

Exercise Program Management

An effective exercise program is an essential component of our national preparedness as it validates plans, tests operational capabilities, maintains leadership effectiveness, and examines ways we utilize the whole community. Exercise program management involves a collaborative approach that integrates resources, organizations, and individuals in order to identify and achieve program priorities.



Templates

- [Training and Exercise Planning Workshop \(TEPW\) Presentation Template](#)
- [Training and Exercise Planning Workshop \(TEPW\) User Guide](#)
- Rolling Summary Report (coming soon)
- [Training and Exercise Plan \(TEP\) Template](#)

Directions for this Template

- Use the Slide Master to make universal changes to the presentation, including inserting your organization's logo and the appropriate protective marking (e.g., FOUO)
 - “View” tab > “Slide Master”
- Replace placeholders (indicated by brackets []) with information specific to your exercise
- Delete any slides that are not relevant for your workshop
- Font size should not be smaller than 22pt

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HSEEP-PM02



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Training and Exercise Planning Workshop (TEPW)

[Sponsor Organization]

[Date]



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Welcome and Introductions

- [Name]
- [Organization]



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Agenda

- [Time] Homeland Security Exercise and Evaluation Program (HSEEP) Overview
- [Time] Capabilities-based Planning Overview
- [Time] Review of Prior Multi-Year Training and Exercise Plan (TEP)
- [Time] TEPW Purpose
- [Time] Workshop Activities
- [Time] Review
- [Time] Next Steps
- [Time] Closing Remarks



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HSEEP Overview

- HSEEP doctrine consists of an integrated set of core principles that frame a common approach to exercises
- HSEEP Principles:
 - Guided by elected and appointed officials
 - Capability-based, objective driven
 - Whole Community integration
 - Informed by risk
 - Common methodology
 - Progressive planning approach



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HSEEP Cycle

Establishing multi-year exercise program priorities and developing a multi-year TEP are key pieces of Exercise Program Management within the HSEEP methodology



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Capabilities-based Planning Overview

- The National Preparedness Goal identifies a series of core capabilities across the prevention, protection, mitigation, response, and recovery mission areas
- Through HSEEP, organizations can use exercises as a way to examine current and required core capability levels and identify gaps. Exercises focus on assessing performance against capability-based objectives



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Review of Prior Multi-year TEP

- [Insert highlights from the previous multi-year TEP and an update on the progress against the program priorities and multi-year schedule]



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TEPW Purpose

The purpose of the TEPW is to use the guidance provided by senior officials to identify and **set exercise program priorities** and develop a multi-year **schedule of exercise events** and supporting **training activities** to meet those priorities



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Attendee Expectations

- Have a working knowledge of HSEEP
- Be familiar with the National Preparedness Goal and National Preparedness System
- Have access to organizational plans, policies, procedures, and other relevant documents (including After-Action Reports)
- Have the authority to establish or revise organizational priorities



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Workshop Activities

The TEPW focuses on 4 primary activities and associated tasks:

- **Activity 1: Identify Factors for Consideration**
 - Task 1.1: Identify threats and hazards
 - Task 1.2: Identify validated and non-validated areas for improvement
 - Task 1.3: Identify external sources and requirements
 - Task 1.4: Identify accreditation standards or regulations
- **Activity 2: Link Factors to Core Capabilities**



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Workshop Activities (cont'd)

- **Activity 3: Establish Exercise Program Priorities**
- **Activity 4: Develop a Multi-year Schedule**
 - Task 4.1: Identify potential exercises
 - Task 4.2: Identify potential training
 - Task 4.3: Update/build the draft multi-year schedule



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Activity 1



- Factors for consideration are they key elements that influence the selection of exercise program priorities
- The list of factors is intended to help organizations consider the full range of factors impacting their exercise and preparedness programs



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Activity 1 Tasks Overview

During this activity, we will focus on the identifying the following:

Task 1.1:

Threats and Hazards

- National threats and hazards
- Jurisdictional threats and hazards
- Hazard vulnerability analysis

Task 1.2:

Areas for Improvement/ Capabilities

- Real-world incident corrective actions
- Exercise corrective actions
- Identified and/or perceived areas for improvement

Task 1.3:

External Sources Requirements

- Industry reports
- State or national preparedness reports
- Homeland security strategies

Task 1.4:

Accreditation Standards/ Regulations

- Accreditation standards and/or requirements
- Grants or funding-specific requirements
- Occupational Safety and Health Administration regulations



