTENANCE

This document will be evaluated for accuracy of policies and procedures; and for continued applicability of the training and exercise schedule to current identified needs at least annually. The Training and Exercise Officer is responsible for evaluating this training and exercise plan during the first quarter of each year.

Throughout the year the planned training and exercise schedule is maintained by the Training and Exercise staff. Prior to each scheduled event, the training and exercise staff determines the feasibility of providing planned events based on the occurrence of real emergency/disaster incidents and changing situations. At least annually, during the first quarter of each year, Training and Exercise staff will maintain the Integrated Preparedness Plan by reviewing the document, identifying any changes needed, and extending the contents to include the next calendar year, thus maintaining a three-year projection.

The review and revision process will reflect new needs, align with updated threat and hazard priorities, and address policy and procedures changes that may have occurred based on identified and implemented improvement actions. The updated plan will include a three-year period from the date of revision. Upon verbal approval of the Preparedness Section Chief, the revised and approved Integrated Preparedness Plan is posted to the North Dakota Department of Emergency Services website and submitted to Region VIII training and exercise staff.

DOCUMENT PURPOSE

The purpose of the Multi-year Integrated Preparedness Plan is to document the organization's overall preparedness program priorities for a specific multi-year time period. These priorities are linked to corresponding core capabilities (National Preparedness Goal, Second Edition, Sept. 2015), and, a rationale based on our Threat and Hazard Identification Risk Assessment (THIRA), State Preparedness Report (SPR), existing strategic guidance, corrective actions from previous exercises, needs assessment surveys, training and exercise planning workshop, and other factors. This Multi-year IPP identifies the training and exercises that will help the organization build and sustain the core capabilities needed to address its program priorities. Local, tribal, or state officials that identify a need for courses in addition to those included in this plan, may submit requests to NDDDES training and exercise staff. Additional classes may be added to the training schedule as time and resources allow.

The Multi-year IPP lays out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified in the Integrated Preparedness Planning Workshop. A progressive, multi-year exercise program enables NDDDES to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Further, by including training requirements in the planning process, we can address known shortfalls prior to exercising capabilities.

Included in this Multi-year IPP is a training and exercise schedule, which provides a graphic illustration of the proposed exercises and training classes scheduled for the years January 1, 2021 through June 30, 2024.

PROGRAM PRIORITIES

We are committed to protecting the lives of the citizens of North Dakota and ensuring the safety of all within our communities. Knowledge and training prepare our emergency managers and first responders to accomplish this mission. The North Dakota Department of Emergency Services coordinates a training and exercise program to prepare emergency management and emergency responders [including, but not limited to, law enforcement, fire services, emergency medical services, public health, healthcare providers, volunteer organizations, NDDDES Reserve Corps Team, whole community partners providing critical infrastructure services, and other state agencies] to manage a variety of natural, technological, and adversarial threats throughout all five mission areas—prevention, protection, mitigation, response, and recovery. We strive to accomplish this goal with the following objectives:

- Maintain a constant state of evaluation of capabilities and assessment of training and exercise needs through regular needs assessment surveys, class evaluations, stakeholder processes, verbal feedback/training requests, internal and external requirements, mandates, and deficiencies identified in the corrective action process.
- Coordinate and facilitate training opportunities to address identified learning needs and capability gaps, utilizing on-line classes, state provided classes, bordering states' classes, and classes provided by National Domestic Preparedness Consortium and/or Rural Domestic Preparedness Consortium.
- Provide a standardized orientation program with job specific requirements for NDDDES employees.
- Provide exercises to regularly test the skills and abilities of state personnel, as well as the plans, policies, procedures, equipment, and facilities of state agencies.
- Manage an improvement process based on lessons learned in the evaluation of exercises and real events.
- Ensure state instructors are knowledgeable in principles of adult education and subject matter experts in the course content they are presenting.

NDDDES maintains records of all classes and exercises we sponsor. Class files include a class/course description, date of class, and roster of students successfully completing the training. In addition, we maintain a computer data base of individual student training records to include NDDDES sponsored classes and select FEMA Independent Study classes. Participants are encouraged to complete evaluations following every class and exercise. Copies of course evaluations are maintained in electronic files. Students and local emergency response agencies are expected to maintain their own training records. Training records for state sponsored classes are kept for a minimum of 6 years.

Exercise after action reports include an Improvement Plan. Improvement plan activities are identified as “high”, “medium” or “low” priority based on the impact on life safety, incident stabilization, and property protection; as well as, the correlation to core capability priorities identified in the ND THIRA. Improvement plan progress is assessed and documented

throughout the year. The Training and Exercise Specialist (Master Exercise Practitioner) is responsible for monitoring the Improvement Plan.

