

Territory of Guam

Guam Homeland Security/Office of Civil Defense



Multi-year Training and Exercise Plan
2019 - 2021

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 (GHS/OCD) 2019 – 2021 Training and Exercise Plan (T&E Plan) is a result of Guam's 2018 TEPW, conducted August 22, 2018.

The Territory's training and exercise programs are administered by 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 TEPW 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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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 2019 through 2021.

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 – Human
3. Tsunami
4. Cyber Attack
5. Explosive Devices
6. Earthquake
7. Foreign Military Attack – Nuclear Attack

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 (JRM)
- Typhoon Pakyo Workshop (Catastrophic Typhoon Plan and GCEMP)
- Typhoon Pakyo Table Top Exercise
- Typhoon Pakyo Regional Full Scale Exercise
- NWS/NOAA Tropical Cyclone Workshop
- Hurricane/Typhoon Awareness
- ICS Forms Training
- DisasterLAN (DLAN) Quarterly Training
- RAC/ESF Quarterly Workshop
- ICS 300 & 400 Quarterly Training
- Enhanced All-Hazards Incident Management
- EOC Operations Training
- Mass Care Training
- Joint AHAWS and Giant Voice Drill (GHS/OCD, NBG, AAFB)

Pandemic – Human

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:

- Medical Countermeasures: Point of Dispensing (POD), Planning and Response
- Mass Prophylaxis Preparedness & Planning
- Disaster Preparedness for Hospitals and Healthcare Organizations within the Community
- Personal Protective Measures for Biological Events
- Points of Distribution (POD) Exercise
- ICS 300 & 400 Quarterly Training
- Infectious Diseases and Biological Hazards Exercise
- Biological Incidents Awareness Training
- Department of Public Health and Social Services COOP Exercise
- Guam Emergency Management Healthcare Coalition (GEMHCC) Table Top 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 Community Resilience Training
- Coastal Flood Risk Reduction Training
- ICS Forms Training
- RAC/ESF Quarterly Training
- DisasterLAN (DLAN) Quarterly Training
- ICS 300 & 400 Quarterly Training
- Natural Disaster Awareness for Community Leaders
- Social Media for Natural Disaster Response and Recovery
- All Hazards Alert Warning System (AHAWS) Training
- Pacific Wave Communications Exercise
- Tsunami Notification Drill
- Joint AHAWS and Giant Voice Drill (GHS/OCD, NBG, AAFB)

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 cyber-attack 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:

- Cyber Incident Analysis and Response
- Information Risk Management
- Cybersecurity and Cyber Incident Awareness
- Promoting Community Cybersecurity
- Essentials of Community Cybersecurity
- Community Preparedness for Cybersecurity
- Community Cybersecurity Exercise Planning
- The EOC's Role in Community Cybersecurity
- Physical and Cybersecurity for Critical Infrastructure
- Social Media Tools and Techniques
- Homeland Security Information Network (HSIN) Training

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 (PRSB)
- Initial Law Enforcement Response to Suicide Bombing Attacks (ILERSB)
- Understanding and Planning for School Bombing Incidents (UPSBI)
- WMD RAD/NUC HazMat Technician Course (CTOS)
- Homemade Explosives Awareness Course
- Medical Preparedness and Response to Bombing Incidents
- WMD/Terrorism Awareness for Emergency Responders
- Operational Level Response to HazMat/WMD Incidents
- Personal Protective Measures for Biological Events
- Critical Infrastructure Security and Resilience Awareness
- Advanced Critical Infrastructure Protection
- Medical Management of CBRNE Events

- Kontra I Piligru (KIP) Exercise
- Active Shooter Training/Drills

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:

- 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
- International Building Code Training
- Great Guam Shakeout
- ICS Forms Training
- Joint AHAWS and Giant Voice Drill (GHS/OCD, NBG, AAFB)

Foreign Military Attack – Nuclear Attack

As an act of foreign military aggression, multiple ballistic missiles were launched directed towards the Marianas between 4:30 a.m. - 4:45 a.m. on a Saturday of July. While most inbound ballistic missiles were intercepted way outside of Guam's area of responsibility, one ballistic missile, believed to be armed with 150 kt nuclear warhead, was able to find its way on Guam and detonated at the surface at vicinity 13 ° 26' 59.41" North latitude and 144 ° 48' 10.47" East longitude or in the general area of intersection Route 10 and Route 15, Mangilao."