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Task 1.1: Identify Threats and Hazards

- **Objective:** Identify any significant threats and hazards
- Consider:
 - National threats and hazards
 - Organizational threats and hazards
 - THIRA and local risk assessments
 - Hazard vulnerability analysis

- **Instructions:**

1. Locate the other members of your organization
2. As a group, develop a list of the top threats and hazards impacting your organization
3. Record these threats and hazards
4. Choose a group member to brief the findings



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Task 1.2: Identify Areas for Improvement

- **Objective:** Identify any significant strengths and areas for improvement
 - Consider:
 - Strengths to be shared with other organizations
 - Exercise and real-world event corrective actions
 - Identified and/or perceived areas for improvement
- **Instructions:**
 1. Locate the other members of your organization
 2. As a group, develop a list of your organization's top strengths and areas for improvement
 3. Record these strengths/areas for improvement
 4. Choose a group member to brief the findings



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Task 1.3: Identify External Sources and Requirements

- **Objective:** Identify any significant external sources and requirements
- Consider:
 - Industry reports
 - State or national preparedness reports
 - State or national homeland security strategies
 - Homeland security policy

- **Instructions:**

1. Locate the other members of your organization
2. As a group, develop a list of your organization's key external sources and requirements
3. Record these sources and requirements
4. Choose a group member to brief the findings



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Task 1.4: Identify Accreditation Standards and Regulations

- **Objective:** Identify any significant accreditation standards and regulations
 - Consider:
 - Accreditation standards
 - Grants or funding-specific requirements
 - Occupational Safety and Health Administration (OSHA) regulations
 - Legislative requirements
- **Instructions:**
 1. Locate the other members of your organization
 2. As a group, develop a list of your organization's key accreditation standards and regulations
 3. Record these standards and regulations
 4. Choose a group member to brief the findings



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Activity 2



- The National Preparedness Goal outlines district core capabilities across five preparedness mission areas
- Organizations can use exercises as a way to examine current and required core capability levels and identify gaps
- Linking the factors identified in Activity 1 to core capabilities will help identify the areas most in need of attention



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Activity 2: Link Factors to Core Capabilities

- **Objective:** Link the factors identified in Activity 1 to core capabilities
- Consider:
 - Threats and hazards
 - Strengths and areas for improvement
 - External sources and requirements
 - Accreditation standards and regulations

- **Instructions:**

1. Assign core capabilities to each factor recorded during Activity 1
2. If multiple core capabilities are associated with a factor, determine which is primary capability
3. Identify and prioritize the most common core capabilities



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Activity 3



- Exercise program priorities are the strategic, high-level priorities that guide the overall exercise program
- These priorities inform the development of exercise objectives, ensuring individual exercises evaluate and assess core capabilities in a coordinated and integrated fashion



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Activity 3: Establish Exercise Program Priorities

- **Objective:** Achieve consensus on the priorities that will guide the exercise program for the next [#] years
- Consider:
 - Factors identified in Activity 1
 - Priority core capabilities identified in Activity 2
 - Elected and appointed officials' guidance

- **Instructions:**

1. Identify 3-5 priorities on which to focus training and exercises
2. Priorities should be at the strategic level
3. Consider priorities from a holistic perspective, not just your individual organization. These priorities are not meant to supersede their organizations' priorities



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Activity 4



- The multi-year schedule outlines the exercises and associated training events that will address the exercise program priorities
- The multi-year schedule should reflect a progressive approach:
 - Exercises are aligned to a common set of exercise program priorities
 - Exercises increase in complexity over time
- Exercises should be supported at each step with training resources



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Activity 4 Tasks Overview

During this activity, we will focus on the following tasks:

- Task 4.1: Identify Potential Exercises
- Task 4.2: Identify Training
- Task 4.3: Update/Build the Multi-year Schedule



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Task 4.1: Identify Potential Exercises

- **Objective:** Identify potential exercises for inclusion in the multi-year schedule
 - Consider:
 - Pre-planned exercises
 - Standing exercise requirements
 - Additional exercises to address program priorities
-
- **Instructions:**
 1. Locate the other members of your organization
 2. As a group, identify potential exercises for the multi-year schedule
 3. Record the exercises, including the focus, date, and other known information
 4. Choose a group member to brief the findings



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Task 4.2: Identify Potential Training

