



REGIONAL TRAINING & EXERCISE PROGRAM



Bay Area Urban Area Security Initiative Multi-Year Training and Exercise Plan (2013-2015)



PREFACE

Representatives from the operational areas comprising the Bay Area Urban Areas Security Initiative (UASI) attended a Training and Exercise Planning Workshop (T&EPW), hosted by the Bay Area UASI Regional Training and Exercise Program (BAUASI TEP), and have since developed the Bay Area UASI Multi-Year Training and Exercise Plan (MTEP). The MTEP outlines the regional training and exercise needs and how they might be accomplished within the upcoming years. The BAUASI TEP and its operational area representatives have decided upon a strategy that combines enhanced planning, innovative training, and realistic exercises to strengthen emergency preparedness and response capabilities. Training and exercises provide the means to attain, practice, validate, and improve new capabilities.

This plan supports constituent agencies located within the Bay Area UASI region in preparing to optimally address the natural and human-caused hazards present in the Bay Area.

The BAUASI TEP contracted with Science Applications International Corporation (SAIC) for the development of the Bay Area UASI MTEP.

HANDLING INSTRUCTIONS AND POINTS OF CONTACT

The title of this document is the Bay Area Urban Area Security Initiative (UASI) Multi-Year Training and Exercise Plan (MTEP).

1. The information in the Bay Area UASI MTEP is unclassified.
2. The attached materials have no special handling instructions.
3. This project was supported by the California Emergency Management Agency under UASI Grant #2010-0085, OES ID 075-95017, awarded by the US Department of Homeland Security.
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Section 1

PURPOSE

The purpose of the Bay Area Urban Area Security Initiative (UASI) Multi-Year Training and Exercise Plan (MTEP) is to outline the training and exercise program needs for stakeholder agencies in the Bay Area UASI twelve county region. To facilitate the development of the MTEP, guidance contained in the Bay Area Homeland Security Strategy 2012–2014 along with key federal guidance, including the Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP) and the National Incident Management System (NIMS), were used.

Stakeholders from the following Bay Area UASI operational areas were involved in the development of this plan:

- Alameda County
- Contra Costa County
- Marin County
- Monterey County
- Napa County
- San Benito County
- San Francisco City/County
- San Mateo County
- Santa Clara County
- Santa Cruz County
- Solano County
- Sonoma County
- California Emergency Management Agency (Cal EMA)

The MTEP is designed to be a tool to assist the BAUASI TEP in accomplishing the identified training gaps and areas of need. Each training gap is listed by discipline and is linked to a corresponding national priority, Bay Area goal, and, if applicable, an improvement plan (IP) action item, associated target capabilities, and training and exercises.

The training and exercise schedule included in the MTEP outlines the proposed activities scheduled for the years 2013, 2014, and 2015, including two Golden Guardian exercises and three Urban Shield full-scale exercises. The proposed activities follow the HSEEP building-block approach in order to further develop overall readiness and to build upon the knowledge, skills, and abilities of stakeholders to assist in the overall regional preparedness. Additionally, this document is intended to build upon and follow the previous MTEP developed in 2008.

The information contained in this plan is primarily tied to UASI funding; however, regional stakeholders should consider leveraging other funding sources when appropriate.

2.1 Background

The process to develop the MTEP complies with the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP) guidelines and was tailored to meet the needs of the Bay Area UASI. The development of the MTEP was accomplished through a series of meetings and activities over approximately a three-month time period. The following meetings were conducted:

- **Project Planning Meeting.** The project planning meeting was held June 12, 2012. The purpose of this meeting was to meet with members of the Bay Area UASI Training and Exercise Workgroup to discuss the overall goal of the project, identify members of the Regional MTEP Steering Committee, and to determine the project timeline.
- **Project Kickoff Meeting.** The project kickoff meeting was conducted on June 27, 2012. The purpose of this meeting was to bring the Regional MTEP Steering Committee together to introduce them to the project, receive initial feedback on the approach, identify training and exercise documents to review, and discuss the format for the HSEEP-compliant Training and Exercise Planning Workshop (T&EPW).
- **Training and Exercise Planning Workshop.** The T&EPW was conducted on July 31, 2012. The purpose of the T&EPW was to gather, compile, and analyze training and exercise needs necessary for inclusion in the plan. Key stakeholders from the 12 counties/operational areas were represented and were placed into five discipline-specific breakout groups: emergency management, fire/emergency medical services, health care/medical, law enforcement, and maritime.