The creation of effective capabilities-based exercise programs begins with a multi-year Integrated Preparedness Plan (IPP), which establishes overall exercise program priorities and outlines a multi-year schedule of training and exercise activities designed to address those priorities and validate core capabilities.

Beginning in 2018 and continuing to the present we are fully integrating Preparedness Section activities with the mitigation hazard identification and THIRA processes. A series of meetings with a core group of whole community stakeholders participate in multiple meetings and group activities to identify and prioritize hazards, planning and operational gaps, and training and exercise needs.

The New Employee Orientation Program is intended to provide a consistent, standardized approach to welcoming and orienting new employees to the mission, policies, procedures, expectations, and training required to be a contributing member of the ND Dept. of Emergency Services. This program was officially implemented on September 4, 2018. All NDDDES personnel who were employed before that date are not required to meet the provisions of the program.

The NDDDES Operations Section meets monthly and includes training events as needed, based on impending threats or hazards, performance evaluations and/or after-action reports. Training addresses plans, policies, procedures, or equipment/systems updates, etc.

The ND Department of Emergency Services State Radio Division provides an extensive orientation and training program for new employees in addition to the agency orientation program described above.

The ND Department of Emergency Services Crisis Communications Section provides public education through a variety of electronic formats including websites and social media accounts. Topics include preparedness for summer and winter severe weather, fire safety, flood preparedness, sheltering in place, and incident specific information during declared emergencies. Specifically promoted and recognized are Flood Awareness Week in January, National Telecommunicators Week in April, Severe Summer Weather Awareness Week in April, Preparedness Month in September, and Severe Winter Weather Awareness Week in October.

The NDDDES Training and Exercise Program will be based on the principles of HSEEP. The resulting plan will demonstrate a carefully planned, broad based, progressive, and increasingly complex training and exercise program.

NDDDES is accredited by the Emergency Management Accreditation Program (EMAP) and strives to remain so. Therefore, this IPP is guided by the EMAP Emergency Management Standard. The Emergency Management Standard is a rigorous yet scalable industry standard for Emergency Management Programs. The Standard is flexible in design so that programs of varying sizes, with different populations, risks, and resources, can use it as a blueprint for improvement and can attain compliance with the Standard. The Standard was collaboratively developed through a series of working groups of emergency management stakeholders from government, business, and other sectors, and continues to evolve to represent the best in emergency management.

Training Guidelines

Admission Guidelines

Registration for ND Department of Emergency Services sponsored classes is available on our website at <https://www.des.nd.gov/events>. Registrations should be submitted at least two weeks prior to the start date to assure that printed materials are available for all participants. However, if space is available, ND Department of Emergency Services will be flexible in accepting late registrations.

Applications to the Emergency Management Institute, the Center for Domestic Preparedness, and other National Domestic Preparedness Consortium schools are accepted up to two weeks prior to the course start date, however; space may be limited, and courses often fill in advance. Therefore, applications should be submitted as soon as possible to ensure enrollment. Additional information on the National Domestic Preparedness Consortium schools is provided in subsequent sections of this document.

FEMA Student ID Number (SID)

A FEMA Student Identification (SID) number is a unique number generated and assigned to anyone who needs or is required to take training provided by a FEMA organization. The FEMA SID uniquely identifies an individual throughout the FEMA organization and all its agencies. A FEMA SID is required to register for and participate in any training provided by FEMA agencies. Register for FEMA student ID at <https://cdp.dhs.gov/femasid/>. A FEMA SID will be required to register for any classes sponsored, hosted, or conducted by NDDDES.

Attendance

Programs are scheduled to present the maximum amount of information in the shortest period of time. Participants must attend a minimum of 80% of the scheduled class time to be eligible to take the final exam and/or receive a certificate of completion. Participants who miss class time may be required to complete additional assignments to demonstrate knowledge or skills required for successful class completion.

Professional Education Credit

The North Dakota Department of Emergency Services makes every effort to obtain approval of select classes for education credit from The North Dakota Commission on Peace Officer Standards and Training (P.O.S.T.) and North Dakota Department of Health.

Travel Reimbursement

In many cases, NDDDES will reimburse appropriate participants for meals and lodging at the state rates. Course announcements will identify when reimbursement is available for each class offered.

Cancellation

Every effort is made to provide courses that address the needs of emergency managers and emergency responders. However, a minimum number of participants may be required for courses. In addition, an active emergency response involving key training staff or expected participants will take precedence over training. Therefore, NDDDES reserves the right to cancel any event. All applicants will be notified promptly of any re-scheduled or cancelled courses.

Students that must cancel course attendance should notify NDDDES of the cancellation as soon as possible so that others may be admitted to the class.

Independent Study Courses

Independent Study Courses are on-line courses offered by the Emergency Management Institute and other training venues such as Texas Engineering and Extension Service (TEEX). The independent study courses listed below are recommended for local, county, and tribal emergency managers, and other first responders by the ND Department of Emergency Services. Refer to <http://www.training.fema.gov/IS> and <http://teex.com/index.cfm> to get more detailed information and to view other Emergency Management Institute and TEEX independent study course offerings.