- **Objective:** Identify potential training events for inclusion in the multi-year schedule
 - Consider:
 - Training to support specific exercises
 - Required training
 - Additional training to meet capability gaps or address program priorities
-
- **Instructions:**
 1. Locate the other members of your organization
 2. As a group, identify potential training events
 3. Record the potential training events, including the focus, audience, and date
 4. Choose a group member to brief the findings



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Task 4.3: Update/Build the Draft Multi-year Schedule

- **Objective:** Update or build the multi-year training and exercise schedule
- Consider:
 - Exercises that address program priorities and priority core capabilities
 - Exercises that promote collaboration

- **Instructions:**

1. Select exercises from the proposed list and identify tentative exercise conduct dates
2. Select training events and identify tentative conduct dates, scheduling around exercises, as appropriate



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Populate the Draft Multi-year Schedule

Year 1: 20xx

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Org 1												
Org 2												
Org 3												
Org 4												
Org 5												



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Populate the Draft Multi-year Schedule (cont'd)

Year 1: 20xx

Organ-ization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Org 1												
Org 2												
Org 3												
Org 4												
Org 5												



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Review

- The selected exercise program priorities include:
 - [insert exercise program priorities]
- The exercises and trainings selected for inclusion in the TEP include:
 - [insert exercises and trainings]



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Next Steps

- Develop and distribute TEPW Summary
- Develop Multi-year TEP
- [insert additional items as needed]



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Conclusion



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Training and Exercise Planning Workshop User Guide

The Training and Exercise Planning Workshop (TEPW) User Guide provides guidance to organizations in conducting an annual TEPW and developing a Multi-year Training and Exercise Plan (TEP) in line with the Homeland Security Exercise and Evaluation Program (HSEEP).

Overview

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. The Training and Exercise Planning Workshop (TEPW) provides a collaborative workshop environment for Whole Community stakeholders to engage in the creation of the TEP. The TEPW also serves as a forum to coordinate training and exercise activities across organizations in order to maximize the use of resources and prevent duplication of effort.

This TEPW User Guide provides guidance for organizations conducting a TEPW and includes sample documents and relevant reference material.

TEPW Purpose

The purpose of the TEPW is to use the guidance provided by elected and appointed officials to identify and set exercise program priorities and develop a multi-year schedule of training and exercise events to meet those priorities. At the TEPW, stakeholders draw on jurisdiction-specific threats and hazards, identified areas for improvement, core capabilities, external requirements, and accreditation standards or regulations to develop or update the Multi-year TEP. In this way, the TEPW establishes the strategy and structure for an exercise program and sets the foundation for the planning, conduct, and evaluation of individual exercises.

TEPW Conduct

Identify Factors for Consideration

The first task of TEPW participants is to identify factors for consideration in developing exercise program priorities. Factors for consideration are the key elements that influence the selection of program priorities. The list of factors will help organizations consider the full range of variables impacting their exercise and preparedness programs. TEPW participants should consider the following factors:

- **Threats and hazards** including:
 - National threats and hazards
 - Organizational or jurisdictional threats and hazards
 - Threat and Hazard Identification and Risk Assessment (THIRA)
 - Local risk assessments
 - Hazard vulnerability analysis
- **Areas for improvement/capability assessments** from exercises and real-world events, including:
 - Strengths to be shared with other organizations
 - Open and non-validated corrective actions
 - Identified and/or perceived areas for improvement

- **External sources and requirements**, including:
 - Industry reports
 - State or national preparedness reports
 - Homeland security strategies
- **Accreditation standards, regulations, or legislative requirements**, including:
 - Accreditation standards (e.g., hospital accreditation requirements)
 - Regulations or legislative requirements

Participants work in small groups to build lists for each of the listed factors, and brief the lists to the plenary group.

Link Factors to Core Capabilities

Once participants have developed a comprehensive list of all factors for consideration, they link the factors to core capabilities. Core capabilities are distinct critical elements necessary to achieve the specific mission areas of prevention, protection, mitigation, response, and recovery. By linking each factor to one or more core capabilities, participants can identify and prioritize the most common core capabilities. This process helps identify the areas most in need of attention.

Establish Exercise Program Priorities

Exercise program priorities are the strategic, high-level priorities that guide the overall exercise program. These priorities inform the development of exercise objectives, ensuring individual exercises evaluate and assess core capabilities in a coordinated and integrated fashion. Working from both the factors to consider and core capabilities list, participants identify a manageable number of program priorities.

