

USDA APHIS Veterinary Services
Emergency Preparedness and Response
Training/Exercise Strategy and Plan (TEP)
Fiscal Years 2017–2019

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Preface

The U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) Veterinary Services (VS) leads the way in helping our nation prepare for potential animal health emergencies that can threaten the U.S. economy or animal agriculture industries. When faced with emergencies or disasters that impact animal agriculture, as the lead federal agency, USDA, in partnership with state, tribal, and territorial animal health officials, as well as animal agriculture industries, provides leadership and support for national, regional and state-specific responses. VS is the branch of USDA charged with providing the technical lead for the federal response to animal agriculture emergencies. VS and the other branches of USDA also can provide support in other emergencies or disasters where USDA is not the lead federal agency. To meet its missions and roles of providing technical leadership and guidance, VS relies on a robust program of training and exercises to achieve and maintain its levels of preparedness and capacity to provide support.

VS uses the principles of the U.S. Department of Homeland Security (DHS) National Incident Management System (NIMS) preparedness cycle and the Homeland Security Exercise and Evaluation Program (HSEEP). All VS units are engaged and collaborate with external stakeholder emergency responders throughout the training and exercise planning process, which began in May 2013. VS conducts an annual training and exercise planning workshop to refine its training and exercise strategy and plan.

VS will continue to enhance capabilities to prepare for and respond to animal health problems. A well-conceived training and exercise strategy and a methodical multi-year plan provide the roadmap that guides VS through the preparedness cycle to achieve its preparedness and response mission and goals.

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VS Training and Exercise Strategy

Introduction

The Animal Health Protection Act gives VS the authority and foundation for emergency preparedness and response activities. VS has a long history of responding to animal health emergencies and incidents, and its mission continues to support the prevention and control of select domestic and foreign animal diseases (FAD) that can threaten U.S. public health, animal health, animal agriculture, the food supply, and the economy. The highly pathogenic avian influenza (HPAI) outbreak that devastated poultry producers during the winter of 2014 and spring of 2015 was the worst animal disease event in U.S. history. It affected more than 48.8 million birds and 21 states before the final infected flock detection on June 17, 2015. The incredible scope of this outbreak presented many challenges to federal, state and industry resources and clearly identified areas where greater coordination, preparation and communication were needed.

Our federal, state, tribal, territorial, private sector, non-governmental organization, and other partners expect VS to continue leading emergency preparations and response for HPAI, and other FADs and emerging disease incidents (EDI), and provide support for other animal health incidents. Comprehensive training and exercises (T&E) build skills and provide much-needed practice before an actual incident occurs. VS recognizes the wisdom in refining its T&E strategy and identifying program-wide T&E priorities to assure that the emergency preparedness and response mission continues to be achieved. This process is particularly important in light of recent reductions in agency resources. Disease outbreaks, new and emerging diseases, and other national events will continue to drive changes in strategy and resource requirements.

Preparing VS employees to serve as animal health emergency responders through targeted T&E events not only meets VS leadership and guidance obligations, but also provides VS with capabilities to potentially support other incidents, where it is not the technical lead. The VS emergency preparedness and response strategy is to prepare through training and exercises for a high-consequence FAD/EDI and/or pest response requiring emergency responders for multiple rotations.

VS Training and Exercise Team

The VS Executive Team supports the VS National Training and Exercise Program (NTEP) process using a team approach of representatives from each VS unit and external stakeholder emergency responders. The VS Professional Development Services (PDS) Chief Learning Officer and the National Preparedness and Incident Coordination (NPIC) Staff Officer co-lead

the Team. Team membership reflects the VS organization with additional members from each VS District and VS National Incident Management Team (NIMT). Representatives of multi-state alliances and the U.S. Department of Homeland Security are also included. See Appendix A for a list of members on the VS NTEP Team for FY 2016.

The VS NTEP Team conducted its annual VS Training and Exercise Planning Workshop (TEPW) in April 2016 at APHIS headquarters in Riverdale, Maryland. The workshop updated the T&E strategy and plan in accordance with principles and guidance from the DHS HSEEP. The workshop successfully met its objectives to:

1. Refine the VS strategy that provides the foundation for VS T&Es and helps VS to enhance its emergency preparedness and response capabilities.
2. Identify T&E priorities, objectives, and events that support the VS preparedness strategy, include lessons learned from responses to emergency incidents.
3. Outline a multi-year schedule of implementable T&E events that are linked to the priorities and objectives.
4. Employ a progressive series of T&E activities that build specific capabilities in a cycle of escalating complexity.

The outcome of the VS TEPW and follow-on meetings is the updated multi-year *USDA APHIS Veterinary Services Emergency Preparedness and Response Training/Exercise Strategy and Plan Fiscal Years 2017-19* (VS TEP).

The VS National Training and Exercise Program (NTEP) Team is active year-round to serve as a cross-business team across all VS units and as a liaison to external stakeholder emergency responders. To maintain a high level of situational awareness and continuity, the co-leads ask members to make a three-year commitment of membership with the option to renew membership at the end of their term. Each member must serve on a working group for at least one event. The Team also functions as a sounding board and advisor for training and exercise inquiries, including, for example, the extent of VS involvement in training and exercise events sponsored by external organizations and appropriate corrective actions for improvement plans.

VS Surveillance, Preparedness, and Response Services

The VS SPRS organization improves the health, productivity, and quality of life for animals and people through the strategic development and implementation of VS surveillance, preparedness, and response activities. The SPRS unit oversees national preparedness and incident coordination.

The VS NTEP supports the SPRS vision of creating a national alliance for protecting animal agriculture and improving the overall capacity to respond to emergencies and disasters. The VS NTEP upholds the SPRS mission to develop and maintain a competent and highly trained workforce. The VS NTEP works to prepare personnel through training and exercises, allowing the development of plans, policies, procedures, and capabilities that meet SPRS customers' needs and are appropriate in intensity and scope. Moreover, the VS NTEP helps the SPRS organization meet the following goals:

- ◆ Form a culture of internationally recognized experts able to meet the evolving needs of animal health and integration with public health.
 - △ Make training a priority and encourage employees to reach their professional goals.
- ◆ Strengthen and integrate preparedness and response services.
 - △ Conduct comprehensive response training and exercises.

The SPRS Foreign Animal Disease Preparedness and Response Plan (FAD PReP) mission is to raise awareness and expectations, and develop capabilities, surrounding FAD preparedness and response. The following list represents FAD PReP's critical activities from which disease-specific standard operating procedures (SOPs) are developed. Critical activities are actions and/or tools that may be required to execute and support a successful FAD response and achieve the stated FAD PReP response goals. The list of critical activities also identifies necessary VS emergency preparedness and response capabilities.