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

Supporting Training Courses and Exercises:

- All Hazards Alert Warning System (AHAWS) Training
- Introduction to Radiological/Nuclear WMD Operations
- Introduction to Radiological/Nuclear WMD Operations for Law Enforcement
- Introduction to Radiological/Nuclear WMD Operations for Emergency Medical Services/Healthcare
- Introduction to Improvised Nuclear Device Effects and Response Strategies
- Operations Level Response to Radiological/Nuclear WMD
- Radiation Instruments Operations

- Kontra I Piligru Exercise
- Nation State Threat Seminar
- Joint AHAWS and Giant Voice Drills (GHS/OCD, NBG, AAFB)
- Communications Exercise

METHODOLOGY AND TRACKING

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/OCD 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, counterterrorism, 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.teexeb.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>

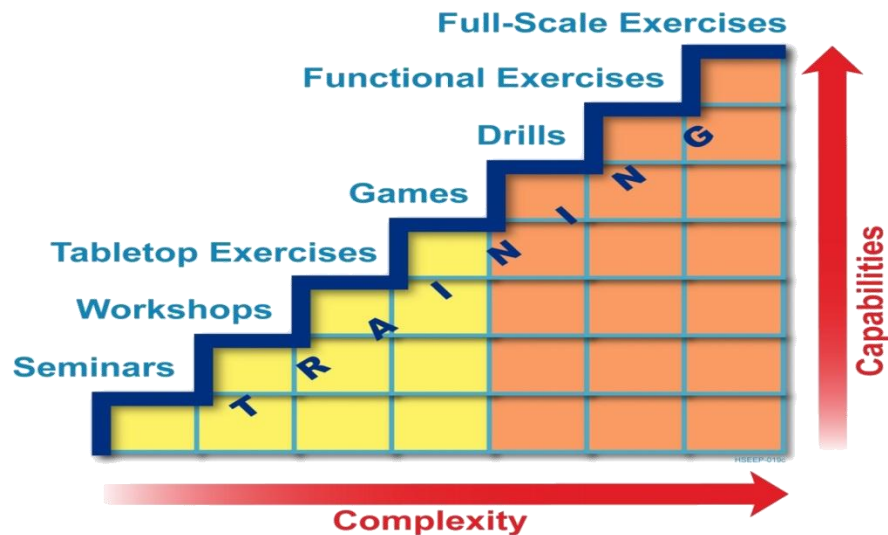
NDPC/RDPC. The State Training Program advises, assists, and processes applications for individuals to attend classroom training at various consortium schools as well as coordinating mobile deliveries requested by local jurisdictions. Classroom deliveries are offered year around. Mobile deliveries require 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 2017 - 2019 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 December 15, 2016. 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 an 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 2018, a quarterly approach to calendar year 2019 and a semi-annual approach in calendar year 2020.