Develop a Multi-year Schedule

After setting exercise program priorities, TEPW participants build a draft multi-year schedule that outlines the exercises and associated training events that will address the exercise program priorities. Workshop participants focus on the following tasks:

- **Identify Potential Exercises.** Identify potential exercises for inclusion in the multi-year schedule, including pre-planned exercises, standing exercise requirements, and additional exercises to address program priorities.
- **Identify Training Opportunities.** Identify training opportunities to support specific exercises, address areas for improvement or capability gaps, or meet training requirements.
- **Update the Exercise Schedule.** Update the calendar with exercises and training events that will enhance collaboration and address the exercise program priorities. Participants should focus on updating the current exercise schedule and identifying exercises that could benefit from collaboration.

The training opportunities and exercise schedule developed by TEPW participants, in addition to exercise program priorities, are they key components of the Multi-year TEP. TEPs should reflect a progressive planning approach that improves core capabilities through a series of exercises that

involves an increasing level of complexity over time. The schedule should list the proposed training and exercises to be conducted over the ensuing three to five years, if possible. For example, a 3-year schedule created at the beginning of 2013 should represent training and exercise activities expected to occur from January 1, 2013, to December 31, 2015. For exercises held in the first year, approximate dates should be available. For second and third year schedules, tentative dates may be used.

Roles and Responsibilities

Sponsoring and conducting a TEPW require a great deal of preparation and coordination. To ensure improvement planning and the TEPW are effective, both sponsors and participants should take steps to prepare for, conduct, and follow-up after the workshop. These steps are outlined in the roles and responsibilities in the following sections.

Workshop Sponsor

Sponsor Organization Points of Contact (POCs) are the primary planners of the TEPW. Their responsibilities are listed in the following sections.

Preparation

In preparation for the TEPW, sponsor organizations are responsible for:

- Coordinating with key stakeholders to identify a date, time, and location for the workshop.
- Developing a list of workshop invitees that includes representatives from the Whole Community.
- Developing and distributing the workshop invitation letter. A sample TEPW invitation letter is provided in Appendix A.
- Tracking workshop RSVPs and follow-up with any non-responsive invitees.
- Initiating a data call for stakeholders to identify and submit their organizations' key factors for consideration in developing exercise program priorities during the TEPW. This can include lessons learned and corrective actions from past exercises and real world events, recent threat/hazard assessments, state preparedness strategies, and other factors.
- Preparing all documentation and meeting materials (e.g., agendas, presentations, and minutes) in support of the workshop.
- Developing and distributing workshop read-ahead material at least 30 days prior to the TEPW. Typical TEPW read-ahead material includes:
 - Description of the workshop purpose and desired outcomes
 - Workshop agenda
 - TEP from previous year
 - Summary of After Action Reports/Improvement Plans (AAR/IP) from the previous year's real-world events and exercises, including progress made to date
 - Overview of the current threat or hazard environment, such as THIRA information
 - Core capabilities and/or additional reference documents

- Overseeing all logistical considerations for the workshop, including venue selection, room setup, audio/visual equipment, material production, etc.

Conduct

During TEPW conduct, sponsor organizations are responsible for:

- Conducting final arrangement checks with venue (including a walkthrough with the hotel/workshop manager).
- Facilitating or providing a facilitator for the workshop. If breakout groups are required, providing facilitators for group discussions who will ensure participants stay focused on the workshop goals.
- Coordinating recording (note taking) of major points of discussion.

Follow-up

After the TEPW is concluded, sponsor organizations are responsible for:

- Drafting a TEPW summary, distributing it to TEPW participants, and submitting it to the appropriate authority.
- Compiling, submitting, and distributing the final Multi-year Training and Exercise Plan to the TEPW participants and the appropriate authority. The organization POC must submit all plans.
- If applicable, scheduling exercise dates in the National Exercise Schedule (NEXS) System and ensuring that an exercise POC is assigned.

Workshop Participants

TEPW participants are Whole Community stakeholders who provide input to exercise program priorities and the development of the Multi-year TEP. This group should include representatives from Federal, state, local, territorial, and tribal government, as appropriate; the private-sector; and nongovernmental organizations. Participant responsibilities for TEPW preparation, conduct, and follow-up are listed in the following sections.

