

# Territory of Guam

Guam Homeland Security/Office of Civil Defense



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Multi-year Training and Exercise Plan  
2016 - 2018

## **PREFACE**

The U.S. Department of Homeland Security (DHS) Grants Programs Directorate requires each state and territory to conduct a Multiyear Training and Exercise Planning Workshop (TEPW) annually. The Guam Homeland Security/Office of Civil Defense 2016 – 2018 Training and Exercise Plan (T&E Plan) is a result of Guam's 2015 TEPW, conducted September 4, 2015.

The Territory's training and exercise programs are administered by the Guam Homeland Security/Office of Civil Defense (GHS/OCD) Training and Exercise Section (T&E), in coordination with local and federal, DOD, private sector and non-governmental organizations. The training and exercise agenda described in this plan is binding for all levels of response for agencies receiving homeland security funding.

The Guam MYTEP is the roadmap for the Territory to accomplish the priorities within the document. Guam is pursuing a coordinated homeland security strategy that combines greater planning, realistic exercises and innovative training to strengthen the Territory's emergency prevention, response and recovery to emergencies or disasters. Training and exercise activities are the foundations on improving our preparedness capabilities.

GHS/OCD appreciates the cooperation and support from those agencies, departments, federal, DOD, private sector and non-governmental organizations contributing to the development of this plan. The level of cooperation and collaboration demonstrated during this year's Training and Exercise Planning Workshop exemplifies our commitment to the enhancement of our collective capabilities to conduct emergency management activities necessary to protect the lives, environment and property of Guam.

## ADMINISTRATIVE HANDLING INSTRUCTIONS

The title of this document is the Guam Multiyear Training and Exercise Plan (MYTEP) in partnership with FEMA Region IX and Joint Region Marianas (JRM).

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For more information, please consult the following points of contact (POCs):

### Local Points of Contact:

Patrick Leon Guerrero  
State Training & Exercise Program Manager  
Guam Homeland Security/Office of Civil Defense  
221B Chalan Palasyo  
Agana Heights, GU, 96910  
671-475-9600  
[pat.leonguerrero@ghs.guam.gov](mailto:pat.leonguerrero@ghs.guam.gov)

### Federal Points of Contact:

Charles Srioudom  
Regional Exercise Officer  
National Exercise Division  
1111 Broadway, Suite 1200  
Oakland, CA 94607-4052  
510-627-7108

Larry Dove  
Training and Exercise Specialist  
Pacific Area Office (PAO)  
546 Bonney Loop, Building 520  
Fort Shafter, HI 96858-5000  
808-851-7906

Wendy Bailey  
Exercise Specialist  
National Exercise Division  
1111 Broadway, Suite 1200  
Oakland, CA 94607-4052  
510-627-7079

Tomas Kaselionis  
Regional Training Manager  
National Training Division  
1111 Broadway, Suite 1200  
Oakland, CA 94607-4052  
510-627-7298

Stephen Graves  
Training and Exercise Specialist  
National Exercise Division  
1111 Broadway, Suite 1200  
Oakland, CA 94607-4052  
510-627-7729

## PURPOSE

The purpose of the Multi-year Training and Exercise Plan (TEP) is to document an organization's overall training and exercise program priorities for a specific multi-year time period. It is considered to be a living document that can be updated and refined annually. These priorities are linked to corresponding core capabilities, and, if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, or other factors. This Multi-year TEP identifies the training and exercises that will help the organization build and sustain the core capabilities needed to address its training and exercise program priorities.

The Multi-year TEP should lay out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Further, by including training requirements in the planning process, organizations can address known shortfalls prior to exercising capabilities.

A Multi-year TEP may also serve as a follow-on companion document to the Guam Homeland Security/Office of Civil Defense (GHS/OCD) Homeland Security Strategy, and can provide a roadmap for GHS/OCD to follow in accomplishing the priorities described therein.

Included in this Multi-year TEP is a training and exercise schedule, which provides a graphic illustration of the proposed activities, scheduled for the years 2016 through 2018.

# PROGRAM PRIORITIES

Based on the activities of the TEPW and US DHS National Preparedness Goals and Priorities, Guam is committed to developing a Training and Exercise Strategy and Plan that will strengthen the following Capabilities. The Capabilities identified are listed in priority order:

1. Typhoon
2. Pandemic
3. Tsunami
4. Cyber Attack
5. Explosive Devices
6. Earthquake

All training and exercises identified within this plan will be focused on these key target capability areas. As Guam's Training and Exercise Program continues to develop, it is expected this section of the Plan will expand to include the training and exercises that directly support each of the capabilities identified.

