

USDA APHIS Veterinary Services
Emergency Preparedness and Response
Training/Exercise Strategy and Plan (TEP)
Fiscal Years 2019–2021

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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 follows the principles of the U.S. Department of Homeland Security (DHS) National Incident Management System (NIMS) 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. This process 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 its capabilities to prepare for and respond to animal health emergencies. 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 organizations, and other partners expect VS to continue leading emergency preparations and response for HPAI and other FADs and emerging disease incidents (EDI), and to 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 emergency requiring a comprehensive response over a prolonged time period.

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 further reflects the VS organization with members from each VS District and VS National Incident Management Team (NIMT). Representatives of multi-state

alliances are also included. See Appendix A for a list of members on the VS NTEP Team for FY 2018.

The VS NTEP Team conducted its annual VS Training and Exercise Planning Workshop (TEPW) in March 2018 at the APHIS HUB in Raleigh, North Carolina. 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 and external partners to enhance their 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 and exercises, and action items from the VS Corrective Action Program.
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 2019-21 (VS TEP) which is posted to the TEP website.

The VS NTEP Team is active year-round and serves 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 VS NTEP members to make a three-year commitment with the option to renew membership at the end of their term. Each member must serve on a working group for at least one VS NTEP 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 developing appropriate corrective actions for improvement plans.

VS Strategy and Policy

The VS Strategy and Policy (S&P) organization improves health, productivity, and quality of life for animals and people through strategic development and implementation of VS surveillance, preparedness, and response activities. The S&P unit oversees national preparedness and incident coordination.

The VS NTEP supports the NPIC 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 Field Operations (FiOps) 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 FiOps customers' needs and are appropriate in intensity and scope. Moreover, the VS NTEP helps the S&P 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.
 - Δ Make training a priority and encourage employees to reach their professional goals.
- ◆ Strengthen and integrate preparedness and response services.
 - Δ Conduct comprehensive response training and exercises.

The S&P 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

- | | |
|---|--|
| 1. Etiology and ecology | 13. Mass depopulation and euthanasia |
| 2. Case definitions | 14. Disposal |
| 3. Surveillance | 15. Cleaning and disinfection |
| 4. Diagnostics | 16. Vaccination |
| 5. Epidemiological investigation and tracing | 17. Logistics |
| 6. Information management | 18. Wildlife management and vector control |
| 7. Communications | 19. Animal welfare |
| 8. Health and safety, and personal protective equipment | 20. Modeling and assessment tools |
| 9. Biosecurity | 21. Appraisal and compensation |
| 10. Quarantine and movement control | 22. Finance |
| 11. Continuity of business | 23. Incident Management |
| 12. Regionalization for international trade | |

VS Program Support Services

As a part of the Program Support Services (PSS) unit, the Professional Development Services (PDS), 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 (EMSSD).
- ◆ 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.

Field Operations and Diagnostics and Biologics

Although the VS S&P and PDS units will lead the program's emergency management training and exercise initiatives, the VS FiOps and Diagnostics and Biologics units (D&B) are also engaged throughout the process. Both units have representation on the VS NTEP Team to build and help implement the VS TEP. Moreover, specific FiOps and D&B 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 (FiOps, S&P, PSS, and D&B) in collaboration with external stakeholder emergency responders. Leaders of all VS units are requested to review, comment, approve, and support the VS TEP 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 https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/program-overview/sa_about_vs/sa_vision_and_science

- ◆ 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.
- ◆ 4.2 Foster an animal health community that is prepared to rapidly and expertly respond to animal health incidents.
 - Δ 4.2.1. Develop a sufficient number of highly trained core responders.
 - Δ 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 (NIMTs). For personnel that are not members of a VS NIMT, the Emergency Preparedness Committee (EPC) 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.
 - △ 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.
 - △ Priority 2.c. APHIS employees who have an interest in 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's 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. 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 VS NIMT members, FiOps Logistics Center personnel and contractors, National Veterinary Services Laboratory (NAHLN) personnel, and others have dedicated resources within their own units 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, 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 VS and 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 or desire to deploy to 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 focus T&E opportunities on identified preparedness needs, and request that trainees be accountable as a deployable asset, and extend their training locally by teaching local, state, and federal resources.