GHS/OCD Multi-year Training Schedule 2019

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	October – December			January – March			April – June			July – September		
Quarterly	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop
	TEEX – AWR 160: WMD/Terrorism Awareness for Emergency Responders	TEEX – OGT 208: Standardized Awareness Training	Active Shooter Training for Law Enforcement Personnel	TEEX – PER 320: Personal Protective Measures for Biological Events	TEEX – MGT 440: Enhanced Sports and Special Events Incident Management	NWS/NOAA Typhoon Workshop	NDPTC – Social Media Engagement Strategies	NDPTC – PER 304: Social Media for Natural Disaster Response and Recovery	GPD & Marshals – Active Shooter	NDPTC – AWR 319: Leveraging Tools for Conducting Damage Assessments	GBHWC – Crisis Counseling Training	NDPTC – AWR 217: Tsunami Awareness
	Community Emergency Response Team (CERT)	New Mexico Tech – Initial Law Enforcement Response to Suicide Bombing	NDPTC – AWR 308: Natural Disaster Awareness for Caregivers	Teen Community Emergency Response Team (CERT)	GFD – Live Fire Training	GPD & Marshals - Active Shooter	TEEX – MGT 347: ICS Forms Review	Community Emergency Response Team (CERT)	CERT Train-the-Trainer	MRFC – Cyber Security Awareness Training	GFD – Live Fire Training	GPD & Marshals – Active Shooter
	TEEX – PER 212: Operational Level Response to HazMat Incidents	New Mexico Tech – Incident Response to Terrorist Bombing	GPD & Marshals - Active Shooter	Debris Management Workshop	Community Emergency Response Team (CERT)	NDPTC – AWR 306 HURRIPLAN Resilient Building Design for Coastal Communities	Teen Community Emergency Response Team (CERT)	GHS/OCD – Security Assessment and Security Training	USCG - Search and Rescue Training	PAG – ICS Command Staff Training	TEEX – AWR 213: Critical Infrastructure and Resilience Awareness	TEEX – MGT 414: Advanced Critical Infrastructure Protection
	CERT Train-the-Trainer	New Mexico Tech – Prevention of and Response to Bombing Incidents	GBHWC – Crisis Counseling Training	NDPTC – AWR 228: Coastal Community Resilience	Active Shooter Training for Law Enforcement Personnel	CTOS – Intro to Rad/Nuc WMD Operations	TEEX – MGT 314: Enhanced All-Hazards IM/UC	GFD – Search & Rescue Training	MRFC – MLRN Training	TEEX – MGT 452: Physical and Cybersecurity for Critical Infrastructure	NCBRT – Introduction to CAMEO	NCBRT – CAMEO Train-the-Trainer
	USSS Counter Terrorism Training	New Mexico Tech – Understanding and Planning for School Bombing Incidents	Community Emergency Response Team (CERT)			CTOS – Intro to Rad/Nuc WMD Operations for Law Enforcement	NDPTC – AWR 217: Tsunami Awareness				CTOS – Radiation Instruments Operations	CTOS – Intro to Improvised Nuclear Device Effects and Response
		Teen Community Emergency Response Team (CERT)				CTOS – Intro to Rad/Nuc WMD Operations for EMS/Health						CTOS – Operations Level Response to Rad/Nuc WMD

GHS/OCD Multi-year Training Schedule 2020

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	October – December			January – March			April – June			July – September		
Quarterly	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop
	TEEX – MGT 310: Jurisdictional Threat and Hazard Identification and Risk Assessment	TEEX – MGT 319: Medical Countermeasures POD, Planning, Response	Active Shooter Training	JRM – NEPLO Conference	TEEX – AWR 213: Critical Infrastructure Security and Resilience Awareness	NWS/NOAA Typhoon Workshop	ESF 8 – EOC training	ESF 2 – Risk Communication Training	GWA – Personal Protective Equipment (PPE) Training	GBHWC – Crisis Counseling Training	ESF 8 – TRIAGE Training	CPD & Marshals – Active Shooter
	GHS/OCD – Security Assessment and Security Training	New Mexico Tech – Initial Law Enforcement Response to Suicide Bombing	Community Emergency Response Team (CERT)	EOC – ESF Training (GWA)	Community Emergency Response Team (CERT)	Teen Community Emergency Response Team (CERT)	Community Emergency Response Team (CERT)	TEEX – MGT 317: Disaster Management for Public Services		MRFC – Cyber Security Awareness Training	Community Emergency Response Team (CERT)	ICS Command Staff Training
	ESF 8 – Healthcare Condition Training	New Mexico Tech – Incident Response to Terrorist Bombing	TEEX – MGT 314: Enhanced All Hazards IM/UC	GWA – Chlorination Response	NDPTC – AWR 310: Natural Disaster Awareness Training for Community Leaders	TEEX – MGT 347 ICS Forms Review	GWA – Hazardous Material training	DPHSS – POD Planning Training	LSU – AWR 219: Site Protection through Observational Techniques	ESF 8 – DECON Training	GFD – Search & Rescue Training	GWA – Radio COMMS Training
	NDPTC – AWR 332: Hazardous Weather Preparedness for Campuses	New Mexico Tech – Prevention and Response to Bombing Incidents	MRFC – Cyber Security Awareness Training	TEEX – MGT 315: Critical Asset Risk Management	NDPTC – AWR 343 Hurricane/Typhoon Awareness	CTOS – Intro to Rad/Nuc WMD Operations	LSU – AWR 325: Site Protection Training	TEEX – MGT 343: Disaster Management for Water and Wastewater Utilities	LSU – AWR 122-1: Law Enforcement Prevention and Deterrence of Terrorist Acts	NDPTC – Climate Adaptation Strategies for Emergency Services	NDPTC – PER 305: Coastal Flood Risk Reduction	Teen Community Emergency Response Team (CERT)
	Community Emergency Response Team (CERT)	New Mexico Tech – Understanding and Planning for School Bombing Incidents		Teen Community Emergency Response Team (CERT)	Hazard Mitigation Assistance Overview and Application Development Workshop	CTOS – Intro to Rad/Nuc WMD Operations for Law Enforcement	LSU – PER 221: WMD Tactical Operations Training	Teen Community Emergency Response Team (CERT)	Community Emergency Response Team (CERT)	NDPTC – AWR 306 HURRIPLAN Resilient Building Design for Coastal Communities	CTOS – Radiation Instruments Operations	CTOS – Intro to Improvised Nuclear Device Effects and Response
		Teen Community Emergency Response Team (CERT)				CTOS – Intro to Rad/Nuc WMD Operations for EMS/Health	NDPTC – AWR 217: Tsunami Awareness			Teen Community Emergency Response Team (CERT)		CTOS – Operations Level Response to Rad/Nuc WMD