## Typhoon

A super-typhoon making landfall on Guam as a Category 5 typhoon with winds of up to 165mph and gusts up to 210mph will impact all of Guam's villages, critical infrastructures and military installations. Heavy rains and severe winds will result in the total failure of non-concrete reinforced roofs as well as the total destruction to non-concrete residential and industrial buildings. There may be severe damage to building structures, infrastructures and utilities including island wide power outages.

### Corresponding Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Community Resilience
- Risk and Disaster Resilience Assessment
- Mass Care Services
- Economic Recovery
- Health and Social Services

### Supporting Training Courses and Exercises:

- Typhoon Pakyo Exercise

- Tropical Cyclone Workshop
- Hurricane/Typhoon Awareness
- Guam Comprehensive Emergency Management Plan (CEMP) Workshop
- DisasterLAN Training
- RAC/ESF Quarterly Workshops
- ICS 300 & 400 Quarterly Training
- Enhanced All-Hazards Incident Management
- Coastal Community Resilience Training
- EOC Operations Training
- Debris Management Training
- Mass Care Training
- All Hazards Alert Warning System (AHAWS) Training

## **Pandemic**

Being a transportation hub in the region and a tourist destination, and as Guam's public health and medical community continue to seek the prevention of infectious diseases from entering the island and to control those that are endemic or have already entered, an outbreak of a new pandemic disease is occurring with sustained human to human transmission, no immunity within the population and no available vaccine. The new pandemic disease is occurring simultaneously with neighboring island jurisdictions, Asian countries and the continental U.S.

### **Corresponding Core Capabilities:**

- Planning
- Public Information and Warning
- Operational Communication
- Community Resilience
- Infrastructure Systems
- Health and Social Services
- Economic Recovery
- Environmental Response/Health Safety
- Mass Care Services
- Public Health and Medical Services

## **Supporting Training Courses and Exercises:**

- Mass Prophylaxis Awareness for Public Health Emergencies
- Mass Prophylaxis Preparedness & Planning
- Personal Protective Measures for Biological Events
- Guam Comprehensive Emergency Management Plan (CEMP) Workshop
- ICS 300 & 400 Quarterly Training
- FestPac 2016 Vector borne Outbreak Exercise
- Communicable Diseases and Biological Hazards Exercise

## **Tsunami**

A great earthquake ( $M_w \geq 9.0$ ) occurring in the general area of the Marianas Trench will greatly impact the island with a wraparound tsunami which will arrive within 20 minutes. Wave amplitudes will vary in height, but all coastal communities will be affected. With the installation of the All Hazards Alert Warning System, GHS/OCD can alert the community to get to higher ground and evacuate low lying areas. Awareness training is greatly needed for the entire community because some of the populace continues to believe Guam will be spared because of the surrounding reefs and that the trench will protect us.

## **Corresponding Core Capabilities:**

- Planning
- Public Information and Warning
- Operational Coordination
- Community Resilience
- Long-term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Infrastructure Systems
- Environmental Response/Health and Safety
- Mass Care Services
- Mass Search and Rescue Operations
- Operational Communications
- Public Health and Medical Services
- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resources

## **Supporting Training Courses and Exercises:**

- Tsunami Awareness
- Coastal Flood Risk Reduction
- Guam Comprehensive Emergency Management Plan (CEMP) Workshop
- RAC/ESF Quarterly Training
- DisasterLAN Training
- ICS 300 & 400 Quarterly Training
- All Hazards Alert Warning System (AHAWS) Training
- Coastal Community Resilience Training
- Natural Disaster Awareness for Community Leaders

## **Cyber Attack**

Enhancements in technology that have created tools to improve the delivery of services have also been the same tools used to increase the number of cyberattack activities taking place. This priority is a growing issue within the Government of Guam and the private sector. A single denial of service can be detrimental to an agency however, multiple, simultaneous denial of service attacks will bring down government systems to include email, internet, etc., thereby causing disruptions in the day-to-day operations of the island. This impact will affect finance, commerce, delivery of utility services, and the protection of life, safety and property.

### **Corresponding Core Capabilities:**

- Planning
- Public Information and Warning
- Operational Coordination
- Intelligence and Information Sharing
- Interdiction and Disruption
- Cybersecurity

### **Supporting Training Courses and Exercises:**

- Promoting Community Cybersecurity
- Essential of Community Cybersecurity
- The EOC's Role in Community Cybersecurity
- Physical and Cybersecurity for Critical Infrastructure
- Guam Comprehensive Emergency Management Plan (CEMP) Workshop
- Homeland Security Information Network (HSIN) Training



- Marianas Law Enforcement Regional Information Network (MLRIN) Training
- Kontra I Piligru Exercise
- Konfitma Exercise

## **Explosive Devices**

This priority serves as a potential threat that exists from both international groups and homegrown violent extremist groups with history of using Improvised Explosive Devices (IEDs) in furtherance of anti-American sentiments in hate crimes. A priority for the region will be the Port Authority of Guam (PAG), which supplies Guam 90% of its commerce. Any explosive device in the general vicinity will result in mass casualties and there will be a major disruption to commerce and the lifeline to the island for months. Any recovery, as a result of a terrorist attack, may take a year or longer to get back into full normal operation.