The breakout group discussion was conducted during the morning session. The afternoon session brought the participants together and provided an opportunity for each group to present the capabilities and priorities they would like included in the MTEP. The purpose of the afternoon session was to bring the participants to consensus regarding the training and exercise needs, to finalize the capabilities and priorities, and to identify the various training and exercises that could be conducted to address the identified needs.

- **MTEP Review Meeting.** The MTEP review meeting was conducted on August 22, 2012. The purpose of this meeting was to bring the Regional MTEP Steering Committee together to conduct a walk-through of the key strategies identified in the plan to assist stakeholders with implementing the MTEP.

Additionally, in preparation for the T&EPW, the following documents were reviewed:

- 2013–2017 Golden Guardian Themes
- Alameda County Operational Area Training and Exercise Request
- Golden Guardian After Action Report (AAR) (2010)

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- Golden Guardian AAR (2006)
- Marin County Novato Riptide AAR (2012)
- San Benito Operational Area MTEP 2012 - 2015
- Santa Clara County Office of Emergency Services Additional Training Information
- Santa Clara County Mountain View Emergency Operations Center (EOC) Exercise AAR (2011)
- Santa Clara County Care and Shelter Tabletop Exercise (TTX) AAR (2011)
- Santa Clara County Christopher Crisis AAR (2010)
- Santa Clara County Communications Breakdown II AAR (2009)
- Santa Clara County MTEP 2011-2013
- Santa Clara County Power Outage and Plane Crash AAR (2010)
- Solano County Operational Area MTEP 2012-2014
- Sonoma County Statewide Medical and Health Exercise AAR (2011)
- Sonoma County Complex Catastrophe – Continuity of Operations Planning Group TTX AAR (2010)
- Sonoma County Infineon Mass Casualty Incident (MCI) AAR (2011)
- Sonoma County Silver Sentinel Functional Exercise (FE) AAR (2008)
- State of California MTEP 2012-2016
- Urban Shield Full-Scale Exercise AAR (2011)

2.2 Identified Areas of Need

During the T&EPW, the five discipline-specific breakout groups identified a number of different areas of needs and training gaps. The information from each of the groups was consolidated and 10 overarching areas of need were identified. The following information provides a summary of each of the areas of need identified during the conduct of the T&EPW.

1. **Communications.** To improve the overall ability and capability of regional first responders and emergency management personnel to communicate both vertically and horizontally using various mechanisms (for example, radio interoperability, phone, Response Information Management System [RIMS], Amateur Radio, Radio Amateur Civil Emergency Services [RACES], and social media sources).
2. **Emergency Management.** To improve the ability of regional emergency management personnel to perform their specific roles and responsibilities in an EOC environment through enhanced position-specific training targeted to the various EOC stakeholders.
3. **Health Care and Medical.** To improve health care and medical capabilities within the region that includes mass care and sheltering operations.

4. **Maritime.** To improve the overall capability of public safety personnel to effectively respond to a maritime incident.
5. **Mass Fatality.** To improve the overall mass fatality capabilities of response personnel throughout the region.
6. **Public Information and Warning.** To improve coordination and delivery of emergency and public warning across the region.
7. **Public Safety Response and Coordination.** To improve law enforcement, fire and emergency medical services (EMS) capabilities to coordinate effectively during a regional response.
8. **Standardized Emergency Management System (SEMS), National Incident Management System (NIMS), and Incident Command System (ICS).** To improve regional coordination and management of critical incidents in accordance with SEMS, NIMS, and ICS principles.
9. **Special Operations.** To improve special operations response capabilities within the region. Special operations include hazardous materials (hazmat), urban search and rescue, incident management teams, explosive ordnance disposal (EOD), and maritime operations.
10. **Transportation and Evacuation.** To improve overall transportation and evacuation capabilities through improved training and coordination of public safety agencies throughout the region.

2.3 Department of Homeland Security National Priorities

Homeland Security Presidential Directive 8 (HSPD-8)

On December 17, 2003, the president issued HSPD-8: National Preparedness. Among other actions, HSPD-8 required establishment of a National Preparedness Goal, which establishes measurable priorities, targets, and a common approach to developing capabilities needed to better prepare the nation as a whole. The National Preparedness Goal uses a capabilities-based planning approach to help answer the following questions:

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

As a result of HSPD-8, a set of National Planning Scenarios were developed to illustrate the effects and conditions of incidents of national significance for which the nation should prepare.