GHS/OCD Multi-year Training Schedule 2021

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	October – December			January – March			April – June			July – September		
Quarterly	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop	DLAN	ICS 300/400	RAC/ESF Workshop
	NDPTC – AWR 310: Natural Disaster Awareness Training for Community Leaders	Teen Community Emergency Response Team (CERT)	Community Emergency Response Team (CERT)	NCBRT – PER 335 Complex Coordinated Attacks	NCBRT – PER 350 Active Threat Integrated Response	NCBRT – PER 275 LASER (Active Shooter Training for LE	Community Emergency Response Team (CERT)	NCBRT – MGT 418 Readiness: Training Identification and Preparedness Planning	CERT Train-the-Trainer	NCBRT – PER 229 Introduction to CAMEO	Community Emergency Response Team (CERT)	Teen Community Emergency Response Team (CERT)
	Community Emergency Response Team (CERT)	TEEX – MGT 314: Enhanced All Hazards IM/UC	TEEX – MGT 310: Jurisdictional Threat and Hazard Identification and Risk Assessment	Teen Community Emergency Response Team (CERT)	Community Emergency Response Team (CERT)	Teen Community Emergency Response Team (CERT)	CTOS – Intro to Rad/Nuc WMD Operations	Teen Community Emergency Response Team (CERT)	NDPTC – Social Media Engagement Strategies	Teen Community Emergency Response Team (CERT)	NDPTC – Climate Adaptation Strategies for Emergency Services	NDPTC – PER 305: Coastal Flood Risk Reduction
	New Mexico Tech – Incident Response to Terrorist Bombing	New Mexico Tech – Understanding and Planning for School Bombing Incidents	TEEX – PER 320: Personal Protective Measures for Biological Events	TEEX – MGT 440: Enhanced Sports and Special Events Incident Management	GHS/OCD – Security Assessment and Security Training	NWS/NOAA Typhoon Workshop	CTOS – Intro to Rad/Nuc WMD Operations for Law Enforcement	TEEX – MGT 340 Crisis Leadership and Decision Making	TEEX – MGT 347: ICS Forms Review	TEEX – MGT 341 Disaster Preparedness for Hospitals and Healthcare Organizations		
	New Mexico Tech – Prevention of and Response to Bombing Incidents	New Mexico Tech – Initial Law Enforcement Response to Suicide Bombing					CTOS – Intro to Rad/Nuc WMD Operations for EMS/Health					