### **Corresponding Core Capabilities:**

- Planning
- Public Information and Warning
- Operational Coordination
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search and Detection
- Physical Protective Measures
- Threats and Hazard Identification
- Infrastructure Systems
- Critical Transportation
- Fatality Management Services
- On-scene Security and Protection

### **Supporting Training Courses and Exercises:**

- Incident Response to Terrorist Bombings (IRTB)
- Prevention of and Response to Suicide Bombing Incidents (PRSBI)
- WMD RAD/NUC HazMat Technician Course (CTOS)
- Guam Comprehensive Emergency Management Plan (CEMP) Workshop
- Critical Infrastructure Security and Resilience Awareness
- Advanced Critical Infrastructure Protection
- Introduction to Computer-Aided Management of Emergency Operations (CAMEO) Suite
- Kontra I Piligru (KIP) Exercise

- Konfitma Exercise
- Area Maritime Security Training and Exercise Program (AMSTEP) Exercise
- Mobil Oil Guam Exercise

## **Earthquake**

This priority relates to the ability to respond and recover from an earthquake measured at 8.8 on the Richter scale taking place along the Adelup – Pago Fault, separating the volcanic southern part of the island from the northern limestone plateau. This massive shaking of the ground will cause mass casualties and tremendous damage to building structures, roads, bridges, airport, seaport, hospital, utilities and other infrastructures island wide.

### **Corresponding Core Capabilities:**

- Planning
- Public Information and Warning
- Operational Coordination
- Community Resilience
- Risk and Disaster Resilience Assessment
- Infrastructure Systems
- Mass Care Services
- Situational Assessment
- Economic Recovery

### **Supporting Training Courses and Exercises:**

- RAC/ESF Quarterly Training
- Guam Comprehensive Emergency Management Plan (CEMP) Workshop
- International Building Code Training
- DisasterLAN Training
- ICS 300 & 400 Quarterly Training
- School Earthquake Drills
- All Hazards Alert Warning System (AHAWS) Training
- Senior Officials Workshop for All Hazards Preparedness
- Natural Disaster Awareness for Community Leaders
- Advanced Disaster Recovery Strategies for Local Communities

- Great Guam Shakeout

## METHODOLOGY AND TRACKING

With the new Guam Comprehensive Emergency Management Plan (CEMP) taking over the Guam Emergency Response Plan (GERP), Guam Homeland Security/Office of Civil Defense (GHS/OCD) will continue to have quarterly Response Activity Coordinator/Emergency Support Function (RAC/ESF) workshops to explain each agency/departments role with regards to all hazards occurring on Guam. We will also be conducting a Workshop/Seminar/TTX for our annual Typhoon “Pakyo” exercise, as department heads and government officials have changed throughout the years and GHS/OCD would like to familiarize these individuals with the Guam CEMP.

We will continue to take advantage of the many training consortiums that offer multiple training opportunities for first and emergency responders. We also continue to work with our Department of Defense (DOD) counterparts on trainings and exercises as they too will be affected by any hazard, whether natural or manmade. GHS/OCD will continue to utilize DisasterLAN as its emergency management software and will continue to ensure that the Government of Guam is NIMS compliant by offering ICS courses and opportunities to attend training in the mainland.

Training courses and exercises were selected based on review of the National Incident Management System (NIMS), U.S. Department of Homeland Security Emergency Management Performance Grants Programs (EMPG) and the Homeland Security Grant Program (HSPG), U.S. courses leading to achievement of the Federal Emergency Management Agency (FEMA) Professional Development Series (PDS).

The State Training Program includes the following components:

1. **FEMA PDS.** The PDS includes seven Emergency Management Institute independent study courses that provide a well-rounded set of fundamentals for those in the emergency management profession. The State Training Program strategy is to limit the PDS courses that are offered via traditional classroom delivery. This strategy allocates resources for classroom delivery of courses that are not available in other delivery methods. EMD’s PDS training strategy is not to offer classroom delivery of any PDS courses unless it directly supports a core capability priority identified with a training capability element and there are no other training courses available to meet that training need.

