

**State of Michigan
Multi-Year Training and Exercise Plan
2009-2011**



Foreword

In the ongoing effort to provide effective homeland security exercise program support and guidance, the US Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) developed and maintains the Homeland Security Exercise and Evaluation Program (HSEEP), which serves as a national model for implementation at the state and local levels. DHS is committed, under the HSEEP doctrine, to the implementation of a threat- and performance-based exercise program that includes a cycle, mix, and range of exercise activities of varying degrees of complexity and interaction.

The Fiscal Year 2007 Homeland Security Grant Guidance, along with HSEEP, requires that states and urban areas receiving funding from the DHS/FEMA National Exercise Division conduct an annual Training and Exercise Plan Workshop (T&EPW) to review program accomplishments to-date, and necessary modifications to the previous Multi-Year Training and Exercise Plan and exercise schedule. Outcomes from the T&EPW include the updated Multi-Year Training and Exercise Plan and the State training and exercise schedule, capturing all training and exercises, including those related to natural disasters and technological scenarios.

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Purpose

The purpose of the Multi-Year Training and Exercise (T&E) Plan is to provide a roadmap for the State of Michigan to follow in accomplishing State homeland security priorities, goals, and objectives through performance-based initiatives. This Plan serves as a follow-on document to the *State Preparedness Report (SPR)* and is a living document that will be updated and refined annually. The goals of the Michigan Multi-Year T&E Plan, as applicable, are linked to actionable elements within Improvement Plans¹ (IP) and further connected to associated target capabilities² that would facilitate goal accomplishment. This Plan also includes the training and exercises that will help the State and/or respective jurisdiction obtain or validate those capabilities and address such homeland security goals, priorities, and objectives.

Included in the Multi-Year Training and Exercise Plan is the training and exercise schedule, which provides graphic illustration of the proposed activities scheduled for the years 2009 through 2011. This schedule represents the natural progression of training and exercises that should take place in accordance with the HSEEP building block approach.

¹ The Improvement Plan (IP) is a part of the After Action Report. The IP portion includes corrective actions for improvement, along with timelines for their implementation and assignment to responsible parties. For more information, reference HSEEP Volume I found at <https://hseep.dhs.gov/default.htm>.

² Target capabilities are listed in the Target Capabilities List (TCL) as outlined in the National Preparedness Guidelines (NPG). The TCL provides guidance and levels of capability that Federal, State, local, and tribal entities will be expected to develop and maintain. More information about the TCL can be found in Appendix B of the National Preparedness Guidelines (http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf).

I. Introduction

State Homeland Security Structure

Emergency Management

The Michigan Emergency Management Act, Act 390 of the Public Acts of 1976, as amended, established the Michigan State Police (MSP)/Emergency Management and Homeland Security Division (EMHSD) to provide leadership and direction; to coordinate the emergency activities of state, federal, county, and municipal governments; and to implement federal and state requirements. To facilitate this coordination, EMHSD maintains continuous, routine contact with a large number of government officials at the federal, state, local, and tribal level.

Michigan's EMHSD oversees programs for training, hazard mitigation, emergency planning, disaster exercising, emergency response, and public information. Working in close concert with the Office of the Governor and federal, state, local, and tribal agencies, EMHSD strives to foster, promote, and maintain an emergency management system that protects Michigan's residents and communities from the effects of disasters and other emergencies.

State Homeland Security Strategy

On April 15, 2003, the Governor signed Executive Order (EO) No. 2003-6 which created the Michigan Homeland Protection Board (Board). The EO established the Board to serve as an advisory body to the Governor, and it consists of the directors of the departments of State Police, Agriculture, Civil Rights, Community Health, Environmental Quality, Information Technology, and Transportation. The Board develops, implements, and revises a coordinated Homeland Security Strategy. The State Director of Homeland Security chairs the Board.

The Homeland Security Advisory Council (HSAC) was created to advise the Board, solicit input, receive recommendations, and assist in the development of plans and strategies on homeland security issues. It provides a proven and valuable conduit to a myriad of discipline-related and jurisdictional associations and agencies for the purpose of homeland security information sharing. The Deputy State Director of Homeland Security chairs the HSAC. The HSAC serves as the State's Senior Advisory Committee, as required under the Homeland Security Grant Program, and the statewide coordinating body for Michigan's Citizen Corps efforts.

The Homeland Security Preparedness Committee (HSPC) was created to manage the day-to-day efforts associated with accomplishing various strategic objectives and investments and for providing "tactical-level" oversight of those efforts. The Deputy State Director of Homeland Security chairs the HSPC. A key responsibility of the HSPC is to coordinate and track completion of statewide priorities identified as part of the State Homeland Security Strategy (SHSS) and grant-specific investments and projects.

The Director of the Michigan State Police serves as the State Director of Emergency Management and the State Director of Homeland Security. The Commanding Officer of the EMHSD serves as the Deputy State Director of Emergency Management and the Deputy State Director of Homeland Security. The Assistant Adjutant General for Homeland Security within

the Department of Military and Veteran Affairs serves as the chief advisor to the Governor regarding the development of programs, policies, and procedures related to homeland security. Under Executive Order 2005-10, the State Fire Marshal serves as a policy advisor to the Governor regarding efforts to enhance and effectively manage the State's fire service efforts. The diagram below illustrates the oversight structure for homeland security within the State.

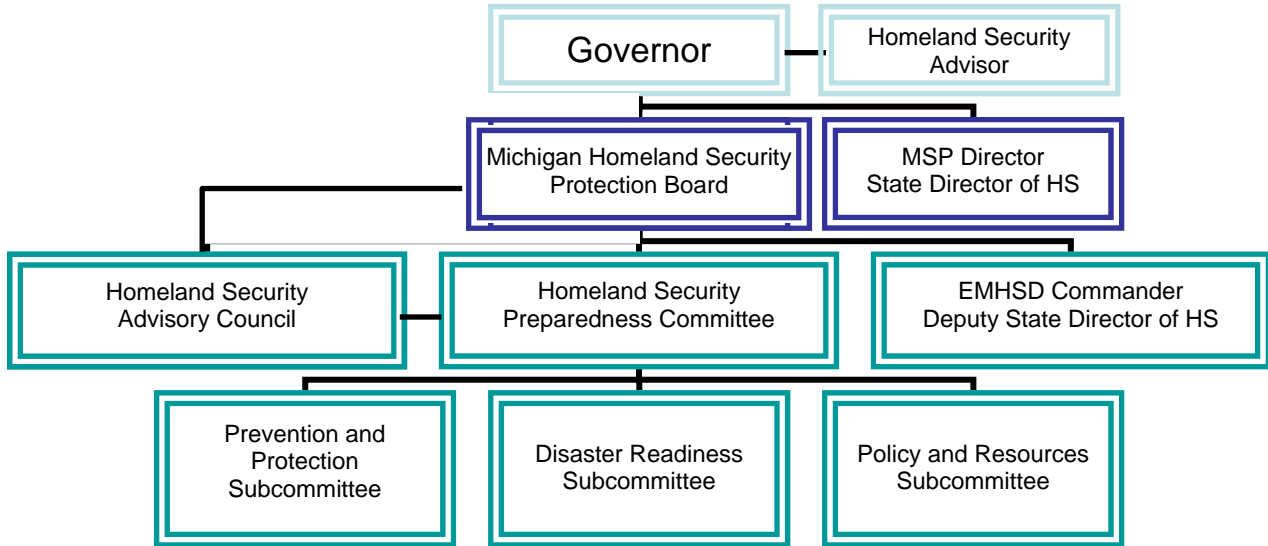


Figure 1: Michigan State Organizational Structure

II. Analysis of Homeland Security Efforts

The State's preparedness efforts rely upon a robust training, exercise, and evaluation program. Focusing its preparedness efforts on the national preparedness priorities, Michigan is working to ensure that the State is better prepared to prevent, protect against, respond to, and recover from any disaster, be it a natural disaster, technological incident, or act of terrorism.

State Homeland Security Strategy

The focus of the Michigan's State Homeland Security Strategy (SHSS) is to ensure a robust and efficient capability for responding to all types of natural and manmade disasters and emergencies, including terrorism, by building upon existing capabilities and systems. Exercise is a key component of all State goals, and is highlighted in an exercise-specific goal to ensure a comprehensive, integrated system for terrorism exercise support and programs. The State updated the SHSS in July 2006.

