

North Dakota Department of Emergency Services

Multi-year Training and Exercise Plan
January 1, 2019– June 30, 2022

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 Training and Exercise Plan Workshop (TEPW) annually. North Dakota conducted its last Multiyear TEPW January 5, 2017 and used the results of the workshop to assist in the development of this Multiyear Training and Exercise Plan (TEP). In 2018 our enhanced state Hazard Mitigation plan was approved. NDDDES Training and Exercise staff was engaged in that process along with a large group of stakeholders. Those stakeholders participated in our training and exercise needs assessment in the fall of 2018. The results of that survey as well as feedback from the stakeholder group meetings in early 2018 influence this plan. In 2018 and 2019 we are fully integrating the TEPW with the mitigation hazard identification and THIRA processes. Since the THIRA process is now on a three-year schedule, our next THIRA report will be due in December 2019. At that time any changes in our THIRA will be fully reflected in the 2020-2023 Training and Exercise Plan.

The Training and Exercise Officer is responsible for the development and maintenance of the ND North Dakota Department of Emergency Services Training and Exercise Plan. Representatives of lead state agencies, the local emergency management community, and other community response and recovery partners are invited to participate in the process through needs assessments and stakeholder meetings. 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 TEP is considered to be a living document that is updated and refined at least annually or more frequently as necessary. Updates/revisions will be based on tri-annual 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 FEMA Region VIII Training Officer, and ND DES Preparedness Section Chief. The most recent TEP is also posted on the NDDDES Training and Exercise web page for immediate access by public and private stakeholders.

The North Dakota Multiyear TEP 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 TEP 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 provides the basis of our training and exercise 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 a guide for all State-level response agencies, as well as any tribal, county or municipal response agencies receiving State homeland security funds. It is recognized that throughout the course of time, priorities may change as a result 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 hazards, 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 adversarial threats, and actions required to continue essential services and ensure public safety.

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PURPOSE

The purpose of the Multi-year Training and Exercise Plan (TEP) is to document an organization's overall training and exercise 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 THIRA, existing strategic guidance, corrective actions from previous exercises, needs assessment surveys or other factors. This Multi-year TEP 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 TEP lays out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). A progressive, multi-year exercise program enables North Dakota Department of Emergency Services 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 TEP is a training and exercise schedule, which provides a graphic illustration of the proposed exercises and training classes scheduled for the years January 1, 2019 through June 30, 2022.

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 Training and Exercise Program 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, ND Emergency Management Support Team (EMST), 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 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.

North Dakota Department of Emergency Services maintains records of all classes and exercises we sponsor. Class files include a class/course description 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. Students and local emergency response agencies are also expected to maintain their own training records. Class training records are kept for a minimum of 3 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 quarterly. The Training and Exercise Officer is responsible for monitoring the Improvement Plan.

The creation of effective capabilities-based exercise programs begins with a multi-year Training and Exercise Plan (TEP), 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 in 2019 we are fully integrating the TEPW with the mitigation hazard identification and THIRA process. A series of meetings with a single identified group of whole community stakeholders will participate to identify and prioritize hazards, planning and operational gaps, and training and exercise needs. This process began in April 2018 and will extend through December 2019 when the next THIRA report will be completed, and the process will begin again.

The North Dakota Department of Emergency Services 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.

Training Guidelines

Admission Guidelines

Registration for ND Department of Emergency Services sponsored classes is available on our website at <http://www.nd.gov/des/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 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 of 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/>. The FEMA SID is required for registration for NDDDES sponsored classes.

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 Emergency Medical Services.

Travel Reimbursement

In many cases, NDDDES will reimburse appropriate participants for meals and lodging at the state rates. Course announcements will identify whether 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 some

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 program. 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 is 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-100b)

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: 8 hours

ICS for Single Resources and Initial Action Incidents (IS 200.b)

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the 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: 3

National Incident Management System (NIMS), Introduction to (IS 700a)

This course introduces and overviews the National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

Study Hours: 3

National Response Framework (NRF), Introduction (IS 800b)

This course is intended for government executives, private-sector and Non-Governmental Organizations (NGOs) leaders, and emergency management practitioners. The course introduces participants to the concepts and principles of the National Response Framework.