National Preparedness Goal

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

The following eight national priorities make up the DHS National Preparedness Goal:

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1. Implement the National Incident Management System (NIMS) and National Response Framework (NRF).
2. Expand regional collaboration.
3. Implement the National Infrastructure Preparedness Plan.
4. Strengthen information sharing and collaboration capabilities.
5. Strengthen chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) weapons detection, response, and decontamination capabilities.
6. Strengthen interoperable communications capabilities.
7. Strengthen medical surge and mass prophylaxis capabilities.
8. Strengthen emergency operations planning and citizen protection capabilities.

2.4 Bay Area UASI Goals

The Bay Area UASI developed program goals in accordance with the national priorities listed above. The eight Bay Area UASI goals are as follows:

1. Develop a regional risk management and planning program.
2. Enhance information analysis and infrastructure protection capabilities.
3. Strengthen communications capabilities.
4. Strengthen CBRNE detection, response, and decontamination capabilities.
5. Enhance medical, public health, and mass care.
6. Strengthen emergency planning and citizen preparedness capabilities.
7. Enhance recovery capabilities.
8. Enhance homeland security exercise, evaluation, and training.

The training gaps identified in the MTEP are in accordance with the National Preparedness Goal, the Bay Area UASI goals, and the DHS Target Capabilities List (TCL).

2.5 DHS Target Capabilities List

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

The capabilities in **bold** are those that correspond to the identified areas of need:

Common Mission Area

- **Communications**
- **Community Preparedness and Participation**

- Intelligence and Information Sharing and Dissemination
- **Planning**
- **Risk Management**

Prevent Mission Area

- **Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection**
- Counter-Terror Investigation and Law Enforcement
- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production

Protect Mission Area

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

Respond Mission Area

- Animal Disease Emergency Support
- **Citizen Evacuation and Shelter-in-Place**
- **Critical Resource Logistics and Distribution**
- **Emergency Operations Center Management**
- **Emergency Public Information and Warning**
- **Emergency Public Safety and Security Response**
- **Emergency Triage and Pre-Hospital Treatment**
- **Environmental Health**
- **Explosive Device Response Operations**
- **Fatality Management**
- **Fire Incident Response Operations**
- Isolation and Quarantine
- **Mass Care**
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- **Medical Surge**
- **On-Site Incident Management**

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- **Responder Safety and Health**
- **Search and Rescue**
- Volunteer Management and Donations
- **Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination**

Recover Mission Area

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

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METHODOLOGY

During the T&EPW, stakeholders discussed the capabilities assessment and identified shortfalls and gaps; identified training and exercise opportunities; and considered the national priorities, Bay Area UASI goals, and target capabilities that corresponded to each training and/or exercise. After the T&EPW, 10 areas of need were identified by reviewing the T&EPW primary areas for improvement, national priorities, and Bay Area UASI goals. Based on the areas of need and identified training gaps, no additional exercises were scheduled for the next three fiscal years, rather a focus on participation in established exercises, such as Golden Guardian and Urban Shield. This document contains a list of training courses to support designed to support the exercises by fiscal year should the UASI determine there is a need for the training and funding is available.

Exercises:

Golden Guardian is an on-going state-driven exercise series in the State of California. The purpose of Golden Guardian is to assess emergency operations plans, policies, and procedures for all-hazards/catastrophic incidents at the local, regional, and state levels. The exercises are also intended to evaluate current capabilities and use of resources.

Urban Shield is a 48-hour, continuously sustained, full-scale disaster preparedness exercise with over 30 realistic venues throughout the San Francisco Bay Area. Urban Shield effectively tests the skills, tactics and endurance of participating law enforcement tactical teams, numerous fire agency and emergency medical services (EMS) personnel, and emergency management personnel from various local, state, and federal agencies. Urban Shield involves approximately 3,000 participants, including emergency managers, tactical officers, regional law enforcement and government employees, as well as transportation, fire, EMS, military, and related corporate personnel, testing the region's ability to coordinate and sustain a large-scale event. Some of the goals of this multi-jurisdictional, full-scale exercise involve critical infrastructure integration to include on-site employees, integration of EMS and fire with law enforcement, testing of communications, evaluation of core competencies, and a thorough gap analysis. Striving to meet these goals prepares emergency personnel for a unified response to disasters and mass casualty emergencies. Additionally, Urban Shield serves as an outstanding platform to test new and innovative equipment and technology.