Table 1. VS FAD PReP Critical Activities

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Etiology and ecology 2. Case definitions 3. Surveillance 4. Diagnostics 5. Epidemiological investigation and tracing 6. Information management 7. Communications 8. Health and safety, and personal protective equipment 9. Biosecurity 10. Quarantine and movement control 11. Continuity of business 12. Regionalization for international trade 13. Mass depopulation and euthanasia 14. Disposal | <ol style="list-style-type: none"> 15. Cleaning and disinfection 16. Vaccination 17. National veterinary stockpile 18. Wildlife management and vector control 19. Animal welfare 20. Modeling and assessment tools 21. Appraisal and compensation 22. Finance 23. National response framework and national incident management system |
|--|--|

The VS NTEP strategy is for VS to train and exercise in tandem and collaboration with its external stakeholder emergency responders using the same organization, roles, and critical activities to address real FAD/EDI emergency incidents.

VS Program Support Services

As a part of the Program Support Services (PSS) unit, the PDS, under Management Support Services, provides key functions for VS emergency management training.

PDS staff:

- ◆ Work closely with VS management to ensure that emergency management education and training needs are met. This is done in partnership with the APHIS Emergency Management Safety and Security Division.
- ◆ Develop, deliver, and facilitate learning through various distribution methods, including classroom, webinar, video conference, laboratory, and online (AgLearn).
- ◆ Is developing the capability to support VS exercises.

VS National Import Export Services and Science, Technology and Analysis Services

Although the VS SPRS unit and PDS will lead the program's emergency management training and exercise initiatives, the National Import Export Services (NIES) and Science, Technology and Analysis Services (STAS) units are equally engaged throughout the process. Both units have representation on the VS NTEP Team to build and help implement the VS NTEP. Moreover, specific NIES and STAS T&E events are solicited for inclusion in the VS TEP and multi-year schedule and receive full VS support.

VS Vision and Science: A New Perspective

VS leads T&E efforts with engagement from all four VS business units (NIES, PSS, SPRS, and STAS) in collaboration with external stakeholder emergency responders. Leaders of all VS units are requested to review, comment, approve, and support the VS NTEP each year.

The VS NTEP strategy supports the core principles, goals, objectives, and priorities of the new *VS: A New Perspective*¹. One core principle is to act immediately to address disease incidents and, at the same time, continue to evaluate the resources needed to respond. The *VS: A New Perspective* initiative sets five broad yet complementary goals. Those most relevant to building a comprehensive and targeted emergency preparedness and response T&E strategy are Goals 1, 2, and 4, which are described below.

Goal 1 is to transform the culture of VS to meet the evolving needs of the animal health community. The VS NTEP strategy is well aligned with the following objective and priorities of Goal 1:

- ◆ 1.2 Develop a capable, effective, and flexible workforce.
 - Δ 1.2.1. Senior leaders focus on identifying priorities, setting strategies, developing relationships with key stakeholders, and setting the ethical tone for VS through their actions.
 - Δ 1.2.4. Enrich the skills and expertise of all employees to meet current and future scientific and technical needs.

Goal 2 is to build new collaborations and partnerships while sustaining existing ones. Objective 2.2 is to establish strategies and processes that successfully build and maintain relationships. The VS NTEP strategy enthusiastically embraces this objective and includes a diverse field of external stakeholder emergency responders in appropriate T&Es.

Goal 4 is to support readiness and response, balancing the needs of animal agriculture with the interests of people and the environment. The VS NTEP strategy best supports the following objectives and priorities of Goal 4:

- ◆ 4.1 Provide recognized federal leadership for animal health incidents and act as a trusted partner/animal health advocate in all other incidents where animals are involved.
 - Δ 4.1.2. Refine collaboration with partner agencies and organizations.
 - Δ 4.1.4. Develop and support preparedness programs following HSEEP principles.

¹ https://www.aphis.usda.gov/about_aphis/programs_offices/veterinary_services/downloads/vs2015/vs_new_perspective.pdf

- ◆ 4.2 Foster an animal health community that is prepared to rapidly and expertly respond to animal health incidents.
 - △ 4.2.1. Develop a sufficient number of highly trained core responders.
 - △ 4.2.3. Identify and develop a resource pool of animal health workers, professionals, and technicians who will provide surge capacity for large incidents.

USDA APHIS

APHIS programs collectively maintain the capability to prepare for and lead the federal response to animal and plant health emergencies. The *USDA APHIS Strategic Plan 2015-2019* identifies seven strategic goals that articulate the Agency's priorities. These goals contain 21 objectives that include the Agency's major programmatic efforts and cover the programs and services that APHIS administers. To support the objectives of each goal, APHIS employs numerous proven tactics in the programs. The VS NTEP supports the following USDA APHIS strategic goal, objective and tactic.

- ◆ Goal 6. Protect the health of U.S. agricultural resources, including addressing zoonotic disease issues and incidences, by implementing surveillance, preparedness and response, and control programs.
 - △ Objective 6.2: Ensure effective preparedness and response systems.
 - Tactic to achieve the objective:
 - Develop training and exercise strategies and identify agency-wide training and exercise priorities to ensure that the emergency preparedness and response mission will continue to be achieved. Design training and exercise plans to enhance the preparedness of APHIS and its partners to respond to livestock and poultry health incidents, as well as other hazards.

APHIS delivers an Incident Command System (ICS) curriculum that focuses on the development of the APHIS Plant Protection and Quarantine (PPQ) and VS National Incident Management Teams (NIMT). For personnel that are not members of an NIMT, the Emergency Management Leadership Council (EMLC) approved the following priority schedule for additional ICS resource development:

- ◆ Priority 1 personnel: APHIS Incident Management Team (IMT) members in ICS positions.
- ◆ Priority 2 personnel: Single resources.
 - △ Priority 2.a. APHIS employees with IMT or ICS position experience who are willing to serve on an APHIS IMT or a similar APHIS program's response team.

- Δ Priority 2.b. APHIS employees with advanced and/or position-specific ICS training, who are willing to serve on an APHIS IMT or a similar APHIS program's response team.
- Δ Priority 2.c. APHIS employees who have an interest and are willing to serve on an APHIS IMT or a similar APHIS program's response team.
- ◆ Priority 3 personnel: APHIS partners in government including federal, state, and local government employees.

APHIS recommends that personnel consider additional training opportunities through the Federal Emergency Management Agency Emergency Management Institute and local outlets (e.g., state emergency management agencies, fire departments, etc.). APHIS recognizes that capabilities developed to respond to emergencies under statutory authorities, such as subject matter expertise for animal emergency response, may be used, if available, to support other incidents.

On September 18, 2015, APHIS issued a report on planning and preparations for HPAI in advance of a potential recurrence of the disease when birds migrate south in the fall. The *Fall 2015 HPAI Influenza Preparedness and Response Plan* outlined key areas that captured experience from the 2014-2015 HPAI response efforts, epidemiologic studies, and feedback and input from state partners, industry, academia, and other stakeholders. The VS NTEP supports the following two key areas of this APHIS plan:

- ◆ Enhancing preparedness.
- ◆ Improving and streamlining response capabilities.

Federal HSEEP

VS applies the DHS HSEEP doctrine, which provides a set of guiding principles for T&E programs, as well as a common approach to T&E program management, design and development, conduct, evaluation, and improvement planning. VS uses the HSEEP tools and resources to facilitate and manage its self-sustaining T&E program. The first priority in the VS NTEP is to formalize the emergency preparedness and response T&E initiative within the VS organization following the HSEEP doctrine.