Preparation

In preparation for the TEPW, workshop participants are responsible for:

- Responding to the data call requesting organizations' factors to consider to inform exercise program priority development.
- Reviewing the previous Multi-year TEP.
- Reviewing their organization's improvement plans from recent real-world events and exercises, focusing on the corrective actions that are outstanding or need to be validated through training and exercises.
- Reviewing their organization's current training and exercise schedule and any training and exercise requirements.
- Reviewing all read-ahead information provided by the TEPW sponsor organization.

Conduct

During TEPW conduct, participants are responsible for:

- Having a working knowledge of their organization's capabilities, threats and hazards, homeland security strategy, preparedness reports, external requirements, and accreditation standards or regulations.
- Bringing their organization's training and exercise schedules to the workshop.
- Having sufficient authority to commit personnel and resources to the activities scheduled in the Multi-year TEP.
- Actively participating in workshop discussions, representing their organization's perspective and priorities.

Follow-up

After the TEPW is concluded, participants are responsible for:

- Reviewing the TEPW summary and Multi-year TEP provided by the sponsor.
- Coordinating with appropriate personnel in their organization to integrate the new Multi-year TEP into any other training and exercise schedules, and suggest training and exercise participants, as appropriate.

APPENDIX A: SAMPLE MATERIAL

Sample Invitation Letter

To: [Organization Representative]

From: [Organization Representative]

Date: [Date]

Subject: Training and Exercise Planning Workshop (TEPW)

[Sponsor Organization] invites you to attend the Training and Exercise Planning Workshop (TEPW) on [date] at [location]. The workshop will begin at [time] and conclude at [time]; attendee registration will begin at [time].

A TEPW provides the opportunity to collaboratively establish exercise program priorities and develop or update the Multi-year Training and Exercise Plan (TEP). Coordination of training and exercise events is important for us to prevent duplication of efforts, ensure resources are not overextended during training or exercises, and maximize the efficacy of training and exercise appropriations. Moreover, schedule collaboration presents opportunities for organizations to fulfill multiple grant requirements with a single exercise or training course.

Participants should be prepared to provide input to the exercise program priorities and development of the Multi-year TEP. In order to facilitate productive discussions at the TEPW, participants should submit the following information to [POC] by [date]:

- Summary of jurisdictional or organizational threat and hazard information;
- Corrective actions and/or areas for improvement from exercise and real-world events;
- External sources and requirements, such as homeland security strategies, preparedness reports, or industry reports; and
- Accreditation standards and regulations.

Participants should also review the following read-ahead material:

- Previous year's Training and Exercise Plan
- [Core capabilities or other references, as appropriate]

Because of the importance of preparedness planning decisions, we ask that any requests for additional attendees or alternate representatives be made through [Sponsor Organization]. We look forward to your participation in this workshop.

Attachments:

- Registration Form
- Agenda

[Other read ahead material, as appropriate]

Sample TEPW Agenda

- 8:30 a.m. Registration
- 9:00 a.m. Welcome and Introductions
- 9:15 a.m. Training and Exercise Planning Workshop (TEPW) Overview
- 9:30 a.m. Identify Factors for Consideration
- 11:00 a.m. Link Factors to Core Capabilities
- 12:00 p.m. Lunch
- 1:00 p.m. Establish Exercise Program Priorities
- 2:30 p.m. Develop Multi-year Schedule
- 4:45 p.m. Hot Wash
- 5:00 p.m. Adjourn

Sample Planning Checklist

Preparation

- Identify date, time, and location for workshop
- Develop invite list
- Develop and distribute workshop invitation letter, including an RSVP deadline
- Track workshop RSVPs and follow-up with non-responsive invitees
- Issue data call for organizations' factors to consider during workshop discussion
- Develop and distribute workshop read-ahead material, including:
 - Description of the workshop purpose and desired outcomes
 - Workshop agenda
 - TEP from previous year
 - Summary of After Action Reports/Improvement Plans (AAR/IP) from the previous year's real-world events and exercises, including progress made to date
 - Overview of the current threat or hazard environment, such as Threat and Hazard Identification and Risk Assessment (THIRA) information
 - Core capabilities and/or additional reference documents
- Complete workshop logistical arrangements, including venue selection, room setup, audio/visual equipment, material production, etc.