Regional and Local Efforts

There are seven homeland security regions identified in the State. The regions nearly mirror existing emergency management districts and Office of Public Health Preparedness (OPHP) bio-defense network regions. The intent of this structure is to enable alignment of Regional Homeland Security Strategies (RHSS) and capabilities and provide enhanced input into State homeland security decisions that affect the region. Each of the seven regions share an "umbrella" base structure and rules to ensure consistency in program management in all the homeland security regions across the State. Each county Local Planning Team (LPT) appoints one primary representative and one alternate representative to serve on the Regional Homeland Security Planning Board for their region. For Region 2, which serves as the Detroit Urban Area, the City of Detroit also has one primary and alternate representative. Figure 2 outlines the geographic boundaries of each of the regions.

Figure 2: Geographic Boundaries of Regional Homeland Security Planning Boards

Emergency Management Overview

The Michigan State Police EMHSD is responsible for coordinating the State's response to a wide range of emergencies and disasters. The development of effective emergency organizations, plans, and procedures, and the provision of training, technical assistance, and exercises are the means to meet this goal. While familiar hazards such as floods, tornadoes, chemical spills, wildfires, and winter storms continue to threaten public health and safety in Michigan, terrorism has also emerged as a serious threat.

Statewide Initiative

Statewide Integrated All-Hazards Training and Exercise & Evaluation Program

Well designed and executed training, exercise, and evaluation programs provide the most effective means of educating responders and citizens across all sectors about policies, plans, and procedures. They clarify roles and responsibilities; improve interagency coordination, communication, and individual performance; and identify gaps in resources and opportunities for improvement. This initiative will include all response disciplines, to include the traditional disciplines of fire, emergency medical services (EMS), and law enforcement as well as public health, food, agriculture, cyber, and other infrastructure sectors.

Primary National Priority
Implement the NIMS and NRF

Primary Target Capability
Planning

Description

Through this initiative, the State will continue to support and expand the role of State training centers, to include the Emergency Management and Homeland Security Training Center (EMHSTC). The initiative also aims at ensuring that statewide, integrated all-hazards training and exercises are conducted across all disciplines and jurisdictions, to include conducting regional exercises to analyze disaster recovery capabilities of existing technologies such as the Law Enforcement Information Network (LEIN). The State will assess training and exercise offerings to identify gaps and develop a plan to address those deficiencies. As part of this initiative, Michigan will establish training and exercise objectives to ensure that the needs of specialized teams (for example, Bomb Squad, Search and Rescue, and special weapons and tactics [SWAT]) are addressed. The State will also develop and maintain a comprehensive listing of training and exercise requirements by discipline. Additionally, all response and support organizations, the private sector, other State and federal partners, and international associates, as appropriate, will be incorporated into training and exercise programs, and awareness training will be developed to educate agencies on emergency management functions.

Response organizations, first responders, and response support staff need to be educated in the National Incident Management System (NIMS), as NIMS provides the structure for all incident management. The State will review current training and exercise requirements related to NIMS and the National Response Framework (NRF) to ensure that they are adequate and accurate. State exercises will incorporate multiple disciplines and responding agencies which will establish

a command structure, and integrate personnel and resources under the NIMS Incident Command System (ICS) structure.

Training and exercise programs for the Regional Response Team Network (RRTN) will be sustained and integrated into local and regional programs. Additionally, a series of awareness training aids will be developed that identify specialized teams and resources and explain their capabilities. The exercise and evaluation program will encompass all-hazards and involve all emergency response entities, to include public health, healthcare, public works, and food/agriculture. Moreover, a statewide exercise will be conducted that spans several days and involves all disciplines.

Regional Construct

The training, exercise, and evaluation initiative is meant to encompass all state, regional, local, and tribal homeland security programs, thereby making it a statewide initiative. In support of the newly created regional structure, there will be an emphasis on regional exercises, involving the RRTN and local assets that can be expanded to include state, private sector, and other resources as well. The eight Districts (Regions), in support of this approach, will conduct an annual District T&EPW to develop a multi-year plan for inclusion into the overall Michigan Multi-Year Plan. The use of regional training centers will be encouraged.

Resources, Processes, and Tools

The HazMat Training Center provides an ever-expanding and comprehensive program of cost effective training for public and private sector agencies responsible for hazardous materials planning, response, and cleanup. Over the past several years, specialized and technical rescue programs have also become part of the curriculum offerings making the facility an integral part of Michigan's effort to be a national leader in emergency training for hazardous materials, technical rescue and terrorism planning and response. The State will build upon the success of the HazMat Training Center and look to create ways of providing training to more remote locations through the development of virtual training capabilities and regional training centers, possibly in collaboration with university extension programs. Additionally, the State will leverage the tools supporting professional development activities being undertaken by various response disciplines. For example, public health has developed distance-learning methodologies to accommodate the challenges surrounding the ability of healthcare organizations to mobilize personnel during the routine workday.

The State will also standardize the use of the HSEEP Tool Kit and identify processes and tools needed to institutionalize its use. The National Scheduling System (NEXS) and the Design & Development System (DDS) of the Tool Kit will be used for scheduling and planning all exercises. Special focus will be given to the development of an after-action reporting and improvement plan process, as well as tracking tools required to support it.

Governance Structure

Addressing this initiative will require a working structure that cuts across disciplines and jurisdictions. At the State level, the established committee structure of the HSPC will provide oversight for this initiative. Local and regional planning teams and exercise coordinators will be

responsible for ensuring that training needs are identified and that exercises are conducted. EMHSD will be responsible for providing technical assistance for this initiative and developing the Multi-Year Training and Exercise Strategy.

Program Management

Training, exercise, and evaluation are considered elements of capability. According to the National Preparedness Goal, it is through these elements that a capability may be delivered. In order for the State to implement programs and activities to address the national priorities, a robust training, exercise, and evaluation program will be essential and must be tracked consistently statewide. Training programs will provide response elements with key information regarding NIMS, NRF, and the National Infrastructure Protection Plan (NIPP). Exercise and evaluation programs will allow regional entities to begin to work together and assist them in identifying weaknesses that need to be addressed. This initiative supports the SHSS, with specific ties to the goal of ensuring a comprehensive, integrated system for terrorism exercise support and programs. Another goal is to develop a comprehensive, integrated system for providing chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) training and for conducting training support operations.

III. Training and Exercise Plan Goals

The goals for the State of Michigan’s Multi-Year Training and Exercise Plan offer a clear understanding to all personnel participating in the T&E program of the desired levels of development and accomplishment, while maintaining focus during the statewide effort. The goals are based on current capability status analysis, identified areas of strength to be maintained, and areas of improvement. They also offer insight into Michigan’s approach to strengthening domestic preparedness and provide an opportunity for measured success throughout the program.

The list of National Priorities was used as a foundation for building the State of Michigan goals. The National Priorities and the full list of corresponding Michigan State Homeland Security Strategy goals and objectives are listed in Appendix D. These goals and objectives will be integrated into the planning processes for all training and exercises outlined in this Multi-Year Plan, with event-specific goals and objectives selected in support of achieving homeland security priorities. The State of Michigan has developed the statewide exercise training schedule based on the National Priorities and the corresponding Michigan SHSS goals and objectives.

The following capabilities have been selected as common priorities for fiscal year 2009.

MISSION AREA	CAPABILITIES AND OUTCOMES
Common Mission Area	Communications
Respond Mission Area	Emergency Operations Center Management
Respond Mission Area	Onsite Incident Management
Respond Mission Area	Emergency Public Information and Warning

The following capabilities have been selected as common priorities for fiscal year 2010.

MISSION AREA	CAPABILITIES AND OUTCOMES
Common Mission Area	Communications
Respond Mission Area	Emergency Operations Center Management
Respond Mission Area	Critical Resource Logistics and Distribution
Recover Mission Area	Economic and Community Recovery

Outlined below are suggested steps that should be taken by the states, the region, and supporting agencies.