Professional Development Series

The Professional Development Series is a collection of eleven independent study courses. In addition to a certificate of completion for each course, a certificate for completion of the series is issued when all eleven courses are successfully completed. This series fulfills a requirement for Emergency Management Performance Grant (EMPG) funded personnel at the local and state level. The following courses are included in the Professional Development Series:

Introduction to Incident Command System (IS-100c)

This course provides training and resources for personnel who require a basic understanding of the Incident Command System (ICS). This course introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).

Study Hours: 2

Basic Incident Command System for Initial Response (IS 200.c)

This course provides the context for ICS within initial response and supports higher level ICS training. This course provides training on, and resources for, personnel who are likely to assume a supervisory position within ICS.

Prerequisites: IS-100 *Introduction to the Incident Command System* is required; Completion of IS 700.A, *National Incident Management System (NIMS), An Introduction* is recommended.

Study Hours: 4

An Introduction to the National Incident Management System (NIMS) (IS 700.b)

This course provides an overview of the National Incident Management System (NIMS). The National Incident Management System defines the comprehensive approach guiding the whole community - all levels of government, nongovernmental organizations (NGO), and the private sector - to work together seamlessly to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. The course provides learners with a basic understanding of NIMS concepts, principles, and components.

Study Hours: 3

National Response Framework (NRF), an Introduction (IS 800.c)

This course introduces participants to the concepts and principles of the National Response Framework. The goal of this course is to familiarize participants with the National Response Framework and the ways it is applied in actual response situations.

Study Hours: 3

An Introduction to Exercises (IS 120.c)

This Independent Study course introduces the basics of emergency management exercises. It also builds a foundation for subsequent exercise courses which provide the specifics of the Homeland Security Exercise and Evaluation Program (HSEEP) and identifies the five phases of the exercise process.

Study Hours: 5

Fundamentals of Emergency Management (IS-230.d)

This course introduces the student to the fundamentals of emergency management. This course presents emergency management as an integrated system with resources and capabilities networked together to address all hazards.

Study Hours: 6

Emergency Planning (IS-235.c)

This course is designed for emergency management personnel who are involved in developing an effective emergency planning system. This course offers training in the fundamentals of the emergency planning process, including the rationale behind planning. It will develop your capability for effective participation in the all-hazard emergency operations planning process to save lives and protect property threatened by disaster.

Study Hours: 5

Leadership and Influence (IS-240.b)

Being able to lead others—to motivate them and commit their energies and expertise to achieving the shared mission and goals of the emergency management system—is a necessary and vital part of every emergency manager’s, planner’s, and responder’s job. The goal of this course is to improve your leadership and influence skills.

Study Hours: 3

Decision Making and Problem Solving (IS 241.b)

Being able to make decisions and solve problems effectively is a necessary and vital part of the job for every emergency manager, planner, and responder. This course is designed to improve your decision-making skills.

Study Hours: 2

Effective Communication (IS-242.b)

Being able to make decisions and solve problems effectively is a necessary and vital part of the job for every emergency manager, planner, and responder. This course is designed to improve your communication skills.

Study Hours: 8

Developing and Managing Volunteers (IS-244.b)

The goal of this course is to strengthen abilities to prepare for and manage volunteers before, during, and after a severe emergency or major disaster.

Study Hours: 4

In addition to the Professional Development Series, there are many online courses available. The following are also highly recommended for those whose roles relate to the subject matter.

How to be an Exercise Evaluator (IS – 130.a)

This Independent Study course introduces the basics of emergency management exercise evaluation and improvement planning. It also provides the foundation for exercise evaluation concepts and practices as identified in the Homeland Security Exercise and Evaluation Program.

Required prerequisite: An Introduction to Exercises IS 120.c

Study Hours: 3

The Role of Voluntary Organizations in Emergency Management (IS – 288.a)

This independent study course provides a basic understanding of the history, roles, and services of disaster relief voluntary agencies in providing disaster assistance. It is appropriate for both the public and those involved in emergency management operations.

Study Hours: 10

Basic Emergency Operations Center Functions (IS – 2200)

This course is designed to introduce the role, design, and function of the Emergency Operations Center (EOC) and the supportive relationship as a NIMS Command and Coordination component of the Multiagency Coordination System.

Study Hours: 4

AWR-160 Terrorism Awareness for Emergency First Responders

WMD (Weapons of Mass Destruction) Awareness-Level Training Course is a four-hour program that provides emergency responders with awareness-level instruction on recognition, avoidance, isolation, and notification techniques in a WMD environment. The course covers prevention and deterrence and chemical, biological, radiological, nuclear, and explosive (CBRNE) hazards and is NFPA 472 compliant.