Study Hours: 4

An Introduction to Exercises (IS 120.a)

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 on line courses available. The following are also highly recommended for those whose roles relate to the subject matter.

Exercise Evaluation and Improvement Planning (IS – 130)

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.a

Study Hours: 5

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 general public and those involved in emergency management operations.

Study Hours: 10

EOC Management and Operations (IS – 775)

This course describes the role, design, and functions of EOCs and their relationships as components of a multi-agency coordination system. The course contains disaster-related examples, activities, and case studies that relate to EOCs and multi-agency coordination systems at the local, State, and Federal levels of government.

Study Hours: 4

AWR160 - 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 2019-2022 schedule provides opportunities to complete the Basic Academy in Bismarck, ND.

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 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. Apply for admission to position specific courses 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 Planning Workshop

THIRA and Core Capabilities

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, Training and Exercise Plan and THIRA report. This group met on April 5, 2018 and July 25, 2018. The

following natural and technological hazards and adversarial threats were 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 following three tables identify the 2016 ND THIRA results (NOTE: Table 2 defines the ratings (1-5) that are used in Table 1):

Table 1: Capability Gap Measurements (Internal)

Highlighted are the core capabilities ultimately selected as training and exercise priorities. (Fire Management and Suppression has not yet been assessed as part of the ND THIRA process).

Core Capability	Planning	Organization	Equipment	Training	Exercise
Planning	5	4	5	4	5
Public Information and Warning	4	4	4	4	5
Operational Coordination	5	4	4	3	4
Forensics and Attribution	3	3	3	3	3
Intelligence and Information Sharing	4	4	4	4	4
Interdiction and Disruption	3	2	3	3	3
Screening, Search, and Detection	4	3	3	3	3
Access Control and Identity Verification	2	3	3	3	2
Cybersecurity	3	4	3	4	2
Physical Protective Measures	3	3	3	2	1
Risk Management for Protection Programs and Activities	4	3	4	4	3
Supply Chain Integrity and Security	2	5	4	3	2
Community Resilience	4	4	3	4	4
Long Term Vulnerability Reduction	5	5	4	4	4
Risk and Disaster Resilience Assessment	5	5	5	4	3
Critical Transportation	2	2	2	3	3
Environmental Response/Health and Safety	5	4	4	4	4
Fatality Management Services	3	2	2	4	3
Infrastructure Systems	4	4	2	4	4
Mass Care	4	2	2	4	4
Mass Search and Rescue Operations	4	3	3	3	3

Operational Communications	4	3	3	4	4
Situational Assessment	5	4	4	4	4
Economic Recovery	4	3	4	4	2
Health and Social Services	3	3	3	3	3
Housing	2	3	1	2	2
Natural and Cultural Resources	4	3	5	3	4
On-scene Security, Protection, and Law Enforcement	4	3	3	4	4
Threats and Hazard Identification	5	5	5	4	4
Fire Management and Suppression	4	3	4	3	3
Logistics and Supply Chain Management	3	3	4	3	4
Public Health, Healthcare, and Emergency Medical Services	4	5	5	4	4

Solution Area	Rating					
	1	2	3	4	5	Not Applicable
Planning	No plan/annexes exist	Some plans/annexes exist	Plans/annexes are complete but require update	Plans/annexes are complete and have been updated within 5 years	Plans/annexes are complete, up to date, and verified through either exercises or real world events	Planning is not relevant for this capability
Organization	0-20% of required organization/personnel exists	21-40% of required organization/personnel exists	41-60% of required organization/personnel exists	61-80% of required organization/personnel exists	81-100% of required organization/personnel exists	Organization is not relevant for this capability
Equipment	0-20% or required equipment exists	21-40% or required equipment exists	41-60% or required equipment exists	61-80% or required equipment exists	80-100% or required equipment exists	Equipment is not relevant for this capability
Training	0-20% of required training exists	21-40% of required training exists	41-60% of required training exists	61-80% of required training exists	80-100% of required training exists	Training is not relevant for this capability
Exercises	No exercises/real-world demonstrations have occurred in the last five years	Exercise/real-world demonstrations have occurred; many mission critical findings exist	Exercise/real-world demonstrations have occurred; few mission critical findings exist	Exercise/real-world demonstrations have occurred; some areas for improvement exist	Exercise/real-world demonstrations have occurred; no areas for improvement exist	Exercise/real-world demonstration is not relevant for this capability