VS is investing in trainees that can be deployable as a VS District and/or National asset in the event of an emergency response. Although efforts are made to accommodate a deploying responder's existing work 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 VS District and/or 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 develop.

APHIS VS is investing in trainees who 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 information sharing can be accomplished through emails, teleconferences, webinars, or face-to-face meetings. VS NTEP event 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.

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, 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. This strategy follows the principles of 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 both the VS emergency critical activities 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 NIMS principles and ICS organization. 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 a FAD/EDI. Courses vary from teaching threat awareness to technical skills and procedures necessary to stop an outbreak of disease. Foreign Animal Disease Diagnostician (FADDs) need opportunities to maintain their skills after training at the NAHLN at Plum Island, NY. VS Guidance 12000.1 on FADD certification requirements, issued June 5, 2014, requires FADDs to complete continuing education at least once every three years.

Exercises provide opportunities to practice and implement plans and procedures in a no-fault learning environment outside of an actual emergency situation. 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 TEP 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 March 2018 identified three FY 2019–2021 T&E priorities, with specific objectives that support each priority. Specific T&E events are enumerated for each objective. Note that the VS NVS 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 a FAD outbreak in the United States, the FAD PReP 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 PReP² goals, and designed to test associated FAD PReP critical activities through a series of training events and increasingly complex exercises.

NTEP 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 Surveillance, Preparedness and Response Services unit in close collaboration with the VS Program Support Services 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.

² <http://www.aphis.usda.gov/fadprep>

PRIORITY 1: BUILD THE VS NTEP PROGRAM

Event	Justification	Timeline
Objective 1.1. Institutionalize the VS NTEP within VS.		
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.	FY 2019-2021
Event 1.1.2. VS NTEP team conducts a VS TEPW each Spring 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.	FY 2019-2021
Event 1.1.3. Publish a multi-year VS TEP each year by October 1.	This event is in accordance with HSEEP guidance and critical to the success of the VS NTEP.	FY 2019-2021
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.	FY 2019-2021
Event 1.1.5. Assess technologies and processes to support virtual training and exercises. <ul style="list-style-type: none"> a. Monitor technologies that could assist in the advancement of the VS NTEP Mission. b. Make a catalog of technologies available and associated costs for references. c. Work with the Centers for Disease Control and Prevention to add animal disease scenarios to their gaming platform. 	This event was first initiated in FY 2015 for exercises only and now encompasses training as well.	FY 2019-2021
Event 1.1.6. Assist VS personnel to participate in external stakeholder exercises and trainings.	Formerly 3.3.6. Expanded to include trainings at the FY 2018 TEPW.	FY 2019-2021

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.	FY 2019-2021
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 institutionalizing the VS NTEP.	FY 2019-2021
Event 1.2.3. Market, promote, and raise awareness of the VS NTEP to VS and external stakeholder emergency responders.	Previously Event 2.2.1. This is an essential part of maintaining interest in the VS NTEP	FY 2019-2021

Event	Justification	Timeline
Objective 1.3. Adopt a process for VS NTEP improvement planning.		
Event 1.3.1. Maintain an effective corrective action program to ensure that improvement plans from exercises and emergency incidents are implemented, corrective actions are tracked to completion, and tangible preparedness improvements are documented, distributed, and implemented. Corrective action items are prioritized and brought to TEP from VS Strategy and Policy, Field Operations, and NPIC leadership.	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. Previously Event 3.4.1. This is an essential part of maintaining continual improvement of VS capabilities.	FY 2019-2021

Event	Justification	Timeline ³
Objective 1.4. Market, promote and sustain completed VS NTEP events.		
Market and 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 was event 3.1.2.	
Market online discussion-based exercise materials that are available for download by FADDs to utilize at local, state, district, and national meetings.	This was event 3.1.5.	
Market materials and conduct TTX on Unified Command.	This was event 3.3.7.	
Market ARMAR TTX materials for use by districts, states and NIMTs.	These are previous work products from event 3.3.4.	
Market and support the Federal Bureau of Investigation (FBI) in delivering a training 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 was event 2.2.10.	
Market the Case Manager Supervisor and Case Manager training. This training includes how to create <i>Infected Premises Biosecurity Plans</i> .	This was event 2.2.13.	
Market the Site (Biosecurity) Manager training. This training includes how to create <i>Infected Premises Biosecurity Plans</i> .	This was event 2.2.14.	
Market drills developed by Emergency Coordinators.	This is still current. It is listed as event 3.2.8. This event markets previously developed drills/exercises.	