Great benefit is achieved through a progressive planning approach that exposes participants to increasing complexity of training and exercises. The multi-year plan employs the progressive series in which T&E activities focus on specific capabilities in a cycle of escalating complexity. For example, responders must first be trained and equipped to execute their capabilities, followed by a series of exercises that validate and test their skills. Exercises may begin with an

executive-level seminar and progress toward a discussion-based tabletop exercise (TTX); or an exercise may begin with a TTX and progress to an operations-based functional or full-scale exercise (Figure 1). The VS NTEP strategy will use progressive planning to build and sustain its preparedness and response capabilities.

Figure 1. VS Progressive Series Approach to Exercises



Multi-year planning, external stakeholder engagement, and resource management are essential ongoing processes that provide the basis for the planning, conduct, and evaluation of VS exercises.

VS Training and Exercise Resources

The highly talented and diverse personnel within VS is a core strength, and a critical part of the VS NTEP strategy is to enhance workforce abilities to respond to animal health incidents. Many VS personnel, such as NIMTs, National Veterinary Stockpile logisticians and contractors, National Veterinary Services Laboratory personnel, and others have dedicated resources within their own unit to be in a constant state of readiness.

The VS organization provides opportunities to align resources in support of the program-wide preparedness and response vision, mission, core values, and goals. Resources must be dedicated to support the implementation of the VS NTEP if the VS priorities are to be upheld. This includes substantial support to plan, implement, and manage VS T&Es and the fiscal resources for personnel to participate in T&E events. The challenge will be to secure

resources in the current context of the organization's competing interests and shrinking budgets.

The VS budget should fund the T&E priorities, objectives, and events in the VS NTEP. The VS NTEP planning team will develop a proposed, prioritized budget for activities in the current fiscal year and beyond to be approved in the annual budget planning process.

VS Training and Exercise Partnerships

The VS NTEP emphasizes the use of partnerships to build the capabilities of VS and its partners. VS, state emergency responders, National Animal Health Laboratory Network (NAHLN) laboratories, private-sector veterinarians, tribes, territories, and industry help to influence the success of the VS NTEP and build a cohesive response capacity. This will allow the integration of external stakeholder emergency responders in all aspects of training and exercising, at all levels within the partnerships. Additionally, sharing information and resources within the partnerships will enhance the preparedness and response capabilities for VS and its partners.

VS Training and Exercise Accountability

Historically, VS has freely provided emergency preparedness and response training to VS employees with little regard to their capability to deploy for an emergency response or to teach others. A lesson learned during the 2014-2015 HPAI response was that not all VS employees trained to perform an emergency response function were deployable. With the onslaught of T&E requests from the aftermath of the HPAI response, VS can no longer afford to train personnel indiscriminately. Moving forward, the VS NTEP will target T&E opportunities and request trainees to be accountable as a deployable asset and local trainer.

VS is investing in trainees that can be deployable as a SPRS District and National asset in the event of an emergency response. Although efforts are made to accommodate a deploying responder's commitments, by their nature, emergencies may require sacrificing convenience or day-to-day assigned duties. Participants in face-to-face T&E events are requested to acknowledge that they are receiving training and enhancing competencies as a district and Nationally-deployable asset during an animal health emergency incident. As such, they understand that they may be requested to deploy as an emergency responder and use the knowledge, skills, and abilities they achieve over the next three years following the NTEP event.

APHIS VS is investing in trainees that will commit to share the information they learn in T&E events with internal and external stakeholder emergency responders through a variety of modalities using the train-the-trainer concept. This can be accomplished through emails, teleconferences, webinars, or face-to-face meetings. Participants are further requested to share materials they receive and information they learn from a T&E event with other emergency responder colleagues, both within APHIS and external to APHIS, for three years after the NTEP event, to assist in advancing the emergency response capabilities of others.

Conclusion

The 2014-2015 HPAI outbreak resulted in significant impacts to poultry producers, allied industries, federal and state governments, and the American consumer. A robust program of T&Es is vital to maintain readiness for such a real emergency of unprecedented magnitude. Training provides the critical knowledge, skills, and abilities to respond to emerging or other animal diseases not yet known, and exercises provide a mechanism for response personnel to practice and learn outside of a real emergency.

The VS NTEP strategy is designed to enhance the preparedness of VS and its partners to respond to livestock and poultry health incidents and other hazards. It follows the principles of the DHS's HSEEP and embraces a strong alliance with external stakeholder emergency responders. The VS NTEP strategy is twofold:

1. Train and exercise in tandem and collaboration with its external stakeholder emergency responders using the same organization, roles, and critical activities to address real FAD/EDI emergency incidents.
2. Build response capabilities within the VS Districts and VS NIMTs.
 - a. Build support capabilities within VS headquarters to assist VS Districts and VS NIMTs.
 - b. Implement processes to encourage and solicit stakeholder participation in VS District and VS NIMT events.

This strategy includes building tools, templates, and resources that, when possible, can be shared nationally. The VS TEP that follows is intended to support these strategic initiatives and outline a three-year implementation of VS NTEP priorities, objectives, and specific events.

VS Training and Exercise Plan

Purpose

The purpose of the VS NTEP is to translate the VS preparedness strategy, goals, and priorities into specific, actionable T&E activities that are coordinated on a multi-year schedule. The VS TEP:

- ◆ Identifies priorities in accordance with the VS preparedness and response strategy.
- ◆ Aligns with the VS emergency preparedness and response capabilities and the national preparedness goals core capabilities to achieve those priorities.
- ◆ Outlines a multi-year schedule of T&Es to enhance and validate VS emergency preparedness and response capabilities.
- ◆ Employs a progressive series of T&E activities that focus on specific emergency preparedness and response capabilities in a cycle of escalating complexity.

Personnel first need thorough training and adequate equipment before their role in an emergency incident can be effectively exercised. Because ICS training is the foundation of emergency response, it is imperative that VS employees identified as emergency responders are familiar with the NIMS principles and ICS organization, and afforded additional ICS training. However, ICS knowledge, skills and abilities will not be institutionalized unless ICS is routinely practiced and exercised.

Many training courses and curricula exist that address identifying, investigating, and responding to an outbreak of transboundary animal diseases. Courses vary from threat awareness to technical skills and procedures necessary to stop an outbreak of disease. Foreign Animal Disease Diagnosticians (FADDs) need opportunities to maintain their skills after training at the National Veterinary Services Laboratory at Plum Island. VS Guidance 12000.1 on FADD certification requirements, issued January 26, 2012, requires FADDs to complete continuing education at least once every three years.

FEMA-certified NIMTs require instruction by credentialed trainers. This standard may be difficult for VS to achieve. At the present time, VS provides training opportunities that continue to develop knowledgeable and skilled IMT responders.

Exercises provide opportunities to practice and implement plans and procedures in a no-fault learning environment before an actual emergency. Exercises also allow responders, senior officials, and others to validate training and practice strategic and tactical skills in a risk-reduced environment. All seven types of the HSEEP exercises should be conducted using the progressive planning approach. The type of exercise that best meets VS requirements is identified through analysis of existing capabilities; gaps and lessons learned from previous training and exercise events; and resources available for exercise design/development, conduct, evaluation, and

improvement planning. See Appendix C: HSEEP Exercise Types for a brief description of each type of exercise.