Table 2: Capability Gap Measurements/Descriptions

OVERALL Priority	Prevent/ Protect	Mitigate	Respond	Recover
High	<ul style="list-style-type: none"> ☞ Intelligence and Information Sharing ☞ Cybersecurity ☞ Physical Protective Measures ☞ Risk Management for Protection Programs and Activities 	<ul style="list-style-type: none"> ☞ Community Resilience ☞ Long-term Vulnerability Reduction ☞ Threats and Hazards Identification 	<ul style="list-style-type: none"> ☞ Critical Transportation ☞ Environmental Response/Health and Safety ☞ Infrastructure Systems ☞ Mass Search and Rescue Operations ☞ Operational Communications ☞ Logistics and Supply Chain Management ☞ Situational Assessment* 	Housing
Medium	<ul style="list-style-type: none"> ☞ Screening, Search, and Detection ☞ Access Control and Identity Verification ☞ Supply Chain Integrity and Security 	Risk and Disaster Resilience Assessment	<ul style="list-style-type: none"> ☞ Fatality Management Services ☞ Mass Care Services ☞ On-scene Security, Protection, and Law Enforcement ☞ Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> ☞ Economic Recovery ☞ Health and Social Services
Low	<ul style="list-style-type: none"> ☞ Forensics and Attribution ☞ Interdiction and Disruption 			Natural and Cultural Resources

Table 3: THIRA Overall Priorities by Mission Area. Highlighted are the core capabilities that were ultimately selected as training and exercise priorities. This table does not include the three core capabilities that apply to all mission areas, Planning, Public Information and Warning, and Operational Coordination.

Review of the 2018-2021 Plan

The current multi-year training and exercise plan was reviewed by NDDDES Training and Exercise staff. The training and exercise calendar for the past year and the next two years, accomplishments, upcoming scheduled classes, changes, and pending events were noted.

Review Exercise After Action Reports

Exercises completed over the past year were reviewed by Training and Exercise staff. The following opportunities for continued growth have been identified in state after action reports:

- Just in time training for state agency responders in ICS Roles and Joint Information Center/Joint Information Systems.
- Review/update internal training for training Duty and Operations officers

The following issues are frequently identified in local exercise after action reports:

- Bank 5 radio training
- Incident Command System (ICS) training
- HazMat training
- Active Shooter training

Needs Assessment Survey

The results of the 2018 Needs Assessment Survey was conducted over a period of seven weeks from September 10 through October 31, 2018. Results were reviewed and analyzed by Training and Exercise staff. Our survey was designed in alignment with the THIRA process and focused on assessment of training needs related to core capabilities. Results indicate an opinion that all core capabilities in all mission areas should have a high or medium priority for training. While that makes it a bit challenging to prioritize what classes should be provided over the next couple of years, it does indicate that our stakeholders see the “big picture” of emergency management.

The respondents identified the following core capabilities (by mission area) as high priority (50% or more of respondents) to address through training:

Cross Cutting Core Capabilities:

- Planning
- Operational Coordination
- Information and Intelligence Sharing/Situational Awareness

Prevention/Protection Core Capabilities:

- Access Control and Identity Verification
- Cybersecurity
- Physical Protective Measures
- Risk Management for Protection Programs and Activities

Mitigation Core Capabilities:

- Community Resilience

Response Core Capabilities:

- Operational Communications

Recovery Core Capabilities:

- Economic Recovery
- Health and Social Services

Group Activities

Stakeholders held their first 2018 meeting on April 5, 2018 at the ND State Capital. One hundred three (103) representatives from public, private, and non-governmental organizations gathered for an orientation meeting describing the new integrated process. The first steps were to gather information from the stakeholders to identify and quantify ND threats, hazards, and risks. These stakeholders also participated in the 2018 Training Needs Assessment survey.

Priority Core Capabilities

Based on 2018 Training Needs Assessment, the following priorities are selected for the North Dakota multi-year training and exercise plan. Five of priority core capabilities have been identified in previous training plans and continue to be relevant going into the next several years. Those capabilities are cyber security, physical protective measures, risk management for protection programs and activities, operational communications, and economic recovery.