2. **NIMS/ICS Training.** The State Training program maintains and supports the NIMS/ICS state certified trainer database for the delivery of G300 - Intermediate ICS, G400 - Advanced ICS courses in accordance with the National Incident Management System Training Program (June 2011), GHS/OC ICS training policy and applicable federal and state training bulletins. GHS/OCD will advise, assist, and process applications for individuals wanting to participate in additional online, mobile, or resident NIMS/ICS-related courses offered through the Emergency Management Institute (EMI), the National Fire Academy (NFA), the Center for Domestic Preparedness (CDP), National Domestic Preparedness Training Center (NDPTC) the National Emergency Response and Rescue Training Center (NERRTC) and Transportation Technology Center, Inc. (TTCI).

3. GHS/OCD coordinates with the **National Domestic Preparedness Consortium (NDPC)**, **Rural Domestic Preparedness Consortium (RDPC)** and **Department of Homeland Security (DHS)** to provide classroom, online and mobile delivery courses at *no cost* to the responder, jurisdiction, or agency. Each of these organizations is national experts in chemicals, explosives, radiological/nuclear devices, bioterrorism, counter-terrorism, agro terrorism, and emergency management systems. NDPC reflects the missions of all these organizations with its commitment to provide quality, cost-effective counterterrorism training to the nation's emergency responders. The Rural Domestic Preparedness Consortium will develop and deliver training tailored for emergency responders in rural communities who face unique challenges in meeting their homeland security responsibilities. The State Training Program will assist jurisdictions in identifying courses that may resolve their unmet training needs.

The NDPC/RDPC membership includes:

**Center for Domestic Preparedness**, Anniston, Alabama (CDP): All-hazards training center, offering training on Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) weapons and offers hospital and healthcare disaster preparedness and response. <https://cdp.dhs.gov>

**New Mexico Institute of Mining and Technology (NMT)**: Delivers specialized training that focuses on explosives and incendiary devices. <http://www.respond.emrtc.nmt.edu>

**Louisiana State University (LSU)**: Specializes in curriculum on biological terrorism agents and topics in the law enforcement discipline, including prevention and deterrence. Training <http://www.ace.lsu.edu/>

**National Emergency Response and Rescue Training Center (NERRTC), Texas A&M University (TEEX)**: Prepares state and local officials for the management challenge posed by weapons of mass destruction (WMD). <http://www.texeb.tamu.edu/nerrtc/>

**Center for Radiological/Nuclear Training Nevada, Counter Terrorism Operations Support Program (CTOS)**: Delivers specialized training related to the detection, response, and mitigation of radiological/nuclear incidents, providing responders with hands-on experience in a controlled radiological contaminated environment. <http://www.nv.doe.gov/combatingterrorism>

**West Dugway Test Center, Utah**: Delivers training in chemical and biological environments, focusing on agent characteristics, sampling, protection, detection, decontamination, and signatures). <http://www.acbirc.net/ACBIRC/>

**The Rural Domestic Preparedness Consortium (RDPC)**: Delivers relevant all hazards training in support of rural homeland security requirements. Course examples are Event Security Planning for Public Safety Personnel, Emergency Planning for Special Needs Communities, critical infrastructure disasters, Threat/Hazard Likelihood Assessment and Capabilities Analysis for Rural Communities.

<http://www.ruraltraining.org/about/overview>

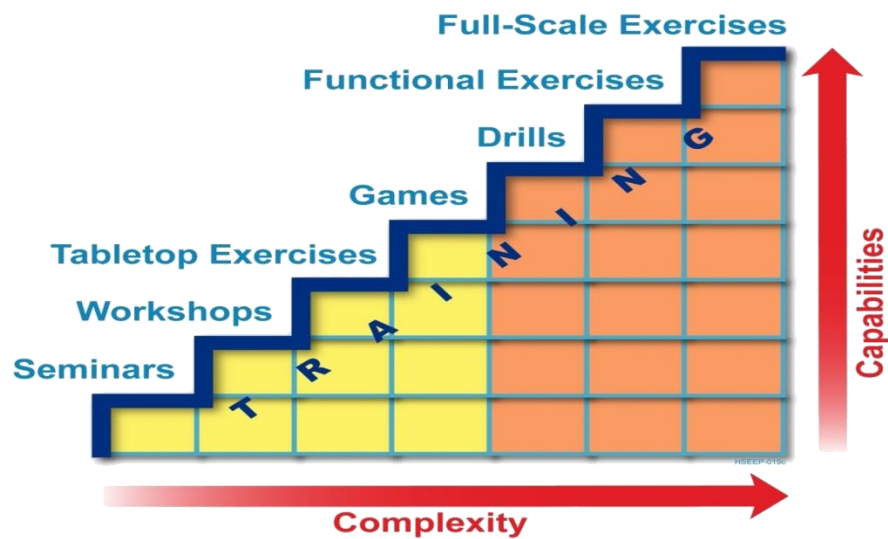
*NDPC/RDPC. The State Training Program advises, assists, and processes applications for individuals to attend classroom training at various consortium schools as well as coordinating mobile deliveries requested by local jurisdictions. Classroom deliveries are offered year around. Mobile deliveries require a minimum of 60 days to set up and coordinate with the state training point of contact (TPOC).*

4. **EMI.** The State Training Program advises, assists, and processes applications for individuals to attend training offered by EMI.