Implementing the updated VS NTEP at the beginning of each fiscal year will sustain a methodical approach to recognizing VS current strengths and identifying areas for improvement. As the plan is implemented, available T&E materials will be leveraged or new materials developed that address critical gaps. Well-planned and executed events will be delivered to provide the knowledge, skills, and attributes required to effectively and efficiently respond. The VS NTEP is presumed to be a component of the APHIS and USDA T&E initiatives.

Priorities, Objectives, and Events

The VS TEP forms the basis for coordinated T&Es to prepare the VS staff, its support personnel, and external stakeholder emergency responders to respond to a real emergency. The VS TEPW held in April 2016 identified three FY 2017-2019 T&E priorities, with specific objectives that support each priority. Specific T&E events are enumerated for each objective. Note that the VS National Veterinary Stockpile program maintains a separate multi-year T&E strategy and plan to support its logistics preparedness and response priorities, objectives, and events. The *National Veterinary Stockpile Fiscal Year 2016–20 Training and Exercise Strategy and Plan* is considered a component of the VS TEP.

In the event of an FAD outbreak in the United States, the FAD PRoP (<http://www.aphis.usda.gov/fadprep>) outlines three response goals:

- 1) Detect, control, and contain the FAD in animals as quickly as possible.
- 2) Eradicate the FAD using strategies that are designed to stabilize animal agriculture, the food supply, and the economy; and protect public health and the environment.
- 3) Provide science- and risk-based approaches and systems to facilitate continuity of business for non-infected animals and non-contaminated animal products.

The VS TEP is linked to these FAD PRoP goals, and designed to test associated FAD PRoP critical activities through a series of training events and increasingly complex exercises.

Event numbers carry over year to year. Once an event is completed, the number is retired. This allows the VS NTEP to maintain an accurate list of events that have been conducted in the past.

The VS NTEP initiative was established in 2014 within the VS SPRS unit in close collaboration with the VS PSS unit. A top priority in the years ahead is to institutionalize the initiative into a sustainable VS NTEP, including its organization, mission, goals, functions, resources and budget processes.

PRIORITY 1: BUILD THE VS NTEP PROGRAM

Event	Justification	Timeline
Objective 1.1. Institutionalize the VS NTEP within VS SPRS.		
Event 1.1.1. Advance the plans to organize, hire VS personnel and acquire other necessary resources to support and sustain the program.	This event is critical to the maintenance and success of the VS NTEP.	FY2017-2019
Event 1.1.2. VS NTEP team conducts a VS TEPW each year to identify the VS NTEP strategy, priorities, objectives, and resources for the next three years.	This event is in accordance with HSEEP guidance and critical to the success of the VS NTEP.	FY2017-2019
Event 1.1.3. Publish a multi-year VS TEP each year.	This event is in accordance with HSEEP guidance and critical to the success of the VS NTEP.	FY2017-2019
Event 1.1.4. Implement the updated VS NTEP beginning October 1 of each year.	This event is in accordance with HSEEP guidance and critical to the success of the VS NTEP.	FY2017-2019
Event 1.1.5. Assess technologies and processes to support virtual training and exercises.	This event was first initiated in FY 2015 for exercises only and now encompasses training as well.	FY2017-2019

Event	Justification	Timeline
Objective 1.2. Solicit input for T&E planning.		
Event 1.2.1. Request feedback and input from all VS units and external stakeholder emergency responders on the VS NTEP priorities, objectives, and events for consideration in the VS TEP.	This event is essential to synchronize the VS TEP with the needs of VS program and external stakeholder emergency responders.	FY2017-2019
Event 1.2.2. Continue to collect information and publish, on a regular basis, a calendar of VS NTEP events and appropriate external T&E events, and have the information accessible to VS personnel and external stakeholder emergency responders.	This event is fundamental to any training and exercise program, and it is critical to institutionalize the VS NTEP.	FY2017-2019

PRIORITY 2: TRAIN VS AND EXTERNAL STAKEHOLDER EMERGENCY RESPONDERS

Event	Justification	Timeline
Objective 2.1. Leverage existing training and exercise programs to raise awareness and encourage participation.		
<p>Event 2.1.2. Encourage VS NIMT personnel to pursue the NIMS and APHIS required training requirements distributed by APHIS EMSSD for Incident Commander, Liaison Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Admin Section Chief as it relates to the ICS position in APHIS. Encourage other emergency responders to pursue training as it relates to their ICS position.</p> <p>a. Encourage VS NIMT Situation Unit Leaders to complete E/L 964: All-Hazards Position-Specific Situation Unit Leader training course.</p> <p>b. Encourage VS NIMT Resource Unit Leaders to complete E/L 965: All-Hazards Position-Specific Resources Unit Leader training course.</p> <p>c. Encourage VS Division/Group Supervisor emergency responders to complete the National Wildfire Coordinating Group (NWCG) S-339: Division/Group Supervisor online training course; and/or E/L 960: NIMS ICS All-Hazards Position-Specific Division/Group Supervisor training.</p> <p>d. Encourage all appropriate VS NIMT members and other VS personnel to complete Contracting Officer Representative (COR) training through the APHIS Contracting Office.</p>	<p>This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.</p>	<p>a: FY 2017-2019</p> <p>b: FY 2017-2019</p> <p>c: FY 2017-2019</p> <p>d: FY 2017-2018</p>

Event	Justification	Timeline
Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.		
Event 2.2.1. Market, promote and raise awareness of the VS NTEP to VS and external stakeholder emergency responders.	This event addresses a gap identified in the FY 2015 VS NTEP solicitation for input.	FY 2017-2019
Event 2.2.2. ICS task-specific training: APHIS Legislative and Public Affairs (LPA) Office provides an annual risk communication course for VS NIMT Incident Commanders, Public Information Officers, and Liaison Officers with a focus on FAD/EDI response.	This event was initiated in FY 2015 from a recommendation in the FY 2014 VS NTEP solicitation for input. Connected to event 3.2.1.	FY 2017-2019
Event 2.2.5. Conduct a training session (one day, face-to-face) on the Livestock Market Emergency Response Plan Template in other VS Districts.	This event was modified to take to other Districts in 2017-2019.	FY 2017-2019
Event 2.2.7. Leverage the <i>FAD Eye</i> to provide training including videos, case studies, etc.	Carry over from FY 2016.	FY 2017
Event 2.2.8. Explore gaming technology to teach interviewing skills.	This event is in response to the FY 2015 T&E solicitation for input requesting more information on biosecurity.	Explore options FY 2017, develop and deliver FY 2018
Event 2.2.9. Collaborate with DHS, APHIS EMSSD and others to develop and deliver animal health-specific ICS training for VS (including non-IMT personnel) and external stakeholder emergency responders.	This event is an outcome of the FY 2015 T&E solicitation for input and will provide agriculture-based ICS training to enhance generic training materials provided by fire or emergency management agencies.	Deliver in FY 2017-2018
Event 2.2.10. Support the Federal Bureau of Investigation (FBI) in developing and delivering a training package on how to conduct a concurrent criminal and epidemiological FAD investigation. Training will be delivered jointly by FBI, VS, and State Animal Health personnel in each VS District.	This event was requested by the FBI Headquarters, Weapons of Mass Destruction Directorate, Infrastructure Countermeasures Unit.	Deliver FY2017-2019