³ These events are completed and simply require continuous maintenance and promotion; therefore, no timeline is provided.

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.		
Event 2.1.3. Encourage participation in the EUFMD courses sponsored by the European Commission for the Control of Foot-and-Mouth Disease, Food and Agriculture Organization of the United Nations. There is an online and field course available.	This course was discussed at 2017 VS TEPW as an educational opportunity open to VS staff. In 2018 NASAHO also supported State participation in the course.	FY 2019
Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.		
Event 2.2.2. Risk communication training for VS NIMT Incident Commanders, Public Information Officers, and Liaison Officers with a focus on FAD/EDI response.	In FY 2019, this event will be adjusted to address training needed by VS NIMT Public Information Officers with a focus on how to develop outreach materials during a response.	FY 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.	FY 2019-2021
Event 2.2.22. Provide poultry depopulation training for VS District personnel. Training may include, foam units, whole-house gassing, etc.	This event is a follow-up event from FY 2016. NVS and District personnel began training together in FY17 and this has been a very productive local training for state and local VS 3D personnel.	FY 2019-2021
Event 2.2.25. Deliver monthly, one-hour webinars on general response and disease issues. These will be designed for VS and external stakeholders.	This event was added in response to the 2016 VS NTEP solicitation for input.	FY 2019-2021
Event 2.2.28. Develop a FAQ page on FAD Eye, the VS NTEP SharePoint site or public site to address key VS NTEP issues. Continue to post quarterly articles on FAD Eye on specific TEP products.	This event was first completed in FY 2018 but will require quarterly articles for FAD Eye on TEP specific events that need to be marketed.	FY2019-2021

Event	Justification	Timeline
Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.		
Event 2.2.29. Customize an incident complexity analysis. Develop and deliver a training on the complexity analysis process.	This event was identified at the 2017 VS TEPW.	FY 2019
Event 2.2.31. Develop and conduct monthly conference calls to discuss decontamination/depopulation/disposal.	Formally event 3.1.11. This event was mentioned by VS leadership as a priority. Has now been expanded to include state responders and environmental officials.	FY 2019
Event 2.2.33. Conduct a training for all USDA APHIS VS Emergency Coordinators.	This event was suggested by the Emergency Coordinators and successfully delivered in FY18. Will attempt this biannually funded by TEP.	FY 2020
Event 2.2.34. Train APHIS, NIMT and District Safety Officers on the use of select NVS equipment and develop safety plans for the use of the equipment.	This event was suggested at the FY2018 VS TEPW. **New event to start in FY 2019.	FY 2019-2020
Event 2.2.35. Conduct a behavior sciences-based webinar focused on dealing with horses and other livestock considered by owners as pets, and how owners may react to a disaster scenario.	This event was suggested at the FY2018 VS TEPW. **New event to start in FY 2019.	FY 2019
Event 2.2.36. Conduct a survey to determine what information management training, beyond EMRS, is needed.	Information Management Training was identified as a key area for training during the FY 2018 NTEP Survey. **New event to start in FY 2019.	FY 2019
Event 2.2.37. Deliver EMRS training to state and district IMT personnel.	This event was suggested at the FY2018 VS TEPW and confirmed as a need in ARMAR. **New event to start in FY 2019.	FY 2019-FY2021
Event 2.2.38. Develop a pathway for newly hired personnel to develop the skills necessary to fill specific VS NIMT positions.	This event was suggested at the FY2018 VS TEPW. **New event to start in FY 2019.	FY 2019-FY2021
Event 2.2.39. Develop and deliver an introductory carcass disposal course for district personnel.	This event was suggested at the FY2018 VS TEPW. **New event to start in FY 2019.	FY 2019-FY2021
Event 2.2.40. Develop a training program to develop potential SMEs on various topics needed during a response. For example, specific diseases, virus elimination, etc.	This event was suggested at the FY2018 VS TEPW. **New event to start in FY 2019.	FY 2019-FY2021