5. **All-Hazard Courses.** The State Training Program strives to provide and coordinate training to meet all-hazard performance gaps that are determined to have unmet training needs. These unmet training needs should be based on a performance needs analysis, an After Action Report/Improvement Plan (AAR/IP), or a pre-identified capability shortfall.

The State Exercise Program includes the following components:

1. **Homeland Security Exercise and Evaluation Program (HSEEP).** HSEEP is a capability and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. HSEEP constitutes a national standard for all exercises. Through exercises, the National Exercise Program supports organizations to achieve objective assessments of their capabilities so that strengths and areas for improvement are identified, corrected and shared as appropriate prior to a real incident. Guam has adopted HSEEP as its exercise standard.
2. **Multiyear Planning - Use of the Building Block Approach.** The foundational document guiding a successful exercise program is a Multiyear Training & Exercise (T&E) Plan. The Multiyear T&E Plan identifies an entity's priorities as articulated in the entity's strategy, and identifies the capabilities that are most relevant to achieving those priorities. It then outlines a multiyear schedule of training and exercises that an entity will undertake to enhance and validate its capabilities. It also graphically illustrates a multiyear schedule for training and exercise activities that support those priorities. As shown in the graphic below, a multiyear plan employs a building-block approach in which training and exercise activities focus on specific capabilities in a cycle of escalating complexity.



**3. Capabilities Based Planning: An All-Hazards Approach.** The first step in designing an exercise is to determine the exercise objectives. The next step is to determine the type of threat/hazard on which the exercise will focus. Since a jurisdiction cannot be certain of what threats and hazards will occur, it is important for them to build capabilities that can be applied in response to a wide variety of incidents. Each type of emergency has its own strengths and weaknesses when it comes to evaluating different aspects of prevention, protection, response, and recovery. The exercise planning team should choose a threat/hazard that best validates the capabilities, tasks, and objectives on which the exercise will focus. For example, if the entity wants to validate its evacuation capabilities, it might design a Tsunami scenario based on the threat in their jurisdiction. The identification of this threat/hazard scenario should be based on the entity's threat and hazard identification vulnerability analysis (HIVA).

The planning process and methodology for the Guam 2016 - 2018 T&E Plan was conducted in three phases. The framework followed a capabilities based planning structure:

**1. Phase I - Capabilities Assessment.** The release of Presidential Policy Directive 8 (PPD-8) created a degree of uncertainty for stakeholders in how Guam will incorporate this new directive into the annual capabilities based planning process. Specifically, the doctrinal changes have replaced the 37 target capabilities from the TCL with core capabilities that are categorized under five (5) mission areas. From a macro perspective, Guam's capabilities based planning.

**2. Phase II - Training and Exercise Planning Workshop.** This phase consisted of the Annual Training and Exercise Planning Workshop (TEPW), conducted September 4, 2015. The workshop was facilitated by GHS/OCD. The outcome of this final phase is the updated multiyear T&E Plan.

**3. Phase III – Multi Year Training and Exercise Plan (MYTEP).** The outcome of the first two phases resulted in the updated MYTEP.

# TYPES OF EXERCISES

## Discussion-Based Exercises

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

## Seminars

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

- Informal discussions led by a seminar leader
- Ample time for discussion by considering potential events outside of their real-time environment
- Low-stress environment with a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Effective for both small and large groups

## Workshops

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

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



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

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

A workshop may be used to produce new standard operating procedures (SOPs), Emergency Operations Plans (EOPs), MAAs, Multi-Year Exercise Plans, and Improvement Plan. To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

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

- Effectiveness with both small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed through different instructional techniques
- Ample time for discussion by considering potential events outside of their real-time environment
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

## **Tabletop Exercises (TTX)**

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

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented the facilitator. Problems are discussed as a group, and

resolution is generally agreed on and summarized by the group leader. In an advanced TTX, play focuses on delivery to players of pre-scripted messages that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the new information, using appropriate plans and procedures. TTXs may be used for the following purposes:

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

## **Operations-Based Exercises**

Operations-based exercises represent the next iteration of the exercise cycle; they are used to validate the plans, policies, agreements, and procedures that are solidified in discussion-based exercises. Operations-based exercises include drills, Functional Exercises (FE), and Full Scale Exercises (FSE). They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of resources, and assignment of personnel, usually over an extended period of time.