Conduct

- Conduct final arrangement checks with venue (including walkthrough with hotel/workshop manager)
- Register all TEPW attendees
- Select designated workshop facilitator (if one is not provided) and breakout group facilitators as required
- Designate note-taker to record workshop discussion

Follow-up

- Draft TEPW summary
- Distribute TEPW summary to participants and submit to appropriate authority
- Submit final Multi-year TEP to participants and appropriate authority
- If applicable, schedule exercise dates in NEXS and assign a designated exercise POC

APPENDIX B: REFERENCES

National Preparedness Goal

The National Preparedness Goal outlines the core capabilities needed to achieve the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. The core capabilities are designed to be interdependent and require organizations to use existing preparedness networks and activities, improve training and exercise programs, promote innovation, and ensure that the administrative, finance, and logistics systems are in place to support these capabilities. The Goal also identifies capability targets for each core capability; they serve as the basis for the development of performance measures to track the progress of capability execution and guide the allocation of resources in support of national preparedness.

The core capabilities described in the Goal are as follows:

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

The following table provides a description of each capability per mission area.

Prevention Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	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, as well as the actions being taken and the assistance being made available, as appropriate.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Forensics and Attribution	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
Protection Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

Public Information and Warning	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.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Access Control and Identity Verification	Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.
Cybersecurity	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).
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local or private sector entities as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Physical Protective Measures	Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.
Risk Management for Protection Programs and Activities	Identify, assess, and prioritize risks to inform Protection activities and investments.
Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain.

Mitigation Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	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.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Community Resilience	Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.
Long-term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.
Risk and Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Threats and Hazard Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
Response Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	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.

Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health and Safety	Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.
Fatality Management Services	Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Mass Care Services	Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
Mass Search and Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On-scene Security and Protection	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications	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.
Public and Private Services and Resources	Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

Public Health and Medical Services	Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Recovery Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	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.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
Health and Social Services	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Natural and Cultural Resources	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.

For more information, please visit: <http://www.fema.gov/pdf/prepared/npg.pdf>.

The National Preparedness System

Building from the core capabilities described in the Goal, the National Preparedness System describes a series of components and how they interact to build, sustain and deliver the core capabilities necessary in order to achieve the Goal. These components provide a consistent and reliable approach to support decision making, resource allocation, and measure progress towards the Goal's intended outcomes.

For more information, please visit: http://www.fema.gov/pdf/prepared/nps_description.pdf.

Homeland Security Exercise and Evaluation Program

The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs, as well as a common methodology for exercise program management, design and development, conduct, evaluation, and improvement planning. Exercises are a key component of national preparedness—they provide elected and appointed officials as well as stakeholders from across the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement.

For more information, please visit: www.hseep.dhs.gov.

National Incident Management System

The National Incident Management System (NIMS) is comprehensive, nation-wide, systematic approach to incident management.

For more information, please visit: <http://www.fema.gov/national-incident-management-system>.

National Exercise Program

The NEP is a two-year progressive exercise cycle designed to support national preparedness. It serves as the cornerstone of a collective effort to test, improve, and assess national preparedness across the homeland security enterprise. The NEP provides a framework for prioritizing and focusing exercise activities across the whole community without precluding or replacing individual organizational exercise programs.

For more information, please visit: <http://www.fema.gov/national-exercise-program>.

[Sponsor Organization]

Multi-year Training and Exercise Plan

[Date]

PREFACE

[Provide introductory language as necessary. Consider specifying or describing:

- The role of the Multi-year Training and Exercise Plan (TEP);
- The years covered under the TEP;
- Which department(s) administer the TEP; and
- Who is required to abide by the TEP.]

POINTS OF CONTACT (POCs)

[State Administrative Agent:]

Name
Title
Agency
Street Address
City, State ZIP
xxx-xxx-xxxx (office)
xxx-xxx-xxxx (cell)
e-mail

[Exercise POC:]

Name
Title
Agency
Street Address
City, State ZIP
xxx-xxx-xxxx (office)
xxx-xxx-xxxx (cell)
e-mail

[Training POC:]

Name
Title
Agency
Street Address
City, State ZIP
xxx-xxx-xxxx (office)
xxx-xxx-xxxx (cell)
e-mail

PURPOSE

[Modify and augment language in this section as appropriate.]

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. It is considered to be a living document that can be updated and refined annually. These priorities are linked to corresponding core capabilities, and, if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, 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 training and exercise program priorities.

The Multi-year TEP should lay 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 organizations 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, organizations can address known shortfalls prior to exercising capabilities.