Study Hours: 4 hours

Emergency Management Basic Academy

NDDDES Training and Exercise Program will be providing the Emergency Management Basic Academy in North Dakota. Four instructors were trained in the spring of 2018 and approved to teach this series of courses through the Emergency Management Institute (EMI). The 2021-2024 schedule provides opportunities to complete the Basic Academy in Bismarck, ND. The following courses are included in the Basic Academy:

- L0101 Foundations of Emergency Management
- L0102 Science of Disasters
- L0103/G0235 Emergency Planning
- L0146 Homeland Security Exercise Evaluation Program
- L0105 Public Information Basics

Emergency Management Institute (EMI)

Through its courses and integrated programs, EMI serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of state, local, and tribal government officials; volunteer organizations; FEMA’s disaster workforce; other Federal agencies; and the public and private sectors to minimize the impact of disasters and emergencies on the American public. EMI offers resident courses in Emmitsburg, MD (E-Courses) and non-resident courses offered in a state or local jurisdiction. Resident courses are free of charge. In addition, EMI will provide for transportation and housing, while participating in courses. Participants must purchase a meal ticket for the time on campus.

Non-resident courses may be taught by EMI staff (L-Courses) or by local subject matter experts or trainers from other states (G-Courses) using course materials prepared by EMI. A minimum of 20 students may be required for local courses to be offered. If a local jurisdiction is interested in bringing in a non-resident course, it is required they work through the NDDDES Training and Exercise Staff.

For information on Emergency Management Institute courses please review the EMI course catalog at the following web location: <https://training.fema.gov/emicourses/>

Center for Domestic Preparedness (CDP)

The Center for Domestic Preparedness (CDP) offers a wide selection of resident and non-resident courses. Go to <http://cdp.dhs.gov> for a complete listing of CDP Course offerings. All courses are free of charge. For resident courses CDP will provide transportation, housing, and meals while participating in courses. If a local jurisdiction is interested in bringing in a non-resident course, it is required that they work through the NDDDES Training and Exercise Staff.

National Domestic Preparedness Consortium

The National Domestic Preparedness Consortium (NDPC) is a professional alliance sponsored through the Department of Homeland Security/FEMA National Preparedness Directorate. The NDPC includes seven schools that offer a wide variety of training for first responders. Contact NDDDES Training and Exercise Staff for further assistance on enrollment. <https://www.ndpc.us/>

Position Specific – Incident Management Courses

These courses are designed to provide Incident Management Team (IMT) [ND has an Emergency Management Support Team (EMST)] members with a robust understanding of their duties and responsibilities, while serving on an active team. Courses vary from 2 days to 5 days depending on the position and may be offered in North Dakota by our qualified instructors, regionally, or as EMI resident courses. Prerequisites may also vary, but generally include ICS

courses through the 400 level. Application for admission to position specific courses is through the NDDDES Training and Exercise Officer.

Position Specific – Incident Commander

Position Specific – Safety Officer

Position Specific – Public Information Officer Course

Position Specific – Liaison Officer Course

Position Specific – Operations Section Chief Course

Position Specific – Planning Section Chief Course

Position Specific – Situation Unit Leader Course

Position Specific – Resource Unit Leader Course

Position Specific - Logistics Section Chief Course

Position Specific – Finance/Administration Section Chief Course

Position Specific – Situation Unit Leader Course

Position Specific – Communications Unit Leader

Position Specific - Documentation Unit Leader Course

Position Specific – Plans Support Unit Leader Course

Training and Exercise Assessments

THIRA and State Preparedness Report

We have fully integrated our Training and Exercise planning process with the Hazard Mitigation Plan and THIRA process. A large group of stakeholders has been identified and serve the combined purpose of providing recommendations for the Hazard Mitigation Plan, Integrated Preparedness Plan and THIRA report.

The following natural and technological hazards and adversarial threats have been identified for North Dakota.

#	Hazard/Threat	#	Hazard Threat
1	Cyberattack	8	Hazardous Materials
2	Flood	9	Space Weather
3	Severe Winter Weather	10	Dam Failure
4	Severe Summer Weather	11	Criminal, Terrorist or Nation-State Attack
5	Fire	12	Geologic Hazards
6	Infectious Diseases & Pest Infestations	13	Civil Disturbance
7	Drought	14	Transportation Incident

The 2020 North Dakota State Progress Report indicates Training and Exercise high priority gaps for the following core capabilities:

- Operational Communications*
- Planning*
- Operational Coordination*
- Intelligence and Information Sharing*
- Cybersecurity*
- Fire Management and Suppression
- Mass Search and Rescue
- Public Health, Healthcare, and Emergency Medical Services
- On-scene Security, Protection, and Law Enforcement
- Environmental Response, Health and Safety
- Community Resilience*
- Screening, Search and Detection
- Access Control and Identity Verification
- Physical Protective Measures*
- Critical Transportation*
- Infrastructure Systems*

Integrated Preparedness Workshop

The most recent ND Integrated Preparedness Workshop was held January 22, 2020. Invited participants included key state agency representatives, National Weather Service, NDDDES Regional Coordinators, ND Emergency Management Association Board Members, FEMA Region VIII representatives, ND National Guard, and ND Governor's Office.