### **Drills**

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

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation from other tasks
- A realistic environment

### **Functional Exercises (FEs)**

The FE, also known as a command post exercise (CPX), is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs are generally focused on exercising the plans, policies, procedures, and staff of the direction and control nodes of the Incident Command System (ICS) and Unified

Command (UC). Generally, players are briefed on the exercise scenario and then receive simulated event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of the FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. A FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include the following:

- Evaluating Emergency Operations Centers (EOC), headquarters, and staff
- Evaluating functions
- Examining inter-jurisdictional relationships
- Measuring resource adequacy
- Reinforcing established policies and procedures

## **Full-Scale Exercises (FSE)**

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

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

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memorandums of understanding (MOUs), SOPs, plans, policies, and procedures
- Assessing equipment capabilities
- Assessing inter-jurisdictional cooperation
- Assessing organizational and individual performance
- Demonstrating interagency cooperation

- Exercising public information systems
- Testing communications systems and procedures

The level of support needed to conduct a FSE is greater than what is needed during other types of exercises. The exercise site is usually extensive and logistically complicated. Food and water must be supplied to participants and volunteers. Safety issues, including those surrounding the use of props and special effects, must be monitored.

FSE controllers ensure that participants' behavior remains within predefined boundaries. Simulation Cell (SimCell) controllers inject scenario elements continuously to simulate real events. Evaluators observe player actions and behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure that all activity is executed within a safe environment.

## **MULTI-YEAR TRAINING AND EXERCISE SCHEDULE**

[The Territory of Guam Multiyear Training and Exercise Schedule uses a building-block approach to plan training courses and exercises based on the Territory's priorities. The building block approach outlines a training and exercise regimen that maximizes mutual reinforcement, allows for sensible preparation (e.g., equipment purchase or training courses), and ensures progression in exercise complexity. This multiyear calendar is designed to identify all capabilities training and exercise methodology and is not limited to only the focus areas identified in this plan. The calendar is further designed to focus on a monthly approach to calendar year 2016, a quarterly approach to calendar year 2017 and a semi-annual approach in calendar year 2018.

## January 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6 <b>RUTEX</b>	7 CERT (GHS/OCD) Active Shooter (GH) <b>RUTEX</b>	8 CERT (GHS/OCD) <b>RUTEX</b>	9 <b>RUTEX</b>
10 <b>RUTEX</b>	11 AMSTEP FPC (Adelup) <b>RUTEX</b>	12 AMSTEP FPC (PAG) <b>DPHSS TTX</b> <b>RUTEX</b>	13 Active Shooter (Dusit Thani Hotel) <b>RUTEX</b>	14 <b>RUTEX</b>	15 <b>RUTEX</b>	16 <b>RUTEX</b>
17	18	19	20 JRM Pakyo Mtg	21 Youth Prep. Summit (GCC)	22 Youth Prep. Summit (GCC)	23 Youth Prep. Summit (Pacific Star)
24	25	26 International Building Code Training (GHS)	27 International Building Code Training (GHS)	28 Security Training Refresher	29 Active Shooter (Adelup)	30
31						

## February 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	<b>1</b>	<b>2</b> USCG IAP Training	<b>3</b> USCG IAP Training	<b>4</b>	<b>5</b>	<b>6</b> CERT (IOF)
<b>7</b>	<b>8</b> ICS 300 (GHS/OCD) Cat Plan Workshop (EOC)	<b>9</b> ICS 300 (GHS/OCD) Cat Plan Workshop (EOC)	<b>10</b> ICS 300 (GHS/OCD) Cat Plan Workshop (EOC)	<b>11</b> ICS 400 (GHS/OCD) Cat Plan Workshop (EOC)	<b>12</b> ICS 400 (GHS/OCD) Cat Plan Workshop (EOC)	<b>13</b> CERT (IOF)
<b>14</b>	<b>15</b> Cat Plan Workshop (EOC)	<b>16</b> Cat Plan Workshop (EOC) DLAN Training	<b>17</b> Cat Plan Workshop (EOC) JRM Pakyo IPC	<b>18</b> Cat Plan Workshop (EOC) DLAN Training	<b>19</b> Cat Plan Workshop (EOC)	<b>20</b>
<b>21</b>	<b>22</b> USCG SAR (IOF)	<b>23</b> USCG SAR (IOF)	<b>24</b> USCG SAR (IOF) HSEEP (EOC)	<b>25</b> USCG SAR (IOF) HSEEP (EOC)	<b>26</b> USCG SAR (IOF) HSEEP (EOC)	<b>27</b>
<b>28</b>	<b>29</b>					