STATE	FEMA REGION	SUGGESTED ACTIVITY
X	X	Assess current capabilities to effectively perform the Target Capability <ul style="list-style-type: none"> Review the “outcome” section of the National Preparedness Goal (printed under each TCL item in this document) to determine if the entity has equipment needed, or can perform the capabilities listed. Review the HSEEP Exercise Evaluation Guide (EEG) and suggested tasks / observation keys related to the TCL3. Determine

³ Found on the HSEEP Web Site, under Exercise Evaluation Guides

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		the entities ability to successfully demonstrate proficiency as described.
X	X	Review existing emergency plans, SOPs, and related documents to ensure that the elements listed in the preceding assessment are adequately addressed.
X	X	Determine capability shortfalls, from the assessment listed above, and determine planning, training, and exercise opportunities and / or equipment needs to build the capability.
X	X	Incorporate the elements of the plan, related to the identified TCL, into training courses, workshops, and conferences offered by the entity.
X	X	Ensure that key response and decision-making officials receive training, and can demonstrate proficiency in the elements outlined in the TCL.
X	X	Develop increased complexity exercises that incorporate “outcome” and “EEG” elements. Use these exercises to provide hands-on training and validation of previous planning and training activities. These exercises should also familiarize responders and decision-makers with specialized equipment identified in plans, procedures, and SOPs.
X		Develop investment justifications to support plans, training, exercises or equipment acquisition, needed to reduce identified shortfalls, for inclusion into one or more grant programs.
	X	Provide technical, programmatic, and operational support to assist states in acquiring the assistance needed to build the identified capability.

IV. EXERCISE METHODOLOGY

A well-planned exercise program should assist in developing a total response capability. However, for the State of Michigan, the roles, responsibilities, and tasks to perform are too varied, numerous, and complex to be exercised within a single exercise design. Therefore, a building block approach to exercise will be implemented, as depicted in Figure 3.

The exercise plan will start with clearly defined critical elements of response capability, exercised separately or in smaller, closely related groups, using threat-based, realistic, and accurate scenarios. As Michigan’s exercise capabilities are enhanced, the design, complexity, stress factor, and execution will also increase, testing multiple disciplines and interagency relationships, and allowing for significant learning opportunities that effectively complement and build upon one another. This rotation of increasingly complex exercise activity, illustrated in Figure 4, ensures that the levels of exercise scope, scale, and intricacy are tailored to threat level and capabilities. It will also allow response capabilities to progress over time, while maintaining a consistent statewide delivery method.

In order to develop the baseline assessments, each jurisdiction conducted vulnerability and threat evaluations as part of an overall risk assessment. These were then reviewed to identify any shortfalls or gaps between current and desired capabilities in categories such as training, exercises, and equipment. The baselines took into account existing plans and objectives, as well as relevant organizations’ experience working together. By completing this critical step, each jurisdiction is able to establish the proper complexity of exercise in the building block approach and to determine an appropriate starting point in the cycle of exercise activity, thereby enhancing the likelihood of a successful exercise program.

A cyclical approach will be used for exercise development to ensure each exercise is appropriately integrated into a total, sustainable preparedness program. The annual components

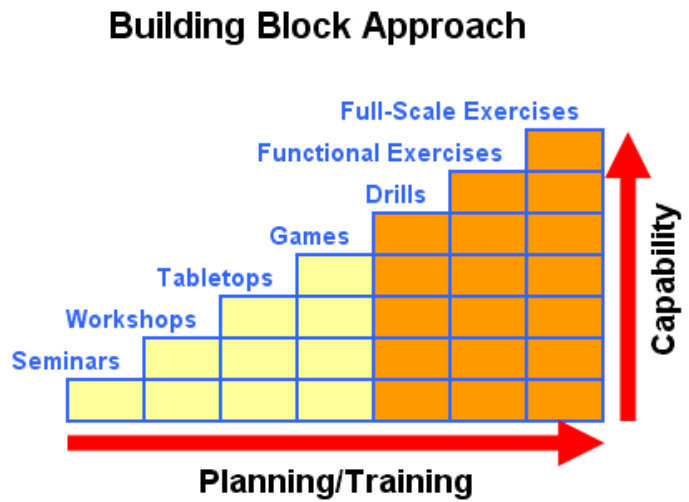


Figure 3: Building Block Approach

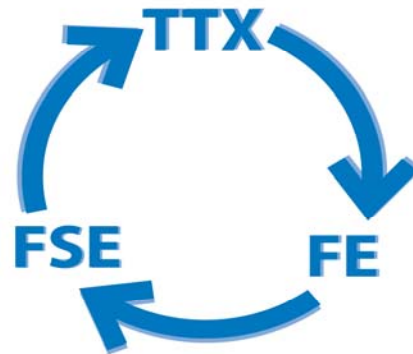
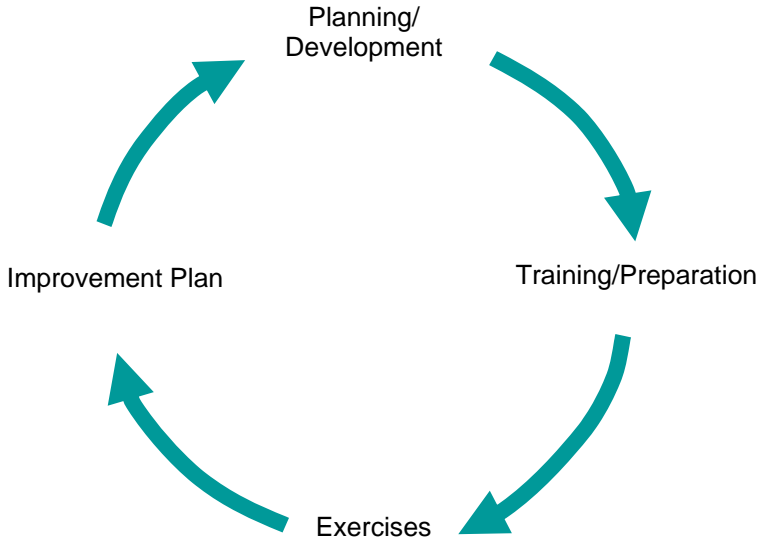


Figure 4: Cycle of Exercise Activity

of the methodology utilized by Michigan and its districts and jurisdictions will include the items illustrated in Figure 5 below.



As part of this cycle, the State of Michigan will conduct annual exercises, and training supporting those exercises, that can be coordinated amongst the State’s jurisdictions, other states, and/or federal agencies. Michigan’s three-year approach will be unique to each jurisdiction, taking into consideration the specific findings from each of the baseline assessments. Descriptions of the various exercise types, scopes, and complexities are documented in Appendix C. The schedule of exercises is detailed in the following report (Multi-Year Training and Exercise Schedule).

Figure 5: 1-Year Cycle

V. Multi-Year Training and Exercise Schedule



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
1/ 5/09 to 1/ 5/09	09 LHD Jackson County SNS Dispensing Site (POD) Activation Drill CDC Exercise Conduct Jackson, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (NA)	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
1/ 5/09 to 1/ 9/09	09 MDCHLAB Jan BT Surge CDCPHEP Exercise Conduct Lansing, MI <i>Functional</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Other (anthrax powder)	•Protection	•State	Valerie Reed reedv@michigan.gov
1/ 8/09 to 1/ 8/09	Michigan BT Region 3 EMResource/HAvBED Drill Exercise Conduct Saginaw, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	James Brasseur jbrasseur@saginawcounty.com
1/ 8/09 to 1/ 8/09	Michigan BT Region 3 Radio Drill Exercise Conduct Saginaw, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	James Brasseur jbrasseur@saginawcounty.com
1/ 8/09 to 1/ 8/09	08 Genesee County May 2009 Exercise EMPG Exercise Conduct Flint, MI <i>Full-Scale</i>	•Emergency Management Performance Grant (EMPG)	Other •Other (University Shooting)	•Response •Recovery	•Local •State •Private Sector	Jenifier Boyer jenboyer@co.genesee.mi.us
1/13/09 to 1/13/09	R-5 Severe Weather Tabletop Exercise Conduct Kalamazoo, MI <i>Tabletop</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Natural Disaster •Other (Severe Winter Weather)	•Protection •Response •Recovery	•Intrastate (e.g. multi-county)	Robert Dievendorf dievendorf@kcms.msu.edu
1/23/09 to 1/23/09	09 LHD Ionia County AHP/SNS Orientation CDC Exercise Conduct Ionia, MI <i>Seminar</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Prevention •Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
2/ 4/09 to 2/ 4/09	LHD HDNW Telephone Tree for HDNW Exercise Conduct Charlevoix, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Natural Disaster •Other (Major Snowstorm)	•Prevention	•Local	Carol Paxton c.paxton@nwhealth.org
2/ 4/09 to 2/ 4/09	2009_LHD_HDNW_Communications Drill with Hospitals and GARD Exercise Conduct Charlevoix, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Natural Disaster •Other (Major Blackout)	•Prevention	•Intrastate (e.g. multi-county)	Carol Paxton c.paxton@nwhealth.org
2/ 5/09 to 2/ 5/09	09 Region 3 HAVBED Drill ASPR Exercise Conduct Saginaw, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Food Contamination	•Response	•Local	James Brasseur jbrasseur@saginawcounty.com
2/ 5/09 to 2/ 5/09	09 LHD HDNW Health Threat to Others - Isolation and Quarantine Exercise Conduct Charlevoix, MI <i>Drill</i>	•Pandemic Influenza (HHS) (CDC)	Biological •Pandemic Influenza	•Protection	•Local	Carol Paxton c.paxton@nwhealth.org
2/ 5/09 to 2/ 5/09	09 Region3 800 MHz Radio drill ASPR Exercise Conduct Saginaw, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Food Contamination	•Response	•Local	James Brasseur jbrasseur@saginawcounty.com
2/ 9/09 to 2/ 9/09	09 LHD Jackson County Notification - Regular Hours CDC Exercise Conduct Jackson, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (NA)	•Response	•Local	Larry Zimmerman zimmerman1@michigan.gov