Participants were briefed on the State Preparedness Report outcomes, training events from the past year, and exercise events and identified after action improvement plans from the past year. Participants were then broken into work groups to define the priority core capabilities to be addressed through training and/or exercise events in the coming year. Workgroups also provided recommendations on exercise scenarios and specific training and exercise objectives.

The workgroups identified the following priority core capabilities:

- Operational Communications*
- Public Information and Warning*
- Planning*
- Community Resilience*
- Intelligence and Information Sharing*
- Environmental Response
- Critical Transportation (especially as it relates to evacuation) *
- Cybersecurity*
- Access Control and Identity Verification
- Mass Care

*Indicates a correlation to national priorities identified in the 2021 Emergency Management Performance Grant Program Notice of Funding Opportunity.

The workgroups also identified the following recommendations for exercises in the coming three years:

- Operations centers functional exercises
- Evacuation tabletop exercise
- Cybersecurity workshop and ransomware tabletop exercise
- Radio communications interoperability drills
- Hazardous Materials exercises
- Active assailant lockdown drill
- Access control/credentialing in shelter situation functional exercise

Needs Assessment Survey

The Training and Exercise Officer and Training and Exercise Specialist attended regional emergency management meetings in the four regions of ND in December 2019, January 2020, March 2020, and March 2021 to meet with local emergency managers. One of the objectives of these meetings was to collect information on training needs and to provide the needs assessment

survey forms to local emergency managers. In addition, a needs assessment survey was emailed to local emergency managers and whole community stakeholders on November 4, 2020.

Surveys resulted in the identification of the following training and exercise priority core capabilities:

- Operational Communications
- Public Information and Warning
- Operational Coordination
- Infrastructure Systems
- Planning
- Community Resilience
- Intelligence and Information Sharing
- Environmental Response
- Situational Assessment
- Cybersecurity
- Physical Protective Measures

Specific classes identified as high priority by survey respondents include:

- ICS 300
- ICS 400
- Continuity of Operations
- Basic Academy
- Introduction to NDDDES to be provided more frequently
- Training on local emergency operations plans
- Training on THIRA

Priority Core Capabilities

Based on 2019 and 2020 Training Needs Assessments, the 2020 Integrated Preparedness Planning Workshop, the December 2020 State Preparedness Report, review of previous year's after action reports, discussion at regional meetings, grant requirements, direction from elected officials, and other factors the following priorities are selected for the North Dakota multi-year training and exercise plan.

The identified priorities and exercise schedule may or may not specifically address the capabilities that cross all mission areas, i.e. planning, operational coordination, and public information and warning; as well as intelligence and information sharing and situational assessment (which ND treats as common core capabilities), as it is assumed that they will be included in some way in most training events and all exercises.

Additional core capabilities may be included in the training and exercise schedule based on previous assessments and corresponding training that has already been scheduled.

Operational Coordination

Mission Area:

Response and Recovery

Description:

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Corresponding Threat/Hazard:

This core capability is applicable to all threats and hazards included in the ND threats and hazards list.

Rationale:

An effective response that restores community lifelines and saves lives is dependent on the ability to establish an operational structure consistent with the National Incident Management System. This facilitates the integration of local, state, tribal, and federal resources. It is critical for responders, government agencies, and non-governmental partners to be knowledgeable and practiced in implementing all aspects of NIMS.

Supporting Training Courses and Exercises:

Incident Command 300 and 400, G2300 Intermediate Emergency Operations Center Functions, G191 Emergency Operations Center/Incident Command System Interface.

Public Information and Warning

Mission Area:

Prevention, Response, Recovery

Description:

Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

Corresponding Threat/Hazard:

Cyber Attack; Flood; Severe Winter Weather; Severe Summer Weather; Infectious Disease and Pest Infestations; Hazardous Materials; Dam Failure; Criminal, Terrorist or Nation-State Attack.

Rationale:

Due to North Dakota's experience with the unlawful Dakota Access Pipeline protest in 2016, and more recently the COVID-19 pandemic, local and state agencies have had an increased recognition of the need for timely, accurate public information. The importance of early implementation of a Joint Information System/Center has resulted in state agencies and local response organizations identifying public information officers and sending them for formal

training. We have historically filled classes on public information and warning and the needs assessment surveys and planning workgroups indicate this is an on-going need.