A Multi-year TEP may also serve as a follow-on companion document to the [Sponsor Organization] Homeland Security Strategy, and can provide a roadmap for [Sponsor Organization] to follow in accomplishing the priorities described therein.

Included in this Multi-year TEP is a training and exercise schedule, which provides a graphic illustration of the proposed activities scheduled for the years [YYYY through YYYY].

PROGRAM PRIORITIES

[In this area briefly describe how the organization decided upon its priorities. As appropriate, discuss how existing strategy documents (e.g., State/Urban Area Homeland Security Strategy), threat and hazard identification and risk assessments, capabilities assessments, and past After-Action Reports (AARs) and Improvement Plans (IPs) informed the development of the priorities. Then, identify the specific priorities for the time period addressed in the Multi-year TEP and briefly describe each priority. Include as many priorities as appropriate.]

1. [PRIORITY]: In this area, briefly describe the priority.
2. [PRIORITY]: In this area, briefly describe the priority.

[For each priority, list the corresponding core capabilities from the National Preparedness Goal (Goal), reference(s) to Improvement Planning (IP) items or guidance documents (if applicable), and the training and exercises that will support the priority and associated core capabilities.]

[Priority]

[Briefly describe the priority.]

Corresponding Core Capabilities:

- [From the Goal, identify the core capabilities associated with addressing the specified priority.]

Rationale:

- [As applicable, reference any items from past After-Action Reports (AAR)/IPs, threat/hazard identifications, national strategies/guidance, etc. that relate to the specified priority.]

Supporting Training Courses and Exercises:

- [Identify training courses—including course numbers and names—that support the specified priority and associated core capabilities. Also list any exercises that will support the specified priority and associated core capabilities. List only those training courses and exercises that the organization will choose to conduct over the following 3 years.]

[Insert Priority]

[Briefly describe the Priority.]

Corresponding Core Capabilities:

- [From the Goal, identify the core capabilities associated with addressing the specified priority.]

Rationale:

- [As applicable, reference any items from past AAR/IPs, threat/hazard identifications, national strategies/guidance, etc. that relate to the specified priority.]

Supporting Training Courses and Exercises:

- [Identify training courses – including course numbers and names – that support the specified priority and associated core capabilities. Also list any exercises that will support the specified priority and associated core capabilities. List only those training courses and exercises that the organization will choose to conduct over the following three years.]

METHODOLOGY AND TRACKING

[In this section, describe how the training courses and exercises were chosen and how they will be tracked with respect to progression and improvement. The tracking approach should:

- Challenge participants with increasingly advanced coursework and scenarios;
- Incorporate, reinforce, and verify lessons learned;
- Identify demonstrated capabilities and areas in need of improvement;
- Provide a means of evaluation and corrective action for exercises; and
- Ensure a method to share lessons learned and best practices from training courses and exercises.]

MULTI-YEAR TRAINING AND EXERCISE SCHEDULE

[The following instructions are provided to guide you in filling in the schedule template. The template can be modified to meet the requirements of the organization. The guidelines in this section will assist you in entering the appropriate information into the template.]

- Enter the appropriate year in which the training course and/or exercise will be conducted followed by a designation, in parentheses, of which year it is in the Multi-year TEP on the schedule cycle at the top of the page. For example, if your organization is constructing the schedule from 2013 through 2015 and you are working on 2013, write “2013 (Year One)”.
- Enter all the participating whole community stakeholders on the left side of the schedule.
- The schedule is broken into quarters and months. For each organization, enter the appropriate quarter and month of the training course and/or exercise conduct. If an exact date is not yet determined, enter the information into the appropriate year or quarter.
- Write and color-code cells based on the program priority of each training course and exercise so that users can easily understand what training course or exercise is being conducted to address what priority.
- Remember to consider the cycle, mix, and range of training and exercises.

[Organization] Multi-year Training and Exercise Schedule [Year]

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Organization 1												
Organization 2												
Organization 3												
Organization 4												
Organization 5												

Program Priorities Addressed: [Insert priority titles in boxes below. In the schedule, color-code events and note in parentheses which priority or priorities are addressed by each training or exercise event.]

Priority 1 [Insert Priority Title]	Priority 2 [Insert Priority Title]	Priority 3 [Insert Priority Title]	Priority 4 [Insert Priority Title]	Priority 5 [Insert Priority Title]	Priority 6 [Insert Priority Title]
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