Event	Justification	Timeline
Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.		
Event 2.2.11. ICS task-specific training: Deliver training for Depopulation and Disposal personnel.	This event addresses lessons learned in the 2015 high pathogenicity avian influenza (HPAI) emergency response. Connected to event 3.2.5.	FY 2018-2019
Event 2.2.12. Provide position-specific VS Emergency Management Response System (EMRS) 2.0 training through a variety of modalities to both VS and external stakeholder emergency responders.	This event is a lesson learned from the vesicular stomatitis virus and 2015 HPAI emergency responses. Connected to event 3.2.4.	Deliver FY 2017-2019
Event 2.2.13. Develop and deliver ICS task-specific training: Case Manager Supervisor and Case Manager for infected premises. Training is twofold: to oversee and educate the producer on biosecurity practices and to oversee financial documents and processes. Include inventory of destroyed materials in the training. Train to create <i>Infected Premise Biosecurity Plans</i> .	This event addresses lessons learned from the 2015 HPAI emergency response and was recommended by the VS national incident coordinators. Connected to 3.2.7	Deliver FY 2017-2018
Event 2.2.14. Develop and deliver ICS task-specific training: Site (Biosecurity) Manager for production facilities. Training will focus on managing biosecurity measures on infected premises with large and complex production practices. Include soft skill techniques and enforcement skills in the training. Include inventory of destroyed materials in the training. Train to create <i>Infected Premise Biosecurity Plans</i> .	This event addresses lessons learned from the 2015 HPAI emergency response and was recommended by the national incident coordinators. Connected to 3.2.7	Develop FY 2016-2017, deliver FY 2017-2019
Event 2.2.15. ICS task-specific training: Develop and deliver carcass composting training for Composting Subject Matter Experts.	This event addresses lessons learned from the 2015 HPAI emergency response.	Deliver FY2017-2019
Event 2.2.17. Develop and deliver ICS task-specific training for cleaning and disinfection, Virus Elimination Technical Specialist. Include C&D, Depopulation and Disposal Group personnel in training.	This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.	Develop and deliver pilot FY2017; deliver FY2018

Event	Justification	Timeline
Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.		
Event 2.2.19. ICS task-specific training: Develop and deliver training for the Carcass Disposal Coordinator (for all species). Delivery will take place through the Disposal Discussion Group monthly call.	This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.	Develop and deliver FY 2017, deliver FY 2018-2019
Event 2.2.20. Develop and deliver a face-to-face course focused on APHIS safety issues. Course will be designed for ICS supervisory-level personnel.	This event addresses training needs and lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs.	FY 2017-2019
Event 2.2.21. Develop and train District-level Strike Teams and Task Forces to support response activities focusing on the 23 Critical Tasks identified by VS for FAD response.	This event was mentioned by VS leadership as a priority.	Identify and train FY 2017, train 2018-2019
Event 2.2.22. Provide awareness training for VS NIMT Operations and Logistics personnel regarding the Poultry Depopulation Training of the National Veterinary Stockpile 3-D Contractors.	This event is a follow-up event from FY 2016.	FY 2017-2019
Event 2.2.23. Animal welfare and handling training (multiple species). Could be multiple trainings or stand alone.	Suggestion by Dr. Shaw at the 2016 VS TEPW.	Develop early 2017, deliver late 2017-2019
Event 2.2.24. Survival Skills for Working in a Multi-Disciplinary Response to Zoonotic Diseases	This interactive course will provide animal health and public health participants with the information, skills, and tools needed to effectively work together, across sectors, to prepare for and respond to zoonotic diseases.	FY 2017-2019
Event 2.2.25. Monthly, one-hour webinar on general response and disease issues. These will be general discussions designed for VS and external stakeholders.	This event was added in response to the 2016 VS NTEP survey.	FY 2017-2019

Event	Justification	Timeline
<p align="center">Objective 2.3. Promote and support FAD/EDI response training provided by the VS PDS. For a complete list of routine emergency preparedness and response training, visit the VS PDS website: http://www.aphis.usda.gov/animal-health/training.</p>		
<p>Event 2.3.1. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) plans.</p> <p>a. SFS 101a – Overview of SFS plans for pork, milk, eggs, broilers, and turkeys. b. SFS 101b – Support VS engagement in state and regional planning efforts. c. SFS 101c – Incorporate commodity training into SFS to explain culture and structure of the participating industries. d. SFS 101d – Deliver commodity-specific training discussing current permitting processes in SFS systems.</p>	<p>SFS 101a and 101b were initiated in FY 2015 from a recommendation in the FY 2014 VS NTEP solicitation for input. SFS 101c and 101d were added in response to comments on the FY 2015 T&E solicitation for input.</p>	<p>SFS 101a- FY 2017</p> <p>SFS 101b- FY 2017</p> <p>SFS 101c- FY 2017</p> <p>SFS 101d- FY 2017</p>
<p>Event 2.3.2. PDS will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the VS foot-and-mouth disease (FMD) vaccination policy and contingency planning.</p> <p>a. FMD Vaccination 101a – Basics of the VS policy, response options, and roles and responsibilities. b. FMD Vaccination 101b – State and regional FMD vaccination contingency planning.</p>	<p>This event was initiated in FY 2015 from a recommendation in the FY 2014 VS NTEP solicitation for input.</p>	<p>FY 2018-2019</p>
<p>Event 2.3.3. PDS will deliver ICS task-specific training: Captive bolt training for VS and external stakeholder emergency responders responsible for livestock and poultry depopulation.</p>	<p>This event was initiated in FY 2015 from a recommendation in the FY 2014 VS NTEP solicitation for input. Connected to event 3.2.3.</p>	<p>FY 2017-2019</p>

Event	Justification	Timeline
Objective 2.3. Promote and support FAD/EDI response training provided by the VS PDS. For a complete list of routine emergency preparedness and response training, visit the VS PDS website: http://www.aphis.usda.gov/animal-health/training.		
Event 2.3.4. PDS will deliver ICS task-specific training: How emergency responders can use the California Animal Health Emergency Management System tool.	This event was initiated in FY 2015 from a recommendation in the FY 2014 VS NTEP solicitation for input.	FY 2017

Event	Justification	Timeline
Objective 2.4. Train on new and emerging animal disease FAD PReP documents.		
Event 2.4.2. Develop a FAD PReP Standard Operating Procedure (SOP) on VS NIMT deployment and raise awareness with VS personnel and State Animal Health Officials on the process to request and deploy VS NIMTs. Training should include services and capabilities. Event should include webinars to discuss NIMT organization structure with state partners.	This event addresses lessons learned from the 2014 vesicular stomatitis virus emergency response and the 2015 HPAI emergency response. Connected to Event 3.1.2	Develop FY 2017; deliver late FY 2017