Supporting Training Courses and Exercises:

L105 Public Information Basics, L388 Advanced Public Information Officer

Planning

Mission Area:

Mitigation, Response, Recovery

Description:

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical level approaches to meet defined objectives.

Corresponding Threat/Hazard:

This core capability is applicable to all threats and hazards included in the ND threats and hazards list.

Rationale:

There is a recognition that all key state agencies and response partners need more in depth understanding of state plans, the role of each responding agency, planning process during a response, and a confirmation that multiple plans are well integrated.

Supporting Training Courses and Exercises:

G235 Planning, ICS 300

Cyber Security

Mission Area:

Protection, Response

Description:

Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).

Corresponding Threat/Hazard:

Cyber-attack on the energy sector

Cyber-attack on the state data systems

Rationale:

A cyber-attack on the energy sector would have a significant impact on life safety issues in North Dakota. Loss of power for an extended period would leave private homes and institutions without heat or air conditioning and cascading impacts to key critical infrastructure systems (i.e.

telecommunications, financial institutions, fuel supplies, health and medical systems, etc.). It would also result in the loss of the ability to pump fuel; loss of the ability to pump water to water treatment facilities and storage towers; disrupt retail sales of food, bottled water, medications, and other essentials. It is important to educate public and private organizations on the risks, prevention, and rapid response to cyber threats.

State data systems are a prime target for attack. Though security measures are constantly analyzed, and systems implemented to increase security, we have not fully explored the impacts of the loss of data or functionality of the system.

Supporting Training Courses and Exercises:

As this threat has been previously identified in our training and exercise plan, we have been engaged in the training and exercise process over the past several years. Beginning with Operation Binder Clip exercise in January 2016 the level of awareness of the vulnerability of our infrastructure to a cyber-attack has increased. Subsequent training events and exercises on cybersecurity have been well attended.

We are also in the process of developing a reserve corps of technologists who could respond to restore state data and telecommunications system following a cybersecurity attack. This team will need role specific training as the program is implemented.

AWR 136 Essentials of Community Cybersecurity

Community Resilience

Mission Area:

Mitigation, Response, Recovery

Description:

Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Corresponding Threat/Hazard:

Cyberattack, Flood, Severe Winter Weather, Severe Summer Weather, Drought, Infectious Disease and Pest Infestation

Rationale:

The rural nature of North Dakota often leaves many families and individuals separated by distance from resources and services. Families and small communities especially need to develop an attitude of resilience and plan to be able to support themselves and assist their neighbors in times of stress.

Supporting Training Courses and Exercises:

MGT 416 Introduction to Continuity of Government Planning

Operational Communications

Mission Area:

Response

Description:

Ensure the capacity for timely communications in support of security, situational awareness, and operations available, among and between affected communities in the impact area and all response forces.

Corresponding Threats/Hazards:

This core capability is applicable to all threats and hazards included in the ND threats and hazards list.

Rationale:

Communication is the key to effective implementation of all mission areas. One of the strengths identified in our past exercises is the strong relationships between government and private agencies. The willingness to share information and resources is demonstrated in every exercise. However, it is important to maintain this attitude and preserve the knowledge of how a variety of communications systems are used to ensure a coordinated system of information sharing. Frequently mentioned in local jurisdictions' after-action reports is the need for refresher training on the Bank 5 structure for radio communications. Our Regional Coordinators continue to provide Bank 5 training to fire departments and jurisdictions upon request. Additionally, as we transition to truncated radio systems, training for responders, and state radio staff will be necessary to assure familiarity with new equipment and system functionality.

Supporting Training Courses and Exercises:

Bank 5 Refresher; Truncated Radio Systems Training; Telecommunications Service Priority

Environmental Response/Health, and Safety

Mission Area:

Response

Description:

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Corresponding Threat/Hazard:

Hazardous Materials, Infectious Disease and Pest Infestations,

Rationale:

Many hazardous materials are common in North Dakota related to our oil industry, farming industry, and traveling through the state on our roadways, railroads, and via pipeline.

Infectious diseases and pest infestations, especially at a pandemic level could provide many new challenges, not previously encountered. It will critical to protect first responders and healthcare workers; or grain crops in our agriculture state.

Supporting Training Courses and Exercises:

Mail Handling Training and Exercise; PER 212 Operational Level Response to HazMat/WMD Incidents; PER 272 Emergency Responder

Methodology and Tracking

All planned exercises will be developed by using the priorities and core capabilities described in the Priority Core Capabilities section. The building block method of exercise design will also be followed, as described in IS-120.c, An Introduction to Exercises.



Depending on the type and extent of each exercise, independent evaluators, and/or participants will provide exercise evaluations. When independent evaluators are used, they will fill out provided Exercise Evaluation Guides. Feedback from agency officials, evaluators, participant surveys, hot washes, and Exercise Evaluation Guides will then be compiled and collated. An After-Action Report/Improvement Plan will then be written and filed after each exercise, in accordance with HSEEP recommendations.