The identified priorities and exercise schedule may or may not 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.

Access Control and Identity Verification

Mission Area:

Protection

Description:

Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.

Corresponding Threat/Hazard:

Criminal, Terrorist or Nation-State Attack

Rationale:

Criminal and terrorist activity is an on-going threat to North Dakota's infrastructure and citizens. Whether through second and third order effects from loss of critical infrastructure or direct violence against human life, the impacts of criminal/terrorist actions are devastating to the population. The ability to control access and verify identification is critical to the safety of our schools, large public events, and maintenance of public services.

Supporting Training Courses and Exercises:

AWR 325 Site Protection and Document Screening Techniques

Cyber Security

Mission Area:

Protection

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 of time 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 and 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.

Physical Protective Measures

Mission Area:

Protection

Description:

Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Corresponding Threat/Hazard:

Adversarial or weather-related damage to power grid, water/waste water systems, telecommunications systems, medical systems, financial institutions, fuel supplies, and local businesses.

Rationale:

Following our exercise, Operation Binder Clip, private business partners and state agency representatives identified the need to harden important infrastructure systems.

Risk Management for Protection Programs and Activities

Mission Area:

Protection

Description:

Identify, assess, and prioritize risks to inform protection activities, countermeasures, and investments.

Corresponding Threats/Hazards: Adversarial or weather-related damage to power grid, water/waste water systems, telecommunications systems, medical systems, financial institutions, fuel supplies, and local businesses.

Rationale:

ND's enhanced Hazard Mitigation Plan identifies natural, technological, and adversarial threats and hazards and outline appropriate mitigation measures. Identification and assessment of new or changing threats/hazards is an on-going process.

Community Resilience

Mission Area:

Mitigation

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

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.

Operational Communications

Mission Area:

Response

Description:

Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means 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. Those identified in the ND THIRA report include cyber-attack, hazardous materials incidents, flood, winter storms, criminal/terrorist attack, human pandemic, and summer storms.

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.

Economic Recovery

Mission Area:

Recovery

Description:

Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

Corresponding Threats/Hazards:

Several potential scenarios such as cyber-attack on the power sector, tornado, and flood would require significant economic recovery in ND.

Rationale:

Our THIRA and training needs assessment identified Cyber Security and Infrastructure Systems in addition to Economic Recovery as core capabilities to be addressed. There is a common thread of concern for our communities to have the ability to “bounce back” after a major disaster. Through previous exercises (Operation Binder Clip and it’s multiple spin-offs) we became acutely aware of how interdependent our power, water, finances, commerce, telecommunications, healthcare, and other infrastructure is. The loss of any one of those services impacts the others.

Health and Social Services

Mission Area:

Recovery

Description:

Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Corresponding Threat/Hazard:

This core capability has applicability to the recovery from many/all threats or hazards.

Rationale:

During times of disaster the health and social services needs of ND citizens increase. Those that normally need health and social services need more, and many of those that don’t normally utilize these services may have new needs as a result of disaster impacts or separation from family and support systems.

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.a, 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: Aug 2019</i>
Public Information and Warning	<i>G 290 Basic PIO: Apr 2019, Apr 2020, Sept 2020, Apr 2021</i>
	<i>G 291 Joint Information Center/Joint Information Systems: Apr 2019, Apr 2020, Sept 2020, Apr, 2021</i>
	<i>Advanced Public Information Officer, March 2020</i>
Operational Coordination	<i>Introduction to ND Emergency Services: June 2019, 2020, 2021</i>
	<i>MGT 346 EOC Operations and Planning for All Hazards: May 2019</i>
	<i>G 775 Emergency Operations Center Management and Operations: July 2020, 2022</i>
	<i>G191 Emergency Operations Center/Incident Command System Interface: Feb 2019, Feb 2021</i>
	<i>L 962 Planning Section Chief Training: Oct 2019</i>
	<i>L 967 Logistics Section Chief Training: Oct 2020</i>
	<i>L 958 Operations Section Chief Training: Oct 2021</i>
	<i>L 854 Safety Officer Training: Oct 2022</i>
	<i>Emergency Management Support Team Leader's Choice Training: June 2019, Oct 2019, July 2020, Sept 2020, June 2021, Oct 2021</i>
Operational Communications	<i>Bank 5 Refresher: On-going upon request</i>
	<i>Radio Operator (RADO): June 2019</i>