GHS/OCD Multi-year Exercise Schedule 2019

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	October – December			January – March			April – June			July – September		
	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Earthquake - Tsunami Workshop	USCG – Search and Rescue Drill	Training and Exercise Planning Workshop	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	NWS Tropical Cyclone Workshop	Typhoon Pakyo Table Top Exercise (TTX)	GHS/OCD Watch desk Notification Drill	GMH – Mass Casualty Full Scale Exercise	DPHSS – Infectious Disease Functional Exercise
	Great Guam Shakeout Drill	Community Emergency Response Team (CERT) Recall Drill	DPHSS – COOP Drill (Northern, Central and Southern Clinics)	DOE – Active Shooter Drill	USCG – PREP Exercise	Typhoon Pakyo TTX MPM	GHS/OCD Watch desk Notification Drill	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)	DOE – Shelter in Place Drill	Tsunami Functional Exercise	DLAN – RAC/ESF Activation Drill	DOE – Active Shooter Drill
	DOE – Active Shooter Drill	DOE – Earthquake Drill/	DOA – Bomb Threat Drill	GFD – Search and Rescue Drill	AG's Office – Bomb Threat Workshop	GHS/OCD Active Shooter Drill	DOE – Active Shooter Drill	Typhoon Pakyo TTX FPM	MRFC – MLRN Exercise	Rev and Tax – Active Shooter Drill	Kontra I Piligru Full Scale Exercise	Youth Preparedness Summit
		GHS/OCD Watch desk Notification Drill	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)	Real Urban Training and Exercise (RUTEX)	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)	GHS/OCD Watch desk Notification Drill	Pacific Wave Communication Drill	JRM Pakyo Exercise	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)
		Nation State Threat (NST) Senior Leaders Seminar & Planners Workshop	Typhoon Pakyo C&O	Joint AHAWS and Giant Voice siren test/drill (GHS/OCD, NBG, AAFB)						THIRA TA		

GHS/OCD Multi-year Exercise Schedule 2020

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	October – December			January – March			April – June			July – September		
	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Earthquake - Tsunami Workshop	USCG – Search and Rescue Drill	GIAA Tri Annual FSE	Training and Exercise Planning Workshop	NWS Tropical Cyclone Workshop	Healthcare Coalition Full Scale Exercise (Med Surge)	Typhoon Pakyo FSE with JRM and the CNMI	Tsunami Full Scale Exercise	GMH – Mass Casualty Full Scale Exercise	DPHSS – Infectious Disease Functional Exercise
	Great Guam Shakeout Drill	Guam National Guard Vigilant Guard FSE	GHS/OCD – COOP Drill	DOE – Active Shooter Drill	GFD/USCG – SAR Exercise	JRM – Typhoon Pakyo Table Top Exercise/ Functional/Full Scale Exercise	Pacific Wave Communication Drill	CERT Recall Activation Drill	DOE – Active Shooter Drill	GHS/OCD– Active Shooter Drill	DLAN RAC/ESF Activation Drill	DOE – Active Shooter Drill
	DOE – Shelter in Place Drill	DOE – Earthquake Drill	DOE– Bomb Threat Drill	Real Urban Training and Exercise (RUTEX)	MRFC – Intel Sharing Exercise	Typhoon Pakyo FSE MPM	Youth Preparedness Summit	JRM Pakyo Exercise	Guam and CNMI Joint Full Scale Exercise – Kontra I Piligru & Konfitma	DOE – Shelter Activation Drill	JRM – Tsunami Exercise	CERT – Rodeo Drill
	Active Shooter Response Drill from multiple LE agencies	Radiological Transportation TTX	Joint AHAWS and Giant Voice siren test/drill	GHS/OCD – Earthquake Drill	GHS/OCD Watch desk Notification Drill		GHS/OCD Watch desk Notification Drill	Typhoon Pakyo FSE FPM		THIRA TA	GHS/OCD Watch desk Notification Drill	
	Typhoon Pakyo FSE C&O		Typhoon Pakyo FSE IPM									

GHS/OCD Multi-year Exercise Schedule 2021

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	October – December			January – March			April – June			July – September		
	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill	Joint AHAWS and Giant Voice siren test/drill
	Great Guam Shakeout Drill	GHS/OCD Watch desk Notification Drill	Kontra I Piligr Full Scale Exercise	Real Urban Training and Exercise (RUTEX)	GHS/OCD Watch desk Notification Drill	Training and Exercise Planning Workshop	Pacific Wave Communication Drill	GHS/OCD Watch desk Notification Drill	Typhoon Pakyo Workshop	THIRA TA	GHS/OCD Watch desk Notification Drill	GHS/OCD COOP Drill
	DOE – Shelter in Place Drill	DOE – Earthquake Drill	DOE– Bomb Threat Drill	DOE – Active Shooter Drill		DOE – Shelter Activation Mass Care Drill	NWS Tropical Cyclone Workshop		CERT Recall Activation Drill			