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Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
2/10/09 to 2/10/09	09-OPHP_SNS_Inventory Exercise Conduct Lansing, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Aerosol Anthrax	•Response	•State •Private Sector	Pete Coscarelli coscarellipe@michigan.gov
2/11/09 to 2/11/09	09 LHD Ionia County Pan Flu Drill CDC Exercise Conduct Ionia, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local •State	Larry Zimmerman zimmerman1@michigan.gov
2/13/09 to 2/13/09	09 OPHP MI-TESA Medical Unit Tabletop ASPR Exercise Conduct Lansing, MI <i>Tabletop</i>		Other •Other (Communications, Medical Surge)	•Response	•Local •State •Intrastate (e.g. multi-county)	Kevin Chau chau@michigan.gov
2/27/09 to 2/27/09	09 OPHP February Quarterly Satellite Phone Drill CDC CA Exercise Conduct Lansing, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (No Scenario)	•Prevention	•State	Larry Zimmerman zimmerman1@michigan.gov
3/ 2/09 to 3/ 2/09	09 LHD JCHD Drill CDC Exercise Conduct Jackson, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (UNDECIDED)	•Prevention	•Local	Larry Zimmerman zimmerman1@michigan.gov
3/ 2/09 to 3/ 2/09	09 LHD Region 6 State of MI Dispensing Node Exercise CDC Exercise Conduct Holland, MI <i>Full-Scale</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Other (UNDETERMINE D) Chemical •Other (UNDETERMINE D) Other •Other (UNDETERMINE D)	•Prevention •Response	•Local •State •Intrastate (e.g. multi-county)	Larry Zimmerman zimmerman1@michigan.gov



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Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
3/ 2/09 to 3/ 2/09	09 LHD Sanilac County Acute Care Center Drill CDC Exercise Conduct Sandusky, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
3/ 2/09 to 3/ 2/09	09 LHD Livingston County Public Info Media Interface CDC Exercise Conduct Howell, MI <i>Workshop</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Chemical •Nerve Agent Explosives •Improvised Explosive Device Radiological •Radiological Dispersal Device	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
3/24/09 to 3/24/09	09_OPHP_Lower Peninsula Distribution Node Exercise_CDC CA Exercise Conduct Lansing, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Other (None)	•Response	•Local •State	Larry Zimmerman zimmermanl1@michigan.gov
3/24/09 to 3/24/09	TTX 09 SHSP SNS Needles & Notifications Exercise Conduct Dearborn, MI <i>Tabletop</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC) •Emergency Management Performance Grant (EMPG)	Biological •Other (SNS F. Tularensis)	•Response	•Local •Private Sector	Paul Haley Phaley@trenton-mi.com
3/24/09 to 3/24/09	2008_LHD_DHD#2_SNS Distribution Node Exercise CDC MI Exercise Conduct West Branch, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Other (Unknown)	•Prevention •Response	•Local •State	Cori Upper cupper@dhd2.org



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
3/26/09 to 3/26/09	08 Hillsdale Co Transportation EMPG Exercise Conduct Hillsdale, MI Full-Scale		Other •Other (Transportation)	•Response •Recovery	•Local	Doug Sanford hcem@co.hillsdale.mi.us
3/26/09 to 3/26/09	08_Hillsdale County full scale_EMPG Exercise Conduct Hillsdale, MI Full-Scale	•Public Health or Public Health Emergency Preparedness (HHS) (CDC) •Emergency Management Performance Grant (EMPG)	Chemical •Other (TBA) Other •Other (Transportation/ mass casualty)	•Response	•Local	Doug Sanford hcem@co.hillsdale.mi.us
3/29/09 to 3/29/09	09 EMPG Lapeer County Exercise Conduct Otter Lake, MI Full-Scale	•Emergency Management Performance Grant (EMPG)	Natural Disaster •Other (Tornado)	•Protection •Response •Recovery	•Local	Mary Stikeleather mstikeleather@LapeerCounty.org
4/ 1/09 to 4/ 1/09	09 LHD Oakland County CDC COOP Agree. Call Down #2 CDC Exercise Conduct Pontiac, MI Drill	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
4/ 1/09 to 4/ 1/09	09 LHD OCHD CRI Pick List Drill CDC Exercise Conduct Pontiac, MI Drill	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
4/ 1/09 to 4/ 1/09	09 LHD Sanilac County SCHD Call Down for Emergency Response Team CDC Exercise Conduct Sandusky, MI Drill	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
4/14/09 to 4/14/09	CCE Public Officials Conference Exercise Conduct Petoskey, MI <i>Seminar</i>	• <i>Emergency Management Performance Grant (EMPG)</i>	Other •Other (All Hazards)	•Recovery	•Local •State •Nongovernmental /Volunteer Organization	Jack Messer jmesser@cce911.com
4/16/09 to 4/16/09	Region 6 D/N Activation Exercise Conduct Spring lake, MI <i>Full-Scale</i>	• <i>Public Health or Public Health Emergency Preparedness (HHS) (CDC)</i>	Biological •Aerosol Anthrax	•Response	•Intrastate (e.g. multi-county)	Craig Wheeler cwheeler@ioniacounty.org
4/22/09 to 4/22/09	09 LHD Huron County Influenza Pandemic TTX #1 CDC Exercise Conduct Bad Axe, MI <i>Tabletop</i>	• <i>Public Health or Public Health Emergency Preparedness (HHS) (CDC)</i>	Biological •Pandemic Influenza	•Prevention	•Local	Larry Zimmerman zimmermanl1@michigan.gov
4/22/09 to 4/22/09	2009_LHD_DHD2_Communication Drill #2_CDC Exercise Conduct Harrisville, MI <i>Drill</i>	• <i>Public Health or Public Health Emergency Preparedness (HHS) (CDC)</i>	Biological •Pandemic Influenza	•Response	•Local	Cori Upper cupper@dhd2.org
4/23/09 to 4/23/09	09 LHD Huron County Influenza Pandemic TTX #2 CDC Exercise Conduct Bad Axe, MI <i>Tabletop</i>	• <i>Public Health or Public Health Emergency Preparedness (HHS) (CDC)</i>	Biological •Pandemic Influenza	•Prevention	•Local	Larry Zimmerman zimmermanl1@michigan.gov
4/23/09 to 4/23/09	LHD Region 5 PODX 2009 Exercise Conduct Lawrence, MI <i>Full-Scale</i>	• <i>Public Health or Public Health Emergency Preparedness (HHS) (CDC)</i>	Biological •Other (hemorrhagic fever) Biological •Plague	•Protection •Response	•Local •Intrastate (e.g. multi-county) •Private Sector •Nongovernmental /Volunteer Organization	Matthew Radocy mradocy@bedhd.org
4/23/09 to 4/23/09	Cass County EOC Exercise Drill Exercise Conduct Cassopolis, MI <i>Drill</i>	• <i>Emergency Management Performance Grant (EMPG)</i>	Biological •Plague	•Response	•Intrastate (e.g. multi-county)	David Smith davids@cassco.org