Event	Justification	Timeline
Objective 2.5. Create a model for ICS position-specific on-the-job training to facilitate emergency preparedness and response training for VS and external stakeholder emergency response personnel.		
Event 2.5.1. VS Safety, Health and Environmental Protection office will collaborate with APHIS EMSSD to provide on-the-job training opportunities for deployed VS NIMT safety officers, including nominal assignments as Safety Coordinators to assist experienced Safety Officers.	This event was identified at the 2014 VS TEPW.	FY 2017
Event 2.5.2. Develop a coaching/mentoring strategy to assist with training of VS NIMT personnel.	This event was identified at the 2014 VS TEPW.	Late FY 2017

PRIORITY 3: EXERCISE VS AND EXTERNAL STAKEHOLDER EMERGENCY RESPONDER CAPABILITIES

Event	Justification	Timeline
Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.		
Event 3.1.1. One Health workshops that build on the One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART) training received.	This event is a follow-up to the training conducted in FY 2014-2016. It is essential to exercise the collaboration and systems analysis skills learned in previous training, thereby improving multi-sector preparedness and response plans.	Target 1st and 3rd quarters FY 2017-2018
Event 3.1.2. Provide tabletop exercises (TTX) to evaluate the processes to request the support of a VS NIMT, integrate a VS NIMT with state resources, and transfer command between teams.	This event is a follow-up to the National IMT Transfer of Command SOP developed in FY 2015. Connected to Event 2.4.2	Conduct pilot TTX in one VS District FY 2017 Conduct TTXs in two VS Districts per year. FY 2018-FY 2019
Event 3.1.3. Deliver a TTX, in cooperation with external stakeholder emergency responders, to assess the emergency preparedness capabilities to respond to a screwworm outbreak.	This event aligns with the APHIS Strategic Plan 2015-2019 tactics to develop emergency preparedness response to screwworm outbreaks; conduct exercises in cooperation with domestic external stakeholder emergency responders to assess the emergency preparedness capabilities.	FY 2018
Event 3.1.4. Conduct a Livestock Market Emergency Response Plan Workshop (one day, face-to-face).	This event is a follow-up from the FY 2015 micro-grant for FY 2015 Event 3.1.1.	FY 2017

Event	Justification	Timeline
Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.		
Event 3.1.5. Develop online discussion-based exercise materials that are available for download by FADDs to utilize at local, state, district and national meetings.	This event is a new initiative to validate FAD investigation training and rehearse procedures contained in the FAD PReP FAD Investigation Manual 2014. Combined with 3.2.2.	Develop and deliver FY 2017; continue FY 2018-19
Event 3.1.7. Conduct an annual VS NIMT seminar.	This event addresses lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs. It is a follow-on event from the FY 2016 VS NIMT position-specific trainings.	FY 2017 Q4
Event 3.1.9. Conduct a national workshop with the VS SPRS Cattle Health Center staff and the Avian, Swine & Aquatic Animal Health Center staff to build the Incident Coordination Group organization, and define roles and responsibilities relative to classical swine fever and foot and mouth disease outbreak scenarios.	This event is a follow-up from the FY 2015 Workshop on the Mobilization of the APHIS ICG to the APHIS Emergency Operations Center and should incorporate lessons learned in the 2015 HPAI emergency response.	FY 2017 Q1
Event 3.1.10. Develop and conduct discussion-based TTXs on deploying vaccine on a large scale.	This event was mentioned by VS leadership as a priority.	FY 2017
Event 3.1.11. Develop and conduct discussion-based TTXs on utilizing any new decontamination/depopulation/disposal (3D) tools.	This event was mentioned by VS leadership as a priority.	FY 2017
Event 3.1.12. Develop and conduct discussion-based TTXs on activating the National Animal Health Laboratory Network (NAHLN) and managing large numbers of samples.	This event was mentioned by VS leadership as a priority.	FY 2017

Event	Justification	Timeline
Objective 3.2. Conduct a series of drills and functional exercises to validate specific operational procedures and functions.		
Event 3.2.1. Develop and distribute drill materials to Public Information Officers to practice risk communication skills received from previous training.	This event is a follow-up to the risk communication training conducted in FY 2015.	FY 2017
Event 3.2.2. Develop drill materials for FADDs to validate procedures for the field investigation of potential FAD/EDIs and data entry into the training module of EMRS 2.0.	This event addresses a gap outlined in the FY 2015 NTEP survey and will provide opportunities to practice knowledge and skills in a no-fault and learning environment. Event was started in FY2016 and will continue development in FY2017-2018	FY 2017-2018
Event 3.2.3. Develop and conduct drills in VS Districts to validate captive bolt skills received from previous training.	This is a follow-on event from the FY 2015 and FY 2016 captive bolt training. Connected to Event 2.3.5	FY 2017 Q3
Event 3.2.5. Develop and deliver functional exercise materials that VS Districts can use for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators.	This event is a follow-up from the FY 2016 Poultry Depopulation Group Supervisor and Poultry Carcass Disposal Coordinator position-specific training. Connected to Event 2.2.11	Develop and deliver in two VS Districts in FY 2017 for poultry in Q4; add multi-species FY 2018-2019
Event 3.2.6. Develop and deliver drill materials for poultry depopulation barn assessments that VS Districts can use for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators.	This event is a follow-up to the Poultry Depopulation Group Supervisor and Poultry Carcass Disposal Coordinator training.	FY2018
Event 3.2.7. Conduct a national-level workshop, including VS, external partners and industry stakeholders, to develop biosecurity and site-specific biosecurity plans for impacted industries and premises.	This event addresses Observation 9.3 from the 2015 HPAI Response After Action Report (AAR) Improvement Plan (IP).	FY 2017 Q3

Event	Justification	Timeline
Objective 3.3. Participate and engage in trainings and exercises sponsored by or in collaboration with external stakeholder emergency responders that support the VS NTEP strategy.		
Event 3.3.2. Make generic the joint MSPSA and VS TTX for incident command and resource management during a multi-state FAD outbreak.	This event is a follow-up to FY 2016 TTX.	FY2017 Q4
Event 3.3.3. Conduct joint MSPSA and VS drills and other activities for incident command and resource management during a multi-state FAD outbreak.	This event is a follow-up to FY 2016 event 3.3.2. Implementation of a drill or other activities will help participants prepare for the functional exercise.	FY 2017 Q3
Event 3.3.4. Develop and conduct a joint MSPSA and VS multi-day functional exercise for incident command and resource management during a multi-state FAD outbreak.	This event is the final step for the project started in FY 2015 to develop explore options for Incident Command, and is a follow on to events 3.3.2 and 3.3.3.	FY 2018 Q3
Event 3.3.5. Explore existing exercise materials for possible adaptation for use by NIMTs in their training and preparedness programs.	This event addresses a gap for VS NIMTs that are not regularly deployed to assess, practice and improve VS NIMT performance.	FY 2017 Q4
Event 3.3.6. Assist VS personnel to participate in external stakeholder exercises and provide AARs as appropriate.	This is a continued event from FY 2014-2015. It provides opportunities for VS to engage with external stakeholder emergency responders and enhance response capabilities in a no-fault and learning environment.	FY 2017-2019
Event 3.3.7. Develop materials and conduct TTX on Unified Command.	This is a follow-up to Event 3.1.10.	FY 2017 Q4