Event	Justification	Timeline
Objective 2.3. Promote and support FAD/EDI response training provided by the VS PDS.		
<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> <ul style="list-style-type: none"> 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>This event was initiated in FY 2015 from a recommendation in the FY 2014 VS NTEP solicitation for input.</p>	FY 2019-2020

Event	Justification	Timeline
Objective 2.4. Train on new and emerging animal disease FAD PReP documents.		
<p>Event 2.4.3. Develop a FAD Prep documents scavenger hunt to incorporate on FAD Eye.</p>	<p>This event was identified at the 2017 VS TEPW as a way to introduce and educate individuals about the FAD Prep documents.</p>	FY 2019-2020

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.		
<p>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 NIIMT safety officers, including nominal assignments as Safety Coordinators to assist experienced Safety Officers.</p>	<p>This event was identified at the 2014 VS TEPW.</p>	FY 2019
<p>Event 2.5.3. Develop a training that covers how an incident unfolds and the various job descriptions involved in a response.</p>	<p>This event was identified at the 2017 VS TEPW. During FY18 a “Planning P” and Case Manager/Site Manager/Field Reimbursement Specialist webinars have been completed. Suggest continuing the series as webinars, then advertise the recordings as a package.</p>	FY 2019-2020

PRIORITY 3: 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 3.1.3. 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 2019-2020
Event 3.1.4. Conduct a Livestock Market Emergency Response Plan Workshop in every VS District (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 2019-2020
Event 3.1.7. Conduct VS NIMT development activities.	This event addresses lessons learned from the 2015 VS NIMT Workshop and was recommended by all VS NIMTs. It is a follow-up event from the FY 2016 VS NIMT position-specific trainings. After action items from the ARMAR exercise will be incorporated into this event.	FY 2019-2021
Event 3.1.9. Conduct a workshop with the VS S&P Cattle Health Center staff and the Avian, Swine and Aquatic Animal Health Center staff to build communication between the Incident Coordination Group organization and NIMTs.	This event is a follow-up from the FY 2015 Workshop on the Mobilization of the APHIS Incident Coordination Group to the APHIS Emergency Operations Center and should incorporate lessons learned in the 2015 HPAI emergency response.	FY 2019-2021

Event	Justification	Timeline
Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.		
Event 3.1.10. Develop and conduct discussion-based workshops and TTXs on deploying vaccine on a large scale.	This event was identified by VS leadership as a priority and confirmed as a priority during ARMAR. Event will develop package of materials for states/districts to develop vaccination deployment plans and test the plans using a TTX.	FY 2019-2021
Event 3.1.12. Coordinate with NAHLN to: 1) Support exercises related to messaging and surge capacity. 2) NAHLN and NTEP will work together to educate response community on NAHLN capabilities through webinars and information sharing.	This event was identified by VS leadership as a priority.	FY 2019
Event 3.1.13. Develop and conduct a tabletop exercise for a team of state and federal animal and public health officials to manage response activities and infection risk for responders during a poultry disease outbreak caused by 1) a moderate-risk zoonotic avian influenza outbreak strain, and 2) a high-risk zoonotic avian influenza outbreak strain utilizing OH-SMART principles.	This event was identified at the 2017 VS TEPW.	FY 2019
Event 3.1.14. Develop and deliver discussion-based virtual exercise materials that VS Districts can use for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators.	Formerly Event 3.2.5. 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.	FY 2019
Event 3.1.15. Develop and conduct a workshop between VS and FSIS officials to identify APHIS and FSIS regulations and policies that would be in effect during a FAD outbreak. VS and FSIS will develop a TTX to test VS and FSIS response during a multi-tiered response to an FMD outbreak. The resulting TTX will be piloted and then made available for district application.	This event is a joint effort between APHIS VS and FSIS.	FY 2019
Event 3.1.16. Develop and conduct a behavioral science TTX looking at response associated with horses and other animals viewed as pets.	This event was suggested at the FY2018 VS TEPW. Connected to Event 2.2.35	FY 2020
Event 3.1.17. Develop and conduct TTX(s) focused on implementing the Secure Food Supply plans. The initial pilot TTX will address the Secure Milk Supply Plan.	This event was suggested at the FY2018 VS TEPW and a follow-on to ARMAR.	FY 2019-2021