	<i>PER 344 Social Media Tools and Techniques: July 2019</i>
	<i>Communications Technician (CommT): Sept 2019</i>
On-scene Security, Protection, and Law Enforcement and Physical Protective Measures	<i>Active Shooter Training: TBD</i>
Cyber Security	<i>911/PSAP Cyber Options Workshop: Feb 2020</i>
Risk Management	<i>L 548 COOP Program Managers TtT: TBD</i>
Economic Recovery	<i>G 270.4 Recovery from Disaster—The Local Government Role: Jan. 2020</i>
	<i>Public Assistance Delivery Model training for NDDDES Volunteer Reservists: April 2019</i>
Logistics and Supply Chain Management	<i>EMST State Resources Training: Feb 2020, 2022</i>
Environmental Response/Health & Safety	<i>Mail Handling Training/Exercise: Dec 2019, 2020, 2021, 2022</i>
Mass Search and Rescue	<i>PER 213 Wide Area Search and Rescue: Sept 2020</i>
Access Control and Identity Verification	<i>AWR 325 Site Protection and Document Screening Techniques: July 2021</i>
Health and Social Services	<i>MGT 341 Disaster Preparedness for Healthcare Organizations: October 2019</i>
Community Resilience	<i>G318 Local Mitigation Planning Workshop: April 2020</i>
	<i>L 213 Unified Hazard Mitigation Grant Assistance: Application Review and Evaluation: May 2019</i>
	<i>L 214 Unified Hazard Mitigation Grant Assistance: Project Implementation and Closeout: May 2019</i>
Miscellaneous	<i>Grant Writing: May 2020, 2022</i>
	<i>Group Facilitation: Jan 2020, 2022</i>

	<i>DES Staff Leadership Training: Feb 2019, Oct 2019</i>
	<i>DES New Employee Orientation: On-going</i>
Basic Academy	<i>L 101 Foundations of Emergency Management: Feb/Mar 2019, 2021</i>
	<i>L0102 Science of Disasters: May 2019, 2021</i>
	<i>L0103/G0235 Planning: Emergency Operations: Aug 2019, 2021</i>
	<i>L0146 (L0104) Exercise Design (HSEEP): Oct 2019, 2021</i>
	<i>L0105 Public Information and Warning: Nov 2019, 2021</i>
Conferences	<i>Emergency Medical Services Conference: April 2019, 2020, 2021</i>
	<i>Long Term Care/Hospital Preparedness Program Conference: August 2019, 2020, 2021</i>
	<i>NDDDES/EMA Conference: Sept 2019, 2020, 2021</i>

NDDES Multi-year Exercise Schedule January 1, 2019 – December 31, 2019

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		Operation Overboard Table top and Functional			COG TTx		
Operational Coordination			Annual Flood Prep	Annual Flood Prep/Response								
Infrastructure Systems												
All Recovery												
Critical Transportation							Operation Overboard Table Top and Functional					
Mass Care Services												
Public Health, Healthcare, and EMS												
Fatality Management Services												

NDDES Multi-year Exercise Schedule January 1, 2020 – December 31, 2020

Core Capability	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cyber Security												
Operational Communications					Amber Alert Functional/ Full Scale							
Operational Coordination												
Infrastructure Systems		Annual Flood Preparation	Annual Flood Preparation/Response	Annual Flood Preparation/Response								
All Recovery	Recovery Plan TTx											
Critical Transportation		Annual Flood Preparation	Annual Flood Preparation/Response	Annual Flood Preparation/Response								
Mass Care Services												
Public Health, Healthcare, and EMS		Annual Flood Preparation	Annual Flood Preparation/Response	Annual Flood Preparation/Response								
Fatality Management Services												
		Annual Flood Preparation	Annual Flood Preparation/Response	Annual Flood Preparation/Response								

NDDES 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										COOP/COG Functional		
Operational Coordination												
Infrastructure Systems												
All Recovery	Recovery Plan Functional											
Critical Transportation												
Mass Care Services												
Public Health, Healthcare, and EMS												
Fatality Management Services												