## March 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		<b>1</b> AMSTEP FSE (USCG)	<b>2</b>	<b>3</b> Active Shooter (CSC) RAC/ESF Workshop	<b>4</b>	<b>5</b> Teen CERT (IOF)
<b>6</b>	<b>7</b>	<b>8</b> ICS 300 (USCG) Active Shooter (DOC)	<b>9</b> ICS 300 (USCG) JRM Pakyo MPC	<b>10</b> ICS 300 (USCG) Active Shooter	<b>11</b> ICS 300 (USCG)	<b>12</b> Teen CERT (IOF)
<b>13</b>	<b>14</b> ICS 339 (USCG)	<b>15</b> ICS 339 (USCG) Active Shooter (DLM)	<b>16</b> ICS 400 (USCG) Kontra I Piligru 2016 MPC (EOC)	<b>17</b> Active Shooter	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b>	<b>22</b> Active Shooter (PAG)	<b>23</b> CERT Communications Training	<b>24</b> Active Shooter (PAG)	<b>25</b>	<b>26</b> Youth Prep. Fair
<b>27</b>	<b>28</b>	<b>29</b> Active Shooter (PAG)	<b>30</b>	<b>31</b> Active Shooter (PAG)		



## April 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2 CERT (IOF)
3	4	5 Active Shooter DLAN Training	6 <b>Mobil Oil Guam TTX</b>	7 Active Shooter DLAN Training	8	9 CERT IOF)
10	11	12 Active Shooter CERT TTT	13 JRM Pakyo FPC CERT TTT	14 Active Shooter CERT TTT	15 CERT TTT	16 CERT Recall Drill/Exercise
17	18	19 TEEX: AWR 213 Critical Infrastructure Security and Resilience Awareness Active Shooter	20	21 TEEX: MGT 310 Jurisdictional THIRA Active Shooter	22 TEEX: MGT 310 Jurisdictional THIRA	23
24	25 TEEX: MGT 315 Critical Asset Risk Management	26 Active Shooter	27 TEEX: MGT 414 Advanced Critical Infrastructure Protection	28 TEEX: MGT 414 Advanced Critical Infrastructure Protection Active Shooter	29	30

# May 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 TEEX: OGT 106 Physical and Cyber Security for Critical Infrastructure	3 Tropical Cyclone Workshop DSCA Workshop	4 Tropical Cyclone Workshop DSCA Workshop	5 <b>DPHSS COOP TTX</b>	6	7 CERT (IOF)
8	9 <b>JRM Pakyo Exercise</b>	10 <b>JRM Pakyo Exercise</b>	11 <b>JRM Pakyo Exercise</b>	12 <b>JRM Pakyo Exercise</b>	13	14 CERT (IOF)
15	16 ICS 300 NDPTC: AWR 228 Coastal Community Resilience	17 ICS 300	18 ICS 300 NDPTC: PER 304 Social Media for Natural Disasters	19 ICS 400 CEMP Workshop	20 ICS 400 CEMP Workshop	21
22 <b>FESTPAC 2016</b>	23 <b>FESTPAC 2016</b>	24 <b>FESTPAC 2016</b>	25 <b>FESTPAC 2016</b>	26 <b>FESTPAC 2016</b>	27 <b>FESTPAC 2016</b>	28 <b>FESTPAC 2016</b>
29 <b>FESTPAC 2016</b>	30 <b>FESTPAC 2016</b>	31 <b>FESTPAC 2016</b>				

## June 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			<b>1</b> FESTPAC 2016	<b>2</b> FESTPAC 2016	<b>3</b> FESTPAC 2016	<b>4</b> FESTPAC 2016
<b>5</b>	<b>6</b> Cat Plan Workshop	<b>7</b> Cat Plan Workshop	<b>8</b> Cat Plan Workshop	<b>9</b> Cat Plan Workshop RAC/ESF Workshop	<b>10</b> Cat Plan Workshop	<b>11</b>
<b>12</b>	<b>13</b>	<b>14</b> Typhoon Pakyo (Seminar/Workshop) Active Shooter	<b>15</b> Typhoon Pakyo (Seminar/Workshop)	<b>16</b> Active Shooter	<b>17</b>	<b>18</b>
<b>19</b>	<b>20</b> HSIN Training CAMEO Training	<b>21</b> Active Shooter HSIN Training CAMEO Training	<b>22</b> MLRIN Training CAMEO Training	<b>23</b> Active Shooter MLRIN Training CAMEO Training	<b>24</b> CAMEO Training	<b>25</b>
<b>26</b>	<b>27</b>	<b>28</b> TEEX: AWR 136 Essentials of Community Cybersecurity Active Shooter	<b>29</b> TEEX: MGT 384 EOC's Role in Community Cybersecurity	<b>30</b> TEEX: MGT 384 EOC's Role in Community Cybersecurity Active Shooter		