Event	Justification	Timeline
Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.		
Event 3.1.18. Develop and conduct a series of exercises on implementing an animal standstill order. Series should include a workshop to assist a state(s) in developing a plan to support and implement the standstill order and a TTX to test the plan.	This event addresses lessons learned from the 2018 ARMAR exercise. **New event to start in FY 2019.	FY 2019-2020

Event	Justification	Timeline
Objective 3.2. Conduct a series of drills and functional exercises to validate specific operational procedures and functions.		
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. In FY 2019, pilot a Livestock Market Drill and a small ruminant drill.	This event addresses a gap outlined in the FY 2015 VS NTEP solicitation for input and will provide opportunities to practice knowledge and skills in a no-fault learning environment. Event was started in FY 2016 and will continue implementation and development in FY 2017-2019.	FY 2019
Event 3.2.3. Develop and conduct drills in VS Districts to validate captive bolt skills received from previous training.	This is a follow-up event from the FY 2015 and FY 2016 captive bolt training. Connected to former Event 2.3.5.	FY 2019
Event 3.2.7. Working with NVS, develop and pilot a drill to test use of NVS equipment, including the bison squeeze chute.	This event was identified at the 2018 VS TEPW. **New event to start in FY 2019.	FY 2019-2021
Event 3.2.8. Provide support to Emergency Coordinators to develop and deliver appropriate drills within the states they support. These drills must support the goals and objectives of the VS NTEP.	This event was started in FY2018.	FY 2019-2021

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 3.3.4. Develop and conduct a joint state and VS multi-day functional exercise.	This event is a follow up to the ARMAR exercise in FY2018. Exercise will test plans and procedures for response to a FAD outbreak, as well as corrective actions implemented after the 2018 ARMAR functional exercise.	FY 2021
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. It provides an opportunity to assess, practice, and improve VS NIMT performance.	FY 2019-2021
Event 3.3.8. Develop and deliver TTX or virtual drills for Case Managers, Site Managers, and Reimbursement Specialists to practice skills learned in associated training.	This event was discussed at the 2017 VS TEPW.	FY 2019-2021
Event 3.3.9. Develop and deliver EMRS Drill Materials to build on the skills learned in EMRS training.	This event is a follow up to Event 2.2.12. The first EMRS Drill was delivered in FY18; more are planned.	FY 2019-2021
Event 3.3.10 Market a TTX on the 24-hour depopulation goal and policy, including a webinar to discuss ventilation shutdown criteria, procedures, and decision tree.	This event was identified at the 2017 VS TEPW. Connected to Event 2.2.30.	FY 2019
Event 3.3.11. Develop drill materials for Composting SMEs to build on the Composting SME training.	Follow up to Event 2.2.15.	FY 2019-2021
Event 3.3.12 Develop African Swine Fever (ASF) planning and policy exercises and an ASF tabletop exercise. After piloting, both exercises will be made generic for use by all states and VS Districts. A functional-type exercise may be added to this Event in late August or early September 2019.	This Event was identified by VS Leadership as a priority. Partially based on VS and industry concerns surrounding the current ASF outbreak in China and Eastern Europe.	FY 2019

APPENDIX A: TRAINING AND EXERCISE TEAM FY 2019

Co-Leads

Dr. Robert Dickens, VS Management Support Division, Professional Development Services Branch

Dr. Barbara Porter-Spalding, VS Strategy and Policy, National Preparedness and Incident Coordination Center

VS Members

Dr. Tim Boyer, VS Strategy and Policy, Center for Epidemiology and Animal Health

Dr. Becky Brewer-Walker, VS NIMT - Green / VS Field Operations, District 4 (Oklahoma/Arkansas)

Dr. Sierra Burrell, VS NIMT - Green / VS Field Operations, District 4 (Oklahoma/Arkansas)