Multi-year Training Schedule

A training event often applies to more than one capability; however, for the purpose of this plan/schedule the event is listed next to the primary capability being addressed.

Core Capability	Training
Planning	<i>L0103/G0235 Planning: Emergency Operations: Mar 2022, Mar 2024 (Basic Academy)</i>
	<i>AWR 237 Climate Adaptation Planning: May 2021</i>
	<i>MGT 416 Introduction to Continuity of Government Planning: August 2021 (Pre-conference Training)</i>
Public Information and Warning	<i>L388 Advance Public Information Officer, August 2021</i>
	<i>L105 Public Information Basics, Apr 2021, May 2022, May 2024 (Basic Academy)</i>
Operational Coordination	<i>L449 Incident Command System Curricula, Train the Trainer: Oct 2022</i>
	<i>Introduction to ND Emergency Services: June 2021, 2022, 2023, 2024</i>
	<i>G 2300 Intermediate Emergency Operations Center Functions: July 2022</i>
	<i>G191 Emergency Operations Center/Incident Command System Interface: Mar 2023</i>
	<i>Public Assistance Delivery Model training for NDDDES Volunteer Reservists: On-going as needed</i>
	<i>Emergency Management Support Team Training: On-going as needed</i>
	<i>NQS System training for NDDDES Staff: Sept 2021</i>
	<i>NQS System training for external eligible candidates: June 2022</i>
<i>EMAC/NEMAC Training: August 2023</i>	

Operational Communications	<i>Bank 5 Refresher: On-going upon request</i>
	<i>Truncated Radio Systems Training, TBD</i>
	<i>Telecommunications Service Priority: Sept 2021 (Conference)</i>
Cyber Security	<i>Cybersecurity Reserve Team Training: On-going as needed</i>
	<i>AWR 136 Essentials of Community Cybersecurity: Aug 2021 (Pre-conference Training)</i>
	<i>MGT 384 Community Preparedness for Cyber Incidents: Oct 2022</i>
	<i>MGT 385 Community Cybersecurity Exercise Planning: Oct 2022</i>
Economic Recovery	<i>G 270.4 Recovery from Disaster—The Local Government Role: Jan 2022</i>
Environmental Response/Health & Safety	<i>Mail Handling Training and Exercise: Dec 2021, 2022, 2023</i>
	<i>PER 212 Operational Level Response to HazMat/WMD Incidents: May 2023</i>
	<i>PER 272 Emergency Responder Hazardous Materials Technician for CBRNE Incidents: Oct 2023</i>
Mass Search and Rescue	<i>PER 213 Wide Area Search and Rescue: Aug 2021</i>
Community Resilience	<i>G318 Local Mitigation Planning Workshop: Mar 2021</i>
	<i>L 213 Unified Hazard Mitigation Grant Assistance: Application Review and Evaluation: May 2022</i>
	<i>L 214 Unified Hazard Mitigation Grant Assistance: Project Implementation and Closeout: May 2022</i>
	<i>MGT 381 Business Continuity Planning: July 2022</i>
Miscellaneous	<i>Group Facilitation: Dec 2021, Dec 2023</i>

	<i>DES New Employee Orientation: On-going</i>
Basic Academy	<i>L 101 Foundations of Emergency Management: Jan 2022, Jan 2024</i>
	<i>L0102 Science of Disasters: Feb 2022, Feb 2024</i>
	<i>L0103/G0235 Planning: Emergency Operations: Mar 2022, Mar 2024</i>
	<i>L0146 (L0104) Exercise Design (HSEEP): Apr 2022, Apr 2024</i>
	<i>L0105 Public Information Basics: May 2022, May 2024</i>
Conferences	<i>NDDes/EMA Conference: Sept 2021, 2022, 2023, 2024</i>

NDDDES Multi-year Exercise Schedule January 1, 2021 – December 31, 2021

Core Capability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Cyber Security													
Operational Communications			Wildfire Planning and Preparation	Drought Preparation	Amber Alert Functional/ Full Scale	Operation Fall Out Boy							Operation Enhanced Fujita COG Tabletop Summer Storm
Operational Coordination							WARNEX and Fraime Barracks Tornado Drill						
Planning						DOT COOP							
Public Information and Warning													
Environmental Response Health and Safety												Safe Mail Handling Drill	
Community Resilience													

NDEES Multi-year Exercise Schedule January 1, 2022 – December 31, 2022

Core Capability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cyber Security												
Operational Communications					Amber Alert Functional/ Full Scale	WARNEX and Fraire Barracks Tornado Drill				COOP/COG State Agencies Functional Cyber Attack		
Operational Coordination		Annual Flood Preparation	Annual Flood Preparation/Response	Annual Flood Preparation/Response		Wildfire Full Scale SEOC Activation						
Planning												
Public Information and Warning												
Environmental Response Health and Safety												Safe Mail Handling Drill
Community Resilience												