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
4/28/09 to 4/28/09	09 OPHP RSS Activation Exercise CDC CA Exercise Conduct Lansing, MI <i>Full-Scale</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Other (None)	•Response	•State	Larry Zimmerman zimmerman1@michigan.gov
5/ 1/09 to 5/ 1/09	09 LHD OCHD Call Down Exercise CDC Exercise Conduct Holland, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	Larry Zimmerman zimmerman1@michigan.gov
5/ 1/09 to 5/ 1/09	09 LHD JCHD Special Populations & Long Term Care Concerns CDC Exercise Conduct Jackson, MI <i>Tabletop</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (UNDECIDED)	•Prevention	•Local	Larry Zimmerman zimmerman1@michigan.gov
5/ 1/09 to 5/ 1/09	09 LHD Sanilac County Pan Flu Related Exercise CDC Exercise Conduct Sandusky, MI <i>Functional</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Response	•Local	Larry Zimmerman zimmerman1@michigan.gov
5/12/09 to 5/12/09	09 EMPG Midland County Exercise Conduct Midland, MI <i>Full-Scale</i>	•Emergency Management Performance Grant (EMPG)	Chemical •Toxic Industrial Chemical	•Response	•Local	Roger Garner (989)832-6750 rgarner@co.midland.mi.us
5/14/09 to 5/14/09	2009_LHD_HDNW_Anthrax Fever- Community Mass Prophylaxis Exercise Conduct Charlevoix, MI <i>Full-Scale</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC) •Emergency Management Performance Grant (EMPG)	Biological •Aerosol Anthrax	•Response	•Local •Intrastate (e.g. multi-county)	Carol Paxton c.paxton@nwhealth.org



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
5/18/09 to 5/18/09	09 LHD Saginaw County Pan Flu TTX CDC Exercise Conduct Saginaw, MI <i>Tabletop</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Prevention •Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
5/29/09 to 5/29/09	09 OPHP May Satellite Phone Drill CDC CA Exercise Conduct Lansing, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (No Scenario)	•Prevention	•State	Larry Zimmerman zimmermanl1@michigan.gov
6/ 1/09 to 6/ 1/09	09 LHD Sanilac County Communications Drill CDC Exercise Conduct Sandusky, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (Communications)	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
6/24/09 to 6/24/09	09_OPHP_SNS_Security & Transportation Exercise Conduct Lansing, MI <i>Functional</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Aerosol Anthrax	•Response	•State	Pete Coscarelli coscarellipe@michigan.gov
7/ 1/09 to 7/ 1/09	09 LHD JCHD Drill CDC Exercise Conduct Jackson, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (NA)	•Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
7/15/09 to 7/15/09	09_Palisades_Nuclear_Power_Plant_Hostile_Action_REP_TTX Exercise Conduct Covert, MI <i>Tabletop</i>	•Radiological Emergency Preparedness (REP) (DHS)	Radiological •Other (Nuclear Power Plant)	•Response	•Local •Federal •State •Private Sector •Nongovernmental /Volunteer Organization	Matthew Blythe BlytheM@michigan.gov
7/16/09 to 7/17/09	Capitol Area Response (CAR) Exercise Conduct Lansing, MI <i>Full-Scale</i>		Natural Disaster •Other (Tornado)	•Response	•Local •State •Private Sector	Jim Klynstra james.a.klynstra@us.army.mil



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
8/11/09 to 8/11/09	09-Cook Nuclear Plant REP Drill #1 Exercise Conduct Bridgeman, MI <i>Drill</i>	•Radiological Emergency Preparedness (REP) (DHS)	Nuclear •Other (REP)	•Response	•Local •State •Nongovernmental /Volunteer Organization	Daniel Sibob sibod@michigan.gov
8/19/09 to 8/19/09	09_Palisades_Nuclear_Power_Plant_Hostile_Threat_FSE Exercise Conduct Covert, MI <i>Full-Scale</i>	•Radiological Emergency Preparedness (REP) (DHS)	Radiological •Other (Power Plant Release)	•Protection •Response	•Local •Federal •State •Private Sector •Nongovernmental /Volunteer Organization	Matthew Blythe BlytheM@michigan.gov
8/19/09 to 8/19/09	Sector Detroit PREP 2009 Exercise Conduct Mt Clemmons, MI <i>Tabletop</i>	•Preparedness Response Exercise Program (PREP) (DHS USCG)	Biological •Other (TBD)	•Response	•Local •Federal •State •Private Sector	Richard Loster Richard.K.Loster@uscg.mil
8/28/09 to 8/28/09	09 OPHP August Quarterly Satellite Phone Drill CDC CA Exercise Conduct Lansing, MI <i>Drill</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Other •Other (No Scenario)	•Prevention	•State	Larry Zimmerman zimmermanl1@michigan.gov
9/ 1/09 to 9/ 1/09	08 LHD Ottawa County Pandemic Influenza Exercise CDC Exercise Conduct Holland, MI <i>Workshop</i>	•Public Health or Public Health Emergency Preparedness (HHS) (CDC)	Biological •Pandemic Influenza	•Prevention •Response	•Local	Larry Zimmerman zimmermanl1@michigan.gov
9/ 1/09 to 9/ 1/09	09-Cook Nuclear Plant REP Drill #2 Exercise Conduct Bridgeman, MI <i>Drill</i>	•Radiological Emergency Preparedness (REP) (DHS)	Nuclear •Other (REP)	•Response	•Local •State •Private Sector •Nongovernmental /Volunteer Organization	Daniel Sibob sibod@michigan.gov



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
9/15/09 to 9/15/09	09-Cook Nuclear Plant-FSE Exercise Conduct Bridgman, MI <i>Full-Scale</i>	•Radiological Emergency <i>Preparedness (REP) (DHS)</i>	Nuclear •Other (Nuclear Plant)	•Response	•Local •State •Private Sector	Daniel Sibo sibod@michigan.gov
9/23/09 to 9/23/09	09_FERMI2_Hostile Action_REP_TTX Exercise Conduct Newport, MI <i>Tabletop</i>	•Radiological Emergency <i>Preparedness (REP) (DHS)</i>	Radiological •Other (Hostile Threat on Power Plant) Radiological •Radiological Dispersal Device	•Protection •Response	•Local •Federal •State •Intrastate (e.g. multi-county) •Private Sector •Nongovernmental /Volunteer Organization	Matthew Blythe BlytheM@michigan.gov
10/13/09 to 10/13/09	09_FERMI2_Hostile Action_REP_FSE Exercise Conduct Newport, MI <i>Full-Scale</i>	•Radiological Emergency <i>Preparedness (REP) (DHS)</i>	Radiological •Other (Hostile Threat Power Plant)	•Protection •Response	•Local •Federal •State •Intrastate (e.g. multi-county) •Private Sector •Nongovernmental /Volunteer Organization	Matthew Blythe BlytheM@michigan.gov
2/ 9/10 to 2/ 9/10	10_OPHP_SNS_Inventory Exercise Conduct Lansing, MI <i>Drill</i>	•Public Health or Public Health <i>Emergency Preparedness (HHS) (CDC)</i>	Biological •Plague	•Response	•State •Private Sector	Pete Coscarelli coscarellipe@michigan.gov
3/ 2/10 to 3/ 3/10	2010-Palisades-FSE Exercise Conduct South Haven, MI <i>Full-Scale</i>	•Radiological Emergency <i>Preparedness (REP) (DHS)</i>	Nuclear •Other (nuclear power plant)	•Response	•Local •State •Private Sector	Daniel Sibo sibod@michigan.gov
5/13/10 to 5/13/10	08 Operation May Day 2010 EMPG Exercise Conduct Flint, MI <i>Full-Scale</i>	•Emergency Management <i>Performance Grant (EMPG)</i>	Other •Other (Terrorist)	•Response •Recovery	•Intrastate (e.g. multi-county)	Tami Yorks tyorks@co.genesee.mi.us



National Exercise Schedule (NEXS)

Approved Exercises

Date	Name/Location/Type	Sponsoring Agency/ Program	Scenario	Mission	Scope	Exercise Point Of Contact
6/ 8/10 to 6/ 8/10	2010- E. Fermi 2 -FSE Exercise Conduct Newport, MI <i>Full-Scale</i>	•Radiological Emergency <i>Preparedness (REP) (DHS)</i>	Nuclear •Other (REP)	•Response	•Local •State •Private Sector •Nongovernmental /Volunteer Organization	Daniel Sibó sibod@michigan.gov
6/ 8/10 to 6/ 8/10	10_OPHP_SNS_Security & Transportation Exercise Conduct Lansing, MI <i>Drill</i>	•Public Health or Public Health <i>Emergency Preparedness (HHS) (CDC)</i>	Biological •Plague	•Response	•State	Pete Coscarelli coscarellipe@michigan.gov
7/19/10 to 7/23/10	10 Vigilant Guard 2010 Exercise Conduct Lansing, MI <i>Full-Scale</i>		Biological •Pandemic Influenza Explosives •Improvised Explosive Device	•Response •Recovery	•Local •Federal •State •Regional (multi-state)	
7/19/10 to 7/23/10	Vigilant Guard (NorthCom) Exercise Conduct MI <i>Full-Scale</i>		Biological •Pandemic Influenza	•Response	•Local •Federal •State	Jim Klynstra james.a.klynstra@us.army.mil

VI. Program Maintenance and Evaluation

In order to maintain and evaluate the State's training and exercise progress over the next three years, Michigan will focus on both the management of HSEEP and all other programs.