Training:

Stakeholders may submit training and exercise proposals online at www.bauasitep.org. Once the proposal has been submitted, BAUASI TEP staff review the proposal to determine if it is complete and meets the grant funding requirements. The proposals are then reviewed and vetted by the Training and Exercise Workgroup and prioritized utilizing a scoring tool. Upon completion of the Training and Exercise Workgroup vetting session, the BAUASI TEP staff completes an internal review. Lastly, the vetted proposals will be presented to the Advisory Group for final approval. Once approved, the BAUASI TEP staff will assign a planner to assist with the planning and execution of the courses. For more information regarding the proposal,

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vetting, and approval process, please visit www.bauasitep.org or refer to the *Bay Area UASI Regional Training and Exercise Program Guidance Manual*.

The BAUASI TEP established an annual cycle of training and exercises would be based on calendar years. This plan covers three years from January 2013 through December 2015:

The training and exercise opportunities outlined below are based on discipline-specific areas of need as identified during the T&EPW. For purposes of identifying appropriate training course offerings, Emergency Medical Services (EMS) has been combined with the Health Care discipline instead of Fire. Inclusion of these training courses and exercises in the MTEP does not specifically imply these courses and exercises will be funded through the BAUASI TEP. Additionally, training and exercises not outlined below may still be brought to the BAUASI TEP through course proposals and vetting sessions as outlined in the BAUASI TEP Guidance Manual. Courses listed under one discipline may also pertain to multiple disciplines. Courses identified as an area of need, which are not considered as a core course, can be found in Appendix C.

3.1 Emergency Management

Areas of Need:

- Communications
- Emergency Management
- Public Information and Warning
- SEMS/NIMS/ICS

Corresponding National Priority:

- #1 Implement the National Incident Management Systems (NIMS) and National Response Framework (NRF)
- #2 Expand regional collaboration
- #3 Implement the National Infrastructure Preparedness Plan
- #6 Strengthen interoperable communications capabilities
- #4 Strengthen information sharing and collaboration capabilities
- #8 Strengthen emergency operations planning and citizen preparedness

Corresponding Bay Area UASI Goals:

- #1 Develop a regional risk management and planning program
- #2 Enhance information analysis and infrastructure protection capabilities
- #3 Strengthen communication capabilities
- #6 Strengthen emergency planning and citizen preparedness capabilities
- #8 Enhance homeland security exercise, evaluation, and training

Associated Target Capabilities:

- Communications

- Community Preparedness and Participation
- Emergency Public Information and Warning
- Emergency Operations Center (EOC) Management
- Planning

Training Courses and Exercises that Support this Discipline and Associated Capabilities:

- IMT/EOC Operations
- ICS 300, 400
- Joint Information Center (JIC) Training
- Public Information Officer (PIO) Training

3.2 Fire

Areas of Need:

- Communications
- Emergency Management
- Mass Fatality
- Public Safety Response and Coordination
- SEMS/NIMS/ICS
- Special Operations

Corresponding National Priority:

- #1 Implement the National Incident Management System (NIMS) and National Response Framework (NRF)
- #2 Expand regional collaboration
- #4 Strengthen information sharing and collaboration capabilities
- #5 Strengthen chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) weapons detection, response and decontamination capabilities
- #6 Strengthen information sharing and collaboration capabilities
- #7 Strengthen medical Surge and mass prophylaxis capabilities
- #8 Strengthen emergency operations planning and citizens protection capabilities

Corresponding Bay Area UASI Goals:

- #3 Strengthen communication capabilities
- #4 Strengthen CBRNE detection, response, and decontamination capabilities
- #5 Enhance medical, public health and mass care
- #6 Strengthen emergency planning and citizen preparedness capabilities

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- #7 Enhance recovery capabilities

Associated Target Capabilities:

- Communications
- Emergency Triage and Pre-Hospital Treatment
- On-Site Incident Management
- Search and Rescue
- Weapons of Mass Destruction (WMD)/Hazardous Material (HazMat) Response and Decontamination

Training Courses and Exercises that Support this Discipline and Associated Capabilities:

- Confined Space Rescue
- First Responder Operational (FRO)
- HazMat Decontamination
- HazMat Incident Commander
- HazMat Safety Officer
- HazMat Specialist (F-G Modules)
- HazMat Tech (A-B-C-D)
- ICS 300, 400
- Incident Management Team (IMT) – All Hazards
- Low Angle Rope Rescue Operational (LARRO)
- Rescue Systems 1&2
- USAR Medical Specialist
- Safety Officer, Liason Officer, Public Information Officer
- Command and General Staff
- Section Chief Position training (Operations, Planning, Logistics, Finance)
- Unit Leader training (Situation, Medical, Supply, Resource, Communication, Facilities, Ground Support)
- Advanced Structure Collapse Rescue
- Swift Water / Flood Rescue
- Tactical Medic
- Technical Rope Rescue
- Trench Rescue
- Mass Casualty Incident Response

3.3 Health Care and Emergency Medical Services

Areas of Need:

- Communications
- Emergency Management
- Health and Medical
- Mass Fatality
- SEMS/NIMS/ICS

Corresponding National Priority:

- #1 Implement the National Incident Management System (NIMS) and National Response Framework (NRF)
- #2 Expand regional collaboration
- #4 Strengthen information sharing and collaboration capabilities
- #6 Strengthen interoperable communications capabilities
- #7 Strengthen medical surge and mass prophylaxis capabilities

Corresponding Bay Area UASI Goals:

- #2 Enhance information analysis and infrastructure protection
- #3 Strengthen communication capabilities
- #5 Enhance medical, public health, and mass care preparedness
- #6 Strengthen emergency planning and citizen preparedness capabilities
- #7 Enhance recovery capabilities
- #8 Enhance homeland security exercise, evaluation and training programs

Associated Target Capabilities:

- Communications
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- EOC Management
- Epidemiological Surveillance and Investigation

Training Courses and Exercises that Support this Discipline and Associated Capabilities:

- Critical Incident Stress Management (CISM)
- Common Triage Assessment and Terminology
- ICS 300
- ICS 400

- Public Information (assimilation, message drafting, regional clearance and agreement)
- Texas Engineering Extension Service (TEEX) – Hospital Surge
- Golden Guardian

3.4 Law Enforcement

Areas of Need:

- Communications
- Emergency Management
- Health and Medical (Mass Care and Shelter)
- Mass Fatality
- Public Safety Response and Coordination
- SEMS/NIMS/ICS
- Special Operations
- Transportation and Evacuation

Corresponding National Priority:

- #1 Implement the National Incident Management System (NIMS) and National Response Framework (NRF)
- #2 Expand regional collaboration
- #4 Strengthen information sharing and collaboration capabilities
- #5 Strengthen chemical, biological, radiological, nuclear and high-yield explosive (CBRNE) weapons detection, response, and decontamination capabilities
- #6 Strengthen interoperable communications capabilities
- #8 Strengthen emergency operations planning and citizens protection capabilities

Corresponding Bay Area UASI Goals:

- #1 Develop a regional risk management and planning program
- #2 Enhance information analysis and infrastructure protection
- #3 Strengthen communication capabilities
- #4 Strengthen information sharing and collaboration capabilities
- #6 Strengthen emergency planning and citizen preparedness capabilities
- #7 Enhance recovery capabilities

Associated Target Capabilities:

- CBRNE Detection
- Communications

- Emergency Public Safety and Security Response
- On-Site Incident Management
- Weapons of Mass Destruction (WMD)/Hazardous Material (HazMat) Response and Decontamination

Training Courses and Exercises that Support this Discipline and Associated Capabilities:

- Active Shooter Response (Advanced, Multiple)
- Bomb/EOD Tech Training
- Commander's Course
- Cyber Terrorism
- Execution of the ICS structure
- Field Force (Command, Extrication, Operations)
- First Responder Operations (Law)
- HazMat Decontamination
- HazMat IQ
- HazMat Tech (A-B-C-D)
- ICS 300
- ICS 400
- Incident Management Team (IMT) – All Hazards
- Mass Casualty
- Section Chief Position training (Operations, Planning, Logistics, Finance)
- Tactical Medic Training
- Tactical Life Saver
- Tactical Planning and Response
- Urban Search and Rescue (USAR)
- Weapons of Mass Destruction (WMD) Tactical Operations
- WMD Advanced Tactical Operations
- WMD Tactical Planning
- Golden Guardian
- Urban Shield