NDEES Multi-year Exercise Schedule January 1, 2023 – December 31, 2023

Core Capability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Cyber Security													
Operational Communications										Civil Unrest Tabletop with EMAC Operations System Drill			
Operational Coordination					Amber Alert Functional/ Full Scale	WARNEX and Fraire Barracks Tornado Drill							
Planning			Annual Flood Preparation										
Public Information and Warning				Annual Flood Preparation/Response									
Environmental Response Health and Safety					Annual Flood Preparation/Response								
						Recovery Plan Tabletop							
Community Resilience													Safe Mail Handling Drill

NDDES Multi-year Exercise Schedule January 1, 2024 – December 31, 2024

Core Capability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cyber Security												
Operational Communications												
Operational Coordination												
Planning												
Public Information and Warning												
Environmental Response/Health and Safety												
Community Resilience												

NDDDES Smart Restart Guidelines for Training and Exercise Activities



The ND Dept. of Emergency Services will abide by the ND Smart Restart Guidelines for Large Gatherings as it relates to COVID-19 and future identified health risks. The NDDDES guidelines may be more restrictive and in no cases will be less restrictive.

The ND Smart Restart Guidelines may be found here:

<https://ndresponse.gov/sites/www/files/documents/covid-19/ND%20Smart%20Restart/Additional%20Resources/NDSmartRestartPlan.pdf>

Critical

- All in-person NDDDES Training and Exercise activities will be canceled and rescheduled for a later date.
- Virtual classes and exercises may be scheduled and hosted as staff and participants are able, though most will be anticipated to be engaged in response activities.
- Microsoft Teams will be the preferred electronic platform; however, other systems or methods may be used if they provide a demonstrable operational advantage.
- Students participating virtually will have cameras on at all times and are expected to actively participate in classroom discussion as part of the requirements of successful completion of the class.

High

- If practicable, classes and exercises will be conducted virtually. Classes and exercises that must be done in person (ex. drills, functional, and full-scale exercises) will be canceled and rescheduled for a later date.
- Microsoft Teams will be the preferred electronic platform; however, other systems or methods may be used if they provide a demonstrable operational advantage.

- Students participating virtually will have cameras on at all times and are expected to actively participate in classroom discussion as part of the requirements of successful completion of the class.

Moderate

- If practicable, classes and exercises will be conducted virtually.
- Microsoft Teams will be the preferred electronic platform; however, other systems or methods may be used if they provide a demonstrable operational advantage.
- Students participating virtually will have cameras on at all times and are expected to actively participate in classroom discussion as part of the requirements of successful completion of the class.
- Reasonable efforts will be made to conduct classes and exercises in the largest room available.
- Classes can be up to 50% certificate of occupancy for that room but no more than 40 persons.
- Students will be screened with temperature check and declaration of being symptom free prior to admittance to class each day.
- Students will be physically spaced 6 ft. apart.
- Hand sanitizer will be provided for each table and break area.
- High touch areas such as coffee dispensers will be frequently disinfected.
- Each student shall be required to wear a face mask when physical distancing cannot be maintained.
- Cancel classes of any size where distancing cannot be maintained.

Low

- If practicable, classes and exercises will be conducted virtually.
- Microsoft Teams will be the preferred electronic platform; however, other systems or methods may be used if they provide a demonstrable operational advantage.
- Students participating virtually will have cameras on at all times and are expected to actively participate in classroom discussion as part of the requirements of successful completion of the class.
- Reasonable efforts will be made to conduct classes and exercises in the largest room available.
- Classes can be up to 75% certificate of occupancy for that room but no more than 40 persons.
- Students will be screened with temperature check and declaration of being symptom free prior to admittance to class each day.
- Students will be physically spaced 6 ft. apart.
- Hand sanitizer will be provided for each table and break area.
- High touch areas such as coffee dispensers will be frequently disinfected.

- Each student shall be required to wear a face mask when physical distancing cannot be maintained.
- Cancel classes of any size where distancing cannot be maintained.

New Normal

- Normal occupancy and activities can resume with heightened cleaning, standard precautions, and awareness of health guidelines.
- Virtual classes or a virtual presence in a classroom training will be considered and offered on a case-by-case basis for students who are unable to travel and participate in person.
- Microsoft Teams will be the preferred electronic platform; however, other systems or methods may be used if they provide a demonstrable operational advantage.
- Students participating virtually will have cameras on at all times and are expected to actively participate in classroom discussion as part of the requirements of successful completion of the class.
- Students that exhibit symptoms of illness, may be excluded from class.