Event	Justification	Timeline
Objective 3.4. Adopt a process for VS NTEP improvement planning.		
<p>Event 3.4.1. Develop and implement an effective corrective action program to ensure that IPs from exercises and emergency incidents are implemented, corrective actions are tracked to completion, and tangible preparedness improvements are documented, distributed, and implemented.</p>	<p>This event was initiated in FY 2014, and is a follow-up event from FY 2015 VS TEP and supported by the VS leadership working group.</p>	<p>FY 2017-2018</p>

Appendix A: VS Training and Exercise Team

FY 2016

Co-Leads

Dr. Paula Cowen, VS PSS

Dr. Barbara Porter-Spalding, VS SPRS

VS Members

Dr. Becky Brewer-Walker, VS IMT Green

Dr. Bruce Carter, VS STAS/Center for
Veterinary Biologics

Ms. Liz Clark, VS PSS/MSS/PDS

Dr. Joanna Davis, VS SPRS/District 2

Dr. Debbi Donch, VS SPRS/Cattle Health
Center

Dr. Clem Dussault, VS(SPRS/ Natl Vet
Accred Program

Dr. Thomas Easley, VS SPRS/District 4

Dr. Kim Forde-Folle, VS STAS

Dr. Tolani Francisco, Tribal Liaison

Dr. Diego Fridmann, VS SPRS/Sheep,
Goat, Cervid, & Equine Health Center

Dr. Julie Gauthier, VS IMT Blue

Dr. Steve Goff, VS SPRS/District 5/VS
IMT Blue OSC

Dr. Daniel Harpster, VS SPRS /District 3

Dr. Burke Healey, APHIS VS SPRS

Dr. Fidelis Hegngi, VS SPRS/Avian,
Swine and Aquatic Animal Health Center

Dr. Christina Loiacono, VS STAS
National Veterinary Services Laboratory
(NVSL)

Dr. Tyler McAlpin, VS SPRS/Cattle Health
Center

Dr. Mike McDole, VS SPRS/District 5

Dr. Barry Meade, VS IMT Gold (VS
SPRS/District 1)

Mr. Joseph Mlakar, USDA APHIS VS
STAS/VS IMT Red PSC

Dr. Lee Myers, VS SPRS/Logistics
Center/National Veterinary Stockpile

Dr. Deborah Nelson, APHIS SHEP

Dr. Dianne Norden, VS IMT Indigo

Dr. Mark Remick, VS SPRS/District 1

Dr. Jane Rooney, VS SPRS/One Health
Coordination Center (OHCC)

Dr. Sherry Shaw, VS NIES/District 3

Mr. Rodney White, VS SPRS/Logistics
Center

Dr. Cris Young, VS IMT Red (VS
SPRS/District 2)

Dr. Jon Zack, VS SPRS/NPIC

External Stakeholder Emergency Responder Members

Mr. Matthew Bragg, APHIS Emergency Management Safety and Security Division (EMSSD)

Mr. John Canaday, APHIS EMSSD

Ms. Rosalynn Days-Austin, APHIS ESF-11 Coordinator, FEMA Region VII

Mr. Craig Guthrie, APHIS Plant Protection and Quarantine (PPQ)

Dr. Kristin Haas, National Assembly of State Animal Health Officials; New England States
Animal Agriculture Security Alliance

Ms. Joelle Hayden, APHIS Legislative and Public Affairs

Ms. Sandy Johnson, Multi-State Partnership for Security in Agriculture

Mr. Dennis Kohler, APHIS Wildlife Services

Dr. Charlotte Krugler, Southern Agriculture and Animal Disaster Response Alliance
Dr. Jeanie Lin, APHIS Animal Care
Dr. Sara McReynolds, National Assembly of State Animal Health Officials
Dr. Marvin Meinders, Department of Homeland Security
Ms. Lisa Quiroz, California Department of Food and Agriculture

Appendix B: National Preparedness Goal Core Capabilities

The following table represents the National Preparedness Goal Core Capabilities by mission area. Note that Planning, Public Information and Warning, and Operational Coordination apply to all five mission areas.

National Preparedness Goal Core Capabilities

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

³ Planning, Public Information and Warning, and Operational Coordination are core capabilities common to all mission areas.

The following table cross-walks the VS Emergency Preparedness and Response critical activities with the National Preparedness Goal core capabilities.

**Cross-Walk Between VS
Emergency Preparedness and Response Critical Activities
and National Preparedness Goal Core Capabilities**

VS Emergency Preparedness and Response Critical Activities	National Preparedness Goal Core Capabilities
1. Etiology and ecology	Intelligence and informational sharing; Operational communications; Operational coordination; Planning; Public and private services and resources; Public information and warning; Risk and disaster resilience assessment; Screening, search and detection; and Situational assessment.
2. Case definitions	
3. Surveillance	
4. Diagnostics	
5. Epidemiological investigation and tracing	
6. Information management	Intelligence and information sharing; Interdiction and disruption; Operational communications; Operational coordination; Planning; Public information and warning; and Situational assessment.
7. Communication	
8. Health and safety, and personal protective equipment	Environmental response/health and safety; On-scene security and protection; Operational coordination; Physical protective measures; Planning; Public health and medical services; and Public information and warning.
9. Biosecurity	
10. Quarantine and movement control	
11. Continuity of business	Economic recovery and community resilience; Operational coordination; Planning; Public information and warning; and Risk management for protection programs and activities.
12. Regionalization for international trade	
13. Mass depopulation and euthanasia	Environmental response/health and safety; On-scene security and protection; Operational coordination; Planning; Public health and medical services; Public information and warning; Physical protective measures; and Supply chain integrity and security.
14. Disposal	
15. Cleaning and disinfection	
16. Vaccination	Community resilience; Interdiction and disruption; Operational coordination; Planning; Public information and warning; Public health and medical services; Risk and disaster resilience assessment; and Risk management for protection programs and activities.
17. National veterinary stockpile	Critical transportation; Operational coordination; Planning; Public health and medical services; Public information and warning; and Supply chain integrity and security.
18. Wildlife management and vector control	Operational coordination; Planning; Public information and warning; Risk management for protection programs and activities; and Screening, search and detection.
19. Animal welfare	Operational coordination; Planning; Public and private services and resources; Public information and warning; and Risk management for protection programs and activities.
20. Modeling and assessment tools	Economic recovery; Infrastructure systems; Operational coordination; Planning; Public information and warning; Risk and disaster resilience assessment; Risk management for protection programs and activities; and Supply chain integrity and security.
21. Appraisal and compensation	
22. Finance	
23. National response framework and national incident management system	Operational coordination; Planning; Public and private service and resources; and Public information and warning.