3.5 Maritime

Areas of Need:

- Communications

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- Emergency Management
- Health and Medical (Mass Care and Shelter)
- Maritime
- Mass Fatality
- Public Safety Response and Coordination
- SEMS/NIMS/ICS
- Special Operations

Corresponding National Priority:

- #1 Implement the National Incident Management System (NIMS) and National Response Framework (NRF)
- #2 Expand regional collaboration
- #5 Strengthen chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) weapons detection, response, and decontamination capabilities
- #6 Strengthen interoperable communications capabilities
- #8 Strengthen emergency operations planning and citizens protection capabilities

Corresponding Bay Area UASI Goals:

- #1 Develop a regional risk management and planning program
- #2 Enhance information analysis and infrastructure protection
- #3 Strengthen communication capabilities
- #4 Strengthen CBRNE detection, response, and decontamination capabilities
- #6 Strengthen emergency planning and citizen preparedness capabilities
- #7 Enhance recovery capabilities
- #8 Enhance homeland security exercise, evaluation and training programs

Associated Target Capabilities:

- CBRNE Detection
- Communications
- Critical Infrastructure Protection
- Emergency Public Safety and Security Response
- Environmental Health
- Explosive Devise Response Operations
- Fire and Incident Response
- On-site Incident Management
- Planning

- Responder Safety and Health
- Risk Management
- Search and Rescue
- Structural Damage Assessment
- Weapons of Mass Destruction (WMD) and Hazardous Materials (HazMat) Response and Decontamination

Training Courses and Exercises that Support this Discipline and Associated Capabilities:

- 40-hour boat operator course
- Class 1 Fire Boat Operations
- Department of Boating and Waterways (DBW) Piloting and Navigation for Law Enforcement Course
- Environment Response to Oil Spills (EROS)
- First Responder Operational Maritime Security (FROMS)
- ICS 300- Maritime
- Perishable Skills Drills
- Public Safety Dive Courses
- Tactical Boat Operations
- Participate in Bay Ferry Exercise, Vessel Mutual Assistance Plan Exercise, Golden Guardian, and Urban Shield

For additional information regarding training and exercises conducted by the Bay Area UASI, California Emergency Management Agency (Cal EMA), or Federal Emergency Management Agency (FEMA), and information regarding Golden Guardian and Urban Shield, please refer to the following websites:

<https://www.bauasitep.org>

<http://www.calema.ca.gov>

<http://www.fema.gov>

Section 4 MAINTENANCE

The BAUASI TEP will conduct an annual review of the MTEP and complete any updates as necessary.

Table 1: Record of Changes

Change No.	Date of Change	Summary of Change
1		
2		
3		

Section 5

MULTI-YEAR TRAINING AND EXERCISE SCHEDULE

The training and exercise schedule is displayed in a calendar year view. The years are in sequential order and are listed by month, starting with January. The schedule reflects the two large full-scale exercises the BAUASI TEP decided to focus on during the years of 2013 through 2015, Golden Guardian and Urban Shield.

Training Schedule:

The MTEP provides a list of courses identified during the TEPW, which will assist the BAUASI TEP in addressing regional training needs. The Bay Area UASI region is also able to submit course proposals to the BAUASI TEP to address regional training needs, which will be vetted by the Training and Exercise Workgroup. However, given the evolving needs of the Bay Area UASI twelve county region, the development of a training calendar over the three year grant period is a continuous and dynamic process. The BAUASI TEP maintains a current list of available courses on their website at www.bauasitep.org to include new training opportunities as approved.

Exercise Schedule:

BAY AREA UASI MULTI-YEAR TRAINING AND EXERCISE SCHEDULE: 2013												
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
BAY AREA UASI					Golden Guardian – Catastrophic Earthquake					Urban Shield		

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BAY AREA UASI MULTI-YEAR TRAINING AND EXERCISE SCHEDULE: 2014												
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
BAY AREA UASI					Golden Guardian – Cascadia Earthquake and Tsunami					Urban Shield		

BAY AREA UASI MULTI-YEAR TRAINING AND EXERCISE SCHEDULE: 2015												
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
BAY AREA UASI										Urban Shield		

Discussion-Based Exercises

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

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

- Informal discussions led by a seminar leader
- Lack of time constraints caused by real-time portrayal of events
- Low-stress environment that uses a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Proven effectiveness with both small and large groups