State HSEEP Management

Carrying out a successful preparedness exercise program requires active participation and contribution from all jurisdictions throughout the State. The Michigan HSEEP will continue to monitor performance-based initiatives to ensure such efforts support the State's overall goals and preparedness objectives. The State HSEEP maintenance and evaluation efforts build upon lessons learned from actual incidents and preparedness training and exercise efforts, as well as best practices across jurisdictions and functional areas. The State of Michigan will maintain the state HSEEP by striving to

- Provide service, resources, and support for exercise initiatives across the state
- Maintain awareness of preparedness activities across the state and region
- Support District Coordinators and Regional Planning Boards in conducting and documenting an annual T&EPW
- Utilize NEXS to schedule all exercises, both discussion based and operationally based
- Encourage the utilization of DDS for the development and management of exercises
- Coordinate with various jurisdictions that can/will influence program direction and efforts
- Coordinate with the USDHS National Exercise Division and FEMA Region 5 to provide exercise support to Michigan and to update training and exercise plans
- Ensure performance-based initiatives in Michigan are aligned with State and National preparedness goals and objectives

Michigan Training and Exercise Plan Review

The State exercise planners will meet with DHS/FEMA annually to review the Multi-Year Training and Exercise Plan. The primary purpose of this review is to ensure that the goals and objectives of the plan are meeting the current needs of the State and its local, regional, and tribal jurisdictions. Beyond an annual review, the State, its regional councils, and local and tribal jurisdictions will conduct periodic reviews of the exercise schedule. Numerous factors can impact a projected exercise schedule, and changes to the schedule are expected.

Michigan HSEEP Applications, Tools, and Resources

As Michigan moves forward with its HSEEP, the State will require its stakeholders to use existing applications, tools, and resources for more efficient management. This includes the HSEEP Toolkit, an integrated system of design, development, evaluation, and improvement planning tools, which together provide a collaborative environment for planners at both the exercise program and project management levels. Integrated into the HSEEP Toolkit are the National Exercise Schedule (NEXS) System, Design and Development System (DDS), and the Corrective Action Program (CAP) System.

Exercise Evaluation

The goal of exercise evaluation is to validate strengths and identify improvement opportunities for the participating organizations. Evaluation efforts build upon previous training and exercise efforts, and lessons learned and best practices from actual incidents. This is accomplished by recording observations, collecting supporting data; analyzing the data to compare performance against expected outcomes; and determining what changes need to be made to the procedures, plans, personnel, equipment, training, and interagency coordination. As evaluated practice activities, exercises provide a feedback process for continuous improvement.

To meet the intent of both Congress and the President's National Strategy for Homeland Security that investments in state and local preparedness result in demonstrable improvements in the Nation's ability to prevent and respond to terrorism incidents, DHS/FEMA has established a comprehensive exercise evaluation program, described in HSEEP Volume III: Exercise Evaluation and Improvement Planning. The evaluation process for all exercises includes a formal exercise evaluation, integrated analysis, and an After Action Report (AAR)/Improvement Plan (IP) that should begin with exercise planning and end when improvements have been implemented and validated through subsequent exercises.

Exercise Evaluation Components

There are several activities that aid in evaluating an exercise. Hotwashes, AARs, and IPs provide valuable input into strategy development and program planning at the state and local levels, as well as lessons learned that should be shared with other jurisdictions across the State.

Debrief/Hotwash

A debrief (for facilitators or controllers/evaluators) and/or hotwash (for players) should occur following both discussion- and operations-based exercises. The debrief is a forum for planners, facilitators, controllers, evaluators, and recorders to review and provide feedback on the exercise. It should be a facilitated discussion that allows each person an opportunity to provide an overview of the functional area he/she observed and document both strengths and areas for improvement. The debrief should be facilitated, and results should be captured for inclusion in the AAR. Other sessions may be held as necessary; their inclusion should be determined on a case-by-case basis.

A hotwash occurs immediately following an exercise and allows players/responders the opportunity to provide instant feedback. It enables controllers, facilitators, evaluators, and

recorders to capture events while they remain fresh in players' minds and to ascertain players' level of satisfaction with the exercise and determine any issues, concerns, and proposed improvement items. During an operations-based exercise, each functional area (e.g., fire, law enforcement, medical) should conduct a hot wash, which should be facilitated by the lead controller for that area.

After Action Report

Michigan requires that an AAR be completed for all exercises implemented with grant funds and/or DHS/FEMA contractor support. The AAR is the tool used to provide feedback to the participating jurisdictions on their performance during the exercise. The AAR summarizes what happened and analyzes performance of the tasks identified through the planning process as critical to the response to the incident defined by the exercise scenario. This report also analyzes the demonstrated capacity of the participating jurisdictions to accomplish the overall mission outcomes. The draft AAR includes recommendations for improvements based on the analysis. In response to the recommendations in the draft AAR, an Improvement Plan is developed and incorporated into the final AAR.

To prepare the report, the exercise evaluation team analyzes data collected from the hotwash and/or debriefs, participant feedback forms, and other sources (e.g., plans and procedures) and compares the actual results with the intended outcome. The current DHS/FEMA AAR template outlines the following as its suggested AAR format:

- **Executive Summary.** The executive summary is a 1- to 2-page summary of the exercise highlighting the scope, participants, key successes, and most significant areas for improvement.
- **Exercise Overview.** This section provides background information on the exercise and participating agencies and jurisdictions, such as the dates and location of the exercise, the type of exercise, the sponsoring agencies, the participating agencies, an overview of the scenario, and a description of the evaluation process.
- **Exercise Design Summary.** This section outlines the exercise purpose and design; details goals, target capabilities, and activities; and provides a scenario summary.
- **Analysis of Capabilities.** This section provides the detailed examination of the strengths and areas for improvement identified during the exercise. Each item is analyzed as follows:
 - **Capability Name and Summary:** Includes a detailed overview of the capability, drawn from the Target Capabilities List (TCL) capability description, and a description of how the capability was addressed during the TTX.
 - **Activity:** Using the Exercise Evaluation Guides (EEGs), identify the activity to which the observation(s) below pertain.
 - **Observation:** Begin this section with a heading indicating whether the observation is a “Strength” or an “Area for Improvement.” A strength is an

observed action, behavior, procedure, and/or practice that is worthy of recognition and special notice. Areas for improvement are those areas in which the evaluator observed that a necessary task would not be thoroughly addressed through the steps identified during the discussion or that the performed task would encounter notable problems. Following this heading, insert a short, complete sentence that describes the general observation.

- **References:** List relevant plans, policies, procedures, laws, and/or regulations, or sections of these plans, policies, procedures, laws, and/or regulations. If no references apply to the observation, it is acceptable to simply list “Not Applicable.”
- **Analysis:** The analysis section should be the most detailed section. Include a description of the behavior or actions at the core of the observation, as well as a brief description of what happened and the consequence(s) (positive or negative) of the action or behavior. If an action was discussed in such a way that engenders success, include any relevant innovative approaches stated by the exercise participants. If an action was not discussed with adequate results, the root causes contributing to the shortcoming should be identified.
- **Recommendations:** Insert recommendations to address identified areas for improvement, based on the judgment and experience of the evaluation team. If the observation was identified as a strength, without corresponding recommendations, insert “None.”
- **Conclusion.** This section should provide a brief summary of the major conclusions from the exercise.
- **Appendix A: Improvement Plan.** The Improvement Plan Matrix lists, for each task, the recommendations, the improvement actions that will be taken, the responsible organization, a Point of Contact within that organization, and the expected start and completion dates.