## July 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2 CERT
3	4	5 Active Shooter TEEX: MGT 314 Enhanced All-Hazards IM/UC Course	6 TEEX: MGT 314 Enhanced All-Hazards IM/UC Course	7 TEEX: MGT 314 Enhanced All- Hazards IM/UC Course	8 TEEX: MGT 314 Enhanced All- Hazards IM/UC Course	9 CERT
10	11 <b>Kontra I Piligru FSE</b>	12 <b>Kontra I Piligru FSE</b> Active Shooter	13 <b>Kontra I Piligru FSE</b>	14 Active Shooter	15 <b>Kontra I Piligru AAR</b>	16
17	18	19 Active Shooter	20	21 <b>Liberation Day</b>	22	23
24	25	26 Active Shooter DLAN Training	27	28 Active Shooter DLAN Training	29	30
31						

## August 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	<b>1</b>	<b>2</b> Active Shooter	<b>3</b>	<b>4</b> Active Shooter	<b>5</b>	<b>6</b> CERT
<b>7</b>	<b>8</b>	<b>9</b> Active Shooter TEEX: MGT 315 All Hazards Preparedness	<b>10</b> TEEX: MGT 315 All Hazards Preparedness	<b>11</b> Active Shooter RAC/ESF Workshop	<b>12</b>	<b>13</b> CERT
<b>14</b>	<b>15</b> ICS 300	<b>16</b> Active Shooter ICS 300	<b>17</b> ICS 300	<b>18</b> Active Shooter ICS 400	<b>19</b> ICS 400	<b>20</b>
<b>21</b>	<b>22</b> AHAWS Training	<b>23</b> Active Shooter DLAN Training	<b>24</b>	<b>25</b> Active Shooter DLAN Training	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b> Active Shooter	<b>31</b>			

## September 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				<b>1</b> Active Shooter	<b>2</b>	<b>3</b> CERT
<b>4</b>	<b>5</b> TEEX: AWR 314 Mass Prophylaxis Awareness	<b>6</b> Active Shooter TEEX: AWR 314 Mass Prophylaxis Awareness	<b>7</b>	<b>8</b> Active Shooter TEEX: MGT 319 Mass Prophylaxis Preparedness/Plan	<b>9</b> TEEX: MGT 319 Mass Prophylaxis Preparedness/Plan	<b>10</b> CERT
<b>11</b>	<b>12</b>	<b>13</b> Active Shooter TEEX: PER 320 PPE Measures for Biological Events	<b>14</b> TEEX: PER 320 PPE Measures for Biological Events	<b>15</b> Active Shooter	<b>16</b>	<b>17</b>
<b>18</b>	<b>19</b> HSIN Training	<b>20</b> Active Shooter HSIN Training	<b>21</b> CEMP Workshop	<b>22</b> Active Shooter MLRIN Training	<b>23</b> MLRIN Training	<b>24</b>
<b>25</b>	<b>26</b>	<b>27</b> Active Shooter	<b>28</b>	<b>29</b> Active Shooter	<b>30</b>	

## October 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1 CERT
2	3	4 Active Shooter	5 TEEX: MGT 347 ICS Forms Review	6 Active Shooter TEEX: MGT 347 ICS Forms Review	7	8 CERT
9	10 Mass Care Training (ARC)	11 Active Shooter DLAN Training	12	13 Active Shooter DLAN Training	14	15
16	17 AHAWS Training	18 Active Shooter	19	20 <b>Guam Shakeout (Earthquake Drill)</b> Active Shooter	21	22
23	24	25 Active Shooter	26	27 Active Shooter	28	29
30	31					

## November 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		<b>1</b> <b>GIAA TTX</b> Active Shooter	<b>2</b> NDPTC: PER 305 Coastal Flood Risk Reduction	<b>3</b> Active Shooter NDPTC: AWR310 Natural Disaster Awareness - Leaders	<b>4</b> AHAWS Training	<b>5</b> CERT
<b>6</b>	<b>7</b> NDPTC: AWR 217 Tsunami Awareness	<b>8</b> Active Shooter NDPTC: AWR 217 Tsunami Awareness	<b>9</b>	<b>10</b> <b>Tsunami Drill</b> Active Shooter	<b>11</b>	<b>12</b> CERT
<b>13</b>	<b>14</b> Debris Management Training	<b>15</b> Active Shooter	<b>16</b>	<b>17</b> <b>TEPW</b> Active Shooter	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b>	<b>22</b> Active Shooter	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>
<b>27</b>	<b>28</b>	<b>29</b> Active Shooter	<b>30</b>			



## December 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 Active Shooter RAC/ESF Workshop	2	3 CERT
4	5 ICS 300	6 Active Shooter ICS 300	7 ICS 300	8 Active Shooter ICS 400	9 ICS 400	10 CERT
11	12 DLAN Training	13 Active Shooter	14 DLAN Training	15 Active Shooter	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31