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

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

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

- Determining evaluation elements and standards of performance
- Determining program or exercise objectives
- Developing exercise scenario and key events listings

A workshop may be used to produce new standard operating procedures (SOPs), emergency operations plans (EOPs), MAAs, multi-year training and exercise plans (output of the training and exercise planning workshop [T&EPW]), and improvement plans (IP). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

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

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

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

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency and brings players up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the facilitator, problems are discussed as a group, and resolution is generally agreed upon and summarized by the leader. In an advanced TTX, play focuses on delivery of pre-scripted messages to players that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call,

videotape, or other means. Participants discuss the issues raised by the problem, using appropriate plans and procedures. TTX attributes may include the following:

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

Operations-Based Exercises

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

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

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

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

The objective of an FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. An FE simulates the reality of operations in a functional area by presenting complex and realistic

problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include the following:

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

Full-Scale Exercises. FSEs are multiagency, multijurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under the ICS or Unified Command to effectively and efficiently respond to, and recover from, an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. It is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). An FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.

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

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

Appendix B ACRONYMS

AAR	After Action Report
BAUASI TEP	Bay Area Urban Area Security Initiative Regional Training and Exercise Program
Cal EMA	California Emergency Management Agency
CIP	Critical Infrastructure Protection
CISM	Critical Incident Stress Management
CPX	Command Post Exercise
CRBNE	Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive
CSTI	California Specialized Training Institute
DBW	Department of Boating and Waterways
DHS	Department of Homeland Security
DOC	Department Operations Center
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EROS	Environment Response to Oil Spills
FAST	Function Access Special Team
FE	Function Exercise
FEMA	Federal Emergency Management Agency
FRO	First Responder Operational
FSE	Full-Scale Exercise
HazMat	Hazardous Materials
HICS	Hospital Incident Command System
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-8	Homeland Security Presidential Directive 8
ICS	Incident Command System
IMT	Incident Management Team
IP	Improvement Plan
JIC	Joint Information Center

Appendix B

LARRO	Low Angle Rope Rescue Operational
MAA	Mutual Aid Agreement
MACC	Multi-Agency Coordination Center
MCI	Mass Casualty Incident
MOU	Memorandums of Understanding
MTEP	Multi-Year Training and Exercise Plan
NIMS	National Incident Management System
NRF	National Response Framework
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
RIMS	Response Information Management System
SAIC	Science Applications International Corporation
SEMS	Standardized Emergency Management System
SOP	Standard Operating Procedure
TCL	Target Capabilities List
TEEX	Texas Engineering Extension Services
T&EPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise
UASI	Urban Areas Security Initiative
USAR	Urban Search and Rescue
WMD	Weapons of Mass Destruction

Appendix C

NON-CORE TRAINING OPTIONS

The training and exercises listed below were identified by operational area representatives and key stakeholders throughout the Bay Area UASI region during the T&EPW. These represent courses that are either available online, may not be currently available, have undeveloped courses, or do not fall under the BAUASI TEP guidelines.

3.1 Emergency Management

- Emergency Management for Elected Officials
- EOC Management
- WebEOC System Training
- ICS 100 (online training)
- ICS 200 (online training)

3.2 Fire

- ICS 100 (online training)
- ICS 200 (online training)
- ICS 700 (online training)
- ICS 800 (online training)

3.3 Health Care and Emergency Medical Services

- Austere Medical Care
- Blood-borne Pathogens
- Emergency Medical Services Authority (EMSA) course that is health and medical specific response
- Exercises that Incorporates Mass Fatality, Recovery, Mass Care, Volunteer Management
- Field/Department Operations Center (DOC)/EOC/ Multi-Agency Coordination Center (MACC) Integration
- Interoperable Communications Drills
- Medical Resource Request Processes and Procedures
- Patient Tracking
- Pharmaceutical Availability
- Psychological First Aid

- Tailored ICS training that incorporates California Disaster Medical Operations Manual (CDMOM), health, and medical-specific guidance (e.g., Hospital Incident Command System [HICS]), to include section-specific training

3.4 Law Enforcement

- ICS 100 (online training)
- ICS 200 (online training)
- ICS 700 (online training)
- ICS 800 (online training)

3.5 Maritime

- Personal Survivor
- Personal Water-rescue Operations
- Radar Endorsement
- Restrictive Visibility/Night Operations
- Towing Endorsement