Improvement Plan

The IP converts lessons learned from the exercise into concrete, measurable steps that result in improved response capabilities. It is developed by the jurisdiction and specifically details the actions that will be taken to address each recommendation presented in the draft AAR, who or what agency will be responsible for taking the action, and the timeline for completion. The IP should be realistic and should establish priorities for the use of limited resources. Every effort should be made to improve preparedness by addressing the recommendations following the exercise.

VII. Summary

The State of Michigan is moving forward with considerable effort to better protect and prepare its citizens to respond to and recover from all disasters, including the threat of terrorism. Through the development of the State Multi-Year Training and Exercise Plan, Michigan is better equipped to serve as a nationwide model for domestic preparedness by providing comprehensive preparedness initiatives throughout the State.

The Multi-Year Training and Exercise Plan was developed in accordance with the standards and guidance set forth by DHS/FEMA and will serve the State of Michigan in all DHS/FEMA-sponsored exercises for the next three years.

Appendix A: National Priorities

The following eight preparedness goals are established as National Priorities by the National Preparedness Guidelines of the Department of Homeland Security (DHS):

- Expanded Regional Collaboration
- Implement the National Infrastructure Protection Plan (NIPP)
- Implement the National Incident Management System (NIMS) and National Response Framework (NRF)
- Strengthen Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection, Response, and Decontamination Capabilities
- Strengthen Information Sharing and Collaboration
- Strengthen Interoperable and Operable Communications Capabilities
- Strengthen Medical Surge and Mass Prophylaxis
- Strengthen Planning and Citizen Preparedness Capabilities

Appendix B: Target Capabilities List (TCL)

Common Target Capabilities

1. Planning
2. Communications
3. Risk Management
4. Community Preparedness and Participation
5. Intelligence and Information Sharing and Dissemination

Prevent Mission Area

5. Information Gathering and Recognition of Indicators and Warnings
6. Intelligence Analysis and Production
7. Counter-Terror Investigation and Law Enforcement
8. CBRNE Detection

Protect Mission Area

10. Critical Infrastructure Protection (CIP)
11. Food and Agriculture Safety and Defense
12. Epidemiological Surveillance and Investigation
13. Laboratory Testing

Response Mission Area

14. Onsite Incident Management
15. Emergency Operations Center (EOC) Management
16. Critical Resource Logistics and Distribution
17. Volunteer Management and Donations
18. Responder Safety and Health
19. Emergency Public Safety and Security Response
20. Animal Disease Emergency Support

21. Environmental Health
22. Explosive Device Response Operations
23. Fire Incident Response Support
24. WMD and Hazardous Materials Response and Decontamination
25. Citizen Evacuation and Shelter-In-Place
26. Isolation and Quarantine
27. Search & Rescue (Land-Based)
28. Emergency Public Information and Warning
29. Emergency Triage and Pre-Hospital Treatment
30. Medical Surge
31. Medical Supplies Management and Distribution
32. Mass Prophylaxis
33. Mass Care (Sheltering, Feeding, and Related Services)
34. Fatality Management

Recover Mission Area

35. Structural Damage Assessment
36. Restoration of Lifelines
37. Economic and Community Recovery

Appendix C: Exercise Types

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 (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual aid agreements (MAAs), and procedures. Thus, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic, policy-oriented issues; operations-based exercises focus more on tactical, response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

Seminars

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

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

Workshops

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

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives

- Problem solving of complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities

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

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

A workshop may be used to produce new Standard Operating Procedures (SOPs), Emergency Operations Plans (EOPs), MAAs, Multi-Year Training and Exercise Plans, and Improvement Plans (IPs). 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 are numerous, but all workshops share the following common attributes:

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

Tabletop Exercises (TTXs)

TTXs involve senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. 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 to 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 upon and summarized by the facilitator. In an advanced TTX, play focuses on delivery of pre-scripted messages to players that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the problem, using appropriate plans and procedures. TTX attributes may include the following:

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

Operations-Based Exercises

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

Drills

A drill is a coordinated, supervised activity usually used to test a single 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 include the following:

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation
- 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 staffs of the direction and control nodes of the Incident Command System (ICS) and Unified Command System (UCS). Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of 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. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include the following:

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

Full-Scale Exercises (FSEs)

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 Unified Command System to effectively and efficiently respond to and recover from an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous smaller operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. It is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). 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 simulated.

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

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memoranda of understanding (MOUs), SOPs, plans, and policies
- 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 an FSE is greater than needed during other types of exercises. The exercise site is usually extensive, with complex site logistics. Food and water should 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 pre-defined boundaries. Simulation Cell (SIMCELL) controllers continuously inject scenario elements to simulate real events. Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure all activity is executed within a safe environment.

Appendix D: State of Michigan Goals and Objectives

National Priority 1: Expand Regional Collaboration	
Goal	Objective
GOAL 01: Develop and implement laws and authorities that enable state and local agencies to more effectively respond to terrorism incidents.	OBJECTIVE 1.1 (RESPOND) To continue to promote the Michigan Emergency Management Assistance Compact (MEMAC) to enable local emergency response elements to respond to other jurisdictions; including provisions for worker's compensation, liability, and reimbursement. (Target Completion Date: 2Q05)
GOAL 09: Provide state and local jurisdictions with equipment necessary for mounting effective multi-discipline response to terrorist incidents.	OBJECTIVE 9.3 (RESPOND) Ensure resources are distributed to Regional Response Teams for procurement of a Mass Gross Decontamination capability. (Target Completion Date: 2Q05)
GOAL 10: Provide Regional Response Team Network (RRTN) response units having a regional or statewide commitment, with equipment needed for mounting an effective response to terrorism incidents.	OBJECTIVE 10.1 (RESPOND) Increase CBRNE response equipment for RRTN Augmentation Teams to achieve an acceptable level of response readiness. (Target Completion Date: 4Q04)
GOAL 12: Ensure comprehensive, integrated system for terrorism exercise support and programs.	OBJECTIVE 12.4 (RESPOND) Develop and conduct a statewide full-scale CBRNE exercise. (Target Completion Date: FY06)
GOAL 15: Enhance Border Security	OBJECTIVE 15.1 (PROTECT) Improve security of the international border. (Target Completion Date: 4Q05)
	OBJECTIVE 15.3 (RESPOND) Conduct a joint exercise with Canadian officials to evaluate the effectiveness of mutual aid agreements and response plans. (Target Completion Date: FY07)
Goal 22: Medical and Public Health Surge. Large numbers of casualties involving human illness/disease outbreaks are investigated by public health to reasonably minimize morbidity and mortality rates, even when the numbers of casualties exceed the limits of the normal medical infrastructure for an affected community.	Objective 22.3 (RESPOND) Improve coordination of public health and medical services through enhanced coordination and regional exercise to be conducted by 4Q06.