Appendix C: HSEEP Exercise Types

The HSEEP describes an exercise as an instrument to train for, assess, practice, and improve performance in prevention, protection, mitigation, response, and recovery capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; improving individual performance; identifying gaps in resources; and identifying opportunities for improvement.

DISCUSSION-BASED EXERCISES

Discussion-based exercises focus on strategic, policy-oriented issues and can be used to familiarize players with, or develop new, plans, policies, agreements, and procedures. Facilitators and/or presenters usually lead the discussion, keeping participants on track toward meeting exercise objectives.

Discussion-based exercises:

- Include seminars, workshops, tabletops, and games;
- Provide a forum for discussing or developing plans, agreements, training, and procedures;
- Are generally less complicated than operations-based types;
- Typically focus on strategic, policy-oriented issues; and
- Do not involve deployment of resources.

1. Seminars

A seminar is an informal discussion-based exercise led by a presenter or facilitator, used to teach or orient participants.

A seminar can:

- Orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas;
- Construct a common framework of understanding;
- Be valuable for entities that are developing or making major changes to existing plans or procedures; and
- Help gain awareness of, or assess, the capabilities of interagency or inter-jurisdictional operations.

Conduct Characteristics

- Casual atmosphere.
- Minimal time constraints.
- Lecture-based.

2. Workshops

A workshop is a formal discussion-based exercise led by a facilitator or presenter, used to build or achieve a product.

In a workshop, participants:

- Focus on achieving or building a product;
- Focus on a specific issue, with the desired objective, product, or goal clearly defined;
- Develop new ideas, processes, or procedures;
- Develop a written product as a group in coordinated activities;
- Obtain consensus; and
- Collect and share information.

Conduct Characteristics

- Involves more participant discussion than a lecture-based seminar.
- Often uses break-out sessions to explore parts of an issue with smaller focus groups.

Products that are often produced from a workshop include new SOPs, emergency operations plans, continuity of operations plans, and mutual aid agreements. Findings from the workshop should be collected into a short After Action Report (AAR) and distributed to all parties involved. The AAR for workshops serves much like meeting minutes.

3. Tabletop Exercises

A TTX facilitates conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perception, by using a hypothetical scenario to generate discussion.

In a TTX, participants:

- Enhance general awareness;
- Validate plans and procedures;
- Rehearse concepts and/or assess systems;
- Examine areas of concern and solve problems;
- Identify strengths and shortfalls;
- Seek to change existing attitudes and perspectives; and
- Make decisions in a no-fault environment.

Conduct Characteristics

- Requires experienced facilitators.
- In-depth discussion.
- Slow-paced problem solving.
- Basic or complex design.

The purpose of a TTX is to test existing plans, policies, or procedures without incurring the costs associated with deploying resources. A TTX also allows participants to thoroughly work through a problem without feeling as much pressure as they would in an operations-based exercise.

4. Games

A game is a simulation of operations using rules, data, and procedures designed to depict an actual or assumed real-life situation.

In a game, participants:

- Explore the processes and consequences of decision-making;
- Conduct "what-if" analyses of existing plans; and
- Test existing and potential strategies.

Conduct Characteristics

- Does not involve the use of actual resources.
- Often involves two or more teams.
- Includes models and simulations of increasing complexity as the game progresses.

OPERATIONS-BASED EXERCISES

Operations-based exercises are characterized by actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resources.

These types of exercises:

- Involve deployment of resources and personnel;
- Are more complex than discussion-based types;
- Require execution of plans, policies, agreements, and procedures;
- Clarify roles and responsibilities;
- Identify resource gaps; and
- Improve individual and team performances.

1. Drills

A drill is a coordinated, supervised activity to validate a specific function or capability in a single agency or organization.

In a drill, participants:

- Gain training on new equipment;
- Validate procedures;
- Practice and maintain skills;
- Determine if plans can be executed as designed; and
- Prepare to collaborate in more complex exercises.

Conduct Characteristics

- Timed event.
- Immediate feedback.
- Realistic but isolated environment.

2. Functional Exercises

A functional exercise (FE) is typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions.

In a FE, participants:

- Validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions;
- Respond to an exercise scenario with event updates in a realistic, real-time environment; and
- Assess the adequacy of response plans and resources.

Conduct Characteristics

- Requires experienced controllers using a Master Scenario Events List.
- Often uses simulators in a simulation cell.
- Simulates deployment of resources and personnel.
- Rapid problem solving.
- Highly stressful environment.
- Involves multiple functions.

3. Full-Scale Exercises

A full-scale exercise (FSE) is a high-stress multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response, as if a real incident had occurred.

In a FSE, participants:

- Respond to complex and realistic problems that require critical thinking, rapid problem-solving, and effective responses by trained personnel;
- Operate under cooperative systems such as the incident command system or unified command; and
- Assess plans and procedures under crisis conditions.

Conduct Characteristics

- Most complex and resource-intensive type of exercise.
- Mobilizes personnel and equipment to the scene.
- Real-time, stressful environment intended to mirror a real incident.
- Events projected through an exercise scenario with event updates that drive activity at the operational level.
- Many activities occur simultaneously.

Appendix D: Acronyms

3D	Decontamination/Depopulation/Disposal
AAR	After Action Report
APHIS	Animal and Plant Inspection Service
COR	Contracting Officer Representative
DHS	Department of Homeland Security
EDI	Emerging Disease Incident
EMLC	Emergency Management Leadership Council
EMSSD	Emergency Management Safety and Security Division
EMRS	Emergency Management Response System
FAD	Foreign Animal d=Disease
FAD PRoP	Foreign Animal Disease Preparedness and Emergency Response Plan
FADD	Foreign Animal Disease Diagnostician
FBI	Federal Bureau of Investigations
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FMD	Foot-and-Mouth Disease
FSE	Full-Scale Exercise
FY	Fiscal Year
HPAI	Highly Pathogenic Avian Influenza
HSEEP	Homeland Security Exercise and Evaluation Program
ICG	Incident Coordination Group
ICS	Incident Command System
IMT	Incident Management Team
IP	Improvement Plan
LPA	Legislative and Public Affairs
MSPSA	Multi-State Partnership for Security in Agriculture
NAHLN	National Animal Health Laboratory Network
NIES	National Import Export Services
NIMS	National Incident Management System
NIMT	National Incident Management Team
NPIC	National Preparedness and Incident Coordination Center
NTEP	National Training and Exercise Program
NVSL	National Veterinary Services Laboratory
NWCG	National Wildfire Coordinating Group
OH-SMART	One Health Systems Mapping and Analysis Resource Toolkit
PDS	Professional Development Staff
PPE	Personal Protective Equipment
PPQ	Plant Protection and Quarantine
PSS	Program Support Services
ROSS	Resource Ordering Status System
SFS	Secure Food Supply

SOP	Standard Operating Procedure
SPRS	Surveillance, Preparedness and Response Services
STAS	Science, Technology and Analysis Services
T&E	Training and Exercises
TEP	Training and Exercise Plan
TEPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise
USDA	United States Department of Agriculture
VMO	Veterinary Medical Officer
VS	Veterinary Services