Dr. Bruce Carter, VS Diagnostics and Biologics, Center for Veterinary Biologics

Dr. Joanna Davis, VS Field Operations, District 1 (Georgia)

Dr. Curt Degeyter, VS Field Operations, District 4 (Louisiana)

Dr. Debbi Donch, VS Strategy and Policy, Cattle Health Center

Dr. Clem Dussault, VS Strategy and Policy, National Animal Disease Traceability and Veterinary Accreditation Center

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Ms. Stephanie Flugge, VS Strategy and Policy, Office of Interagency Coordination, One Health Coordinating Center

Dr. Kim Forde-Folle, VS Strategy and Policy, Office of Interagency Coordination

Dr. Julie Gauthier, VS Strategy and Policy, National Preparedness and Incident Coordination Center

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Dr. Nicki Humphrey, VS Strategy and Policy, Sheep, Goat, Cervid, and Equine Health Center

Dr. Amber Kerk, VS Field Operations, Veterinary Export Trade Services

Dr. Michael Kornreich, VS NIMT - Blue / VS Field Operations, District 1 (Pennsylvania/New York/New Jersey)

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Dr. Barry Meade, VS NIMT - Gold / VS Field Operations, District 1 (North Carolina/West Virginia)

Dr. Dianne Norden, VS NIMT - Indigo / VS Strategy and Policy, Sheep, Goat, Cervid, and Equine Health Center

Dr. Anna Ruman, VS Field Operations, District 2 (Illinois)

Dr. Adam Smith, VS Field Operations, District 3 (California)

Dr. Melburn Stephens, VS NIMT - Gold / VS Field Operations, District 1 (Alabama)

Mr. Michael Stracka, VS Safety Officer

Mr. Rodney White, VS Field Operations, Logistics Center

Dr. Cris Young, VS NIMT - Red / VS Field Operations, District 1 (Georgia, Florida)

Dr. Jon Zack, VS Strategy and Policy, National Preparedness and Incident Coordination Center

External Stakeholder Emergency Responder Members

Dr. Terry Clark, APHIS Tribal Liaison

Dr. Kevin Dennison, APHIS Animal Care

Mr. Craig Guthrie, APHIS PPQ

Ms. Donna Karlsons, APHIS Legislative and Public Affairs

Mr. Dennis Kohler, APHIS Wildlife Services

Dr. Kathryn MacDonald, Southern Agriculture and Animal Disaster Response Alliance / Virginia Department of Agriculture & Consumer Services

Dr. Sara McReynolds, National Assembly of State Animal Health Officials / Kansas Department of Agriculture

Ms. Dionne Mendoza, APHIS MRPBS EMSSD, Emergency Preparedness Branch

Ms. Lisa Quiroz, California Department of Food and Agriculture

Dr. Sherry Shaw, USDA FSIS

Mr. Mike Starkey, Multi-State Partnership for Security in Agriculture / Minnesota Department of Agriculture

Ms. Christine Sullivan, APHIS MRPBS EMSSD

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 information 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	
7. Communication	Intelligence and information sharing; Interdiction and disruption; Operational communications; Operational coordination; Planning; Public information and warning; and Situational assessment.
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
CAP	Corrective Action Program
COR	Contracting Officer Representative
D&B	VS Diagnostics and Biologics
DHS	Department of Homeland Security
EDI	Emerging Disease Incident
EMSSD	Emergency Management Safety and Security Division
EMRS	Emergency Management Response System
FAD	Foreign Animal Disease
FAD PReP	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
FiOps	VS Field Operations
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
NIMS	National Incident Management System
NIMT	National Incident Management Team
NPIC	National Preparedness and Incident Coordination Center
NTEP	National Training and Exercise Program
NVS	National Veterinary Stockpile
NVSL	National Veterinary Services Laboratory
OH-SMART	One Health Systems Mapping and Analysis Resource Toolkit
PDS	Professional Development Staff
PPE	Personal Protective Equipment

PPQ	Plant Protection and Quarantine
S&P	VS Strategy and Policy
SFS	Secure Food Supply
SOP	Standard Operating Procedure
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