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National Priority 2: Implement the Interim National Infrastructure Protection Plan	
Goal	Objective
GOAL 01: Develop and implement laws and authorities that enable state and local agencies to more effectively respond to terrorism incidents.	OBJECTIVE 1.3 (PROTECT) Review plans and processes that protect sensitive information concerning critical infrastructures from disclosure. (Target Completion Date: 4Q05)
GOAL 02: Reduce the Vulnerabilities of Critical Infrastructures	OBJECTIVE 2.01 (PROTECT) Identify and evaluate critical infrastructure in all sectors of the Michigan economy including: agriculture, water, transportation, chemical, radiological, energy, cyber, telecommunication, key facilities and special events. (Target Completion Date: 4Q04)
	OBJECTIVE 2.02 (PROTECT) Provide guidance to public and private sectors for mitigating the risk and vulnerabilities of critical infrastructures in all sectors of the Michigan economy including: agriculture, water, transportation, chemical, radiological, energy, cyber, telecommunication, key facilities and special events. (Target Completion Date: 4Q05)
	OBJECTIVE 2.03 (PROTECT) Develop and implement strategies and procedures that will enable water infrastructures (drinking and waste water) to more effectively protect those systems determined to be critical for providing safe and adequate potable water and wastewater services throughout the State of Michigan. (Target Completion Date: 4Q05)
	OBJECTIVE 2.04 (PROTECT) Assure an adequate and reliable supply of energy. (Target Completion Date: 4Q05)
	OBJECTIVE 2.06 (PROTECT) Develop a critical infrastructure planning process for reducing vulnerabilities at hazardous and radioactive materials facilities. (Target Completion Date: 4Q05)
	OBJECTIVE 2.09 (PROTECT) Provide new organizational structures to improve mitigation of cyber threats affecting State of Michigan government resources and information. (Target Completion Date: 4Q05)
	OBJECTIVE 2.10 (PROTECT) Provide equipment to improve mitigation of cyber threats and response to cyber incidents affecting state of Michigan government resources and information and assure that priority telecommunication services are maintained. (Target Completion Date: 4Q05)
	OBJECTIVE 2.13 (PROTECT) Provide training and conduct exercises to reducing vulnerabilities at facilities that store, maintain, or produce hazardous and radioactive materials. (Target Completion Date: 4Q04)
OBJECTIVE 2.14 (PROTECT) Assure that water system operators have the knowledge to assess and mitigate the potential risks associated with terrorist CBRNE attacks. (Target Completion Date: 4Q04)	

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National Priority 2: Implement the Interim National Infrastructure Protection Plan	
Goal	Objective
GOAL 14: Acquaint the public with Domestic Preparedness Programs.	OBJECTIVE 14.1 (PREVENT) Schedule forums to familiarize segments of the public with State CBRNE Homeland Security efforts to provide public safety. (Target Completion Date: 3Q05)
GOAL 19: Enhance the Law Enforcement community throughout the state to detect, deter, disrupt, and prevent acts of terrorism.	OBJECTIVE 19.2 (PREVENT) Review Michigan's most critical infrastructures and review preventive measures and planning for target security/hardening. (Target Completion Date: 4Q05)
	OBJECTIVE 19.3 (PREVENT) Enhance preventive measures for Key Facilities and Special Events. (Target Completion Date: 4Q04)
	OBJECTIVE 19.5 (PREVENT) Enhance law enforcement agencies' abilities to deter, prevent, and respond to threats or acts of terrorism by providing specialized equipment. (Target Completion Date: 4Q05)
	OBJECTIVE 19.6 (PREVENT) Increase the overall CBRNE training status by making WMD Awareness training readily available to law enforcement officers throughout the state. (Target Completion Date: 4Q04)
GOAL 20: Protect and Enhance Transportation Capabilities in Preventing, Planning for, Responding to, and Recovery from a terrorist event.	OBJECTIVE 20.1 (PROTECT) Identify and evaluate and critical infrastructure in all modes of transportation. (Target Completion Date: 4Q04)
	OBJECTIVE 20.4 (PROTECT) Reduce risk and vulnerabilities at border crossing. (Target Completion Date: FY06)
	OBJECTIVE 20.5 (PROTECT) Reduce risk and vulnerabilities for all modes of transportation. (Target Completion Date: FY07)
	OBJECTIVE 20.6 (PROTECT) Enhance the ability to determine risk and vulnerabilities relating to motor carriers. (Target Completion Date: 4Q04)
	OBJECTIVE 20.7 (PROTECT) Provide for institutional relationships within the State Government to assure interdepartmental coordination and coordination with the private sector. (Target Completion Date: FY06)
	OBJECTIVE 20.10 (PROTECT) Enhance the ability to protect transportation facilities and mitigate vulnerabilities for all modes of transportation. (Target Completion Date: FY06)

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National Priority 3: Implement the National Incident Management System and National Response Plan	
Goal	Objective
GOAL 02: Reduce the Vulnerabilities of Critical Infrastructures	OBJECTIVE 2.12 (RESPOND) Provide training and exercises to improve mitigation of cyber threats and response to cyber incidents and assure that priority telecommunication services are maintained. (Target Completion Date: 4Q05)
GOAL 03: Support state agencies in their development of intra-agency strategies, plans, and protocols.	OBJECTIVE 3.1 (RESPOND) Assist state agencies, as appropriate, with development of a Homeland Security Strategy, consistent with the SHSS. (Target Completion Date: 4Q04)
	OBJECTIVE 3.2 (RESPOND) Assist state agencies with development of homeland security plans, as appropriate. (Target Completion Date: 4Q05)
	OBJECTIVE 3.5 (RESPOND) Conduct homeland security exercises throughout the strategy, plans, and SOP/protocol development process to ensure accuracy and adequacy of planning, as well as to achieve standardization and compliance with the provisions of the Michigan Emergency Management Plan (MEMP). (Target Completion Date: 4Q05)
GOAL 07: Ensure effective management of Homeland Security grants.	OBJECTIVE 7.1 (PROTECT) Develop an umbrella homeland security financial protocol for managing federal grants provided to the state. (Target Completion Date: 4Q04)
	OBJECTIVE 7.2 (PROTECT) Develop procedures for staff management of CBRNE grants. (Target Completion Date: 4Q05)
	OBJECTIVE 7.3 (PROTECT) Create an adaptable organizational structure to manage HS grants. (Target Completion Date: 4Q05)
GOAL 08: Develop, implement, and maintain statewide effective command and control systems for terrorist incidents.	OBJECTIVE 8.1 (RESPOND) Ensure statewide implementation of appropriate incident management systems. (Target Completion Date: 4Q05)
	OBJECTIVE 8.2 (PREVENT) Develop and implement plans and protocols consistent with the National Response Plan. (Target Completion Date: FY06)
	OBJECTIVE 8.3 (RESPOND) Create an Alternate State Emergency Operations Center (ASEOC). (Target Completion Date: FY06)
GOAL 12: Ensure comprehensive, integrated system for terrorism exercise support and programs.	OBJECTIVE 12.1 (RESPOND) Based upon the 2003 ODP Needs Assessments, prepare a CBRNE Exercise Strategy for State and local jurisdictions. (Target Completion Date: FY06)
GOAL 13: Develop a comprehensive, integrated system for providing CBRNE training and for conducting training support operations.	OBJECTIVE 13.1 (RESPOND) Analyze SHSAS assessment data and create a statewide CBRNE Training Strategy to significantly reduce training shortfalls. (Target Completion Date: 4Q04)
	OBJECTIVE 13.2 (RESPOND) Based on the CBRNE Training Strategy cited above, develop a state administered CBRNE Training Plan for achieving the provisions of the strategy. (Target Completion Date: 4Q05)

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National Priority 3: Implement the National Incident Management System and National Response Plan	
Goal	Objective
GOAL 18: Enhance the ability of Michigan's food and agriculture infrastructure to prevent, prepare for, respond to, and recover from a terrorist attack.	OBJECTIVE 18.1 (PREVENT) Continue development and implementation of the Michigan Food & Agriculture Protection Strategy. (Target Completion Date: 1Q05)
	OBJECTIVE 18.2 (PREVENT) Develop plans to reduce vulnerabilities within Michigan's food and agriculture infrastructure. (Target Completion Date: 1Q05)
	OBJECTIVE 18.3 (RESPOND) Develop a system-wide plan for Michigan's food and agriculture infrastructure to respond to a CBRNE attack. (Target Completion Date: FY06)
	OBJECTIVE 18.4 (RESPOND) Development of site-specific CBRNE response plans for operations within each component of the farm to fork continuum will be encouraged. (Target Completion Date: FY07)
	OBJECTIVE 18.5 (RECOVER) Develop a recovery plan to restore the safety, security, and economic viability of Michigan's food and agriculture infrastructure following a CBRNE attack. (Target Completion Date: FY07)
	OBJECTIVE 18.6 (RESPOND) Establish response teams necessary to implement CBRNE response plans. (Target Completion Date: FY06)
Goal 23: To ensure that the healthcare system in Michigan, with a particular focus on hospitals, is able to handle large numbers of patients requiring immediate care following a major incident (including casualties experiencing trauma and burns, infections, or chemical- or radiologically-induced injury) and is able to rapidly accommodate an influx of supplemental healthcare assets from mutual aid partners, as well as the State and Federal government.	Objective 23.3 (RESPOND) By 3Q06, ensure that all Medical agencies that receive federal funds agree to adopt and implement NIMS.

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National Priority 4: Strengthen CBRNE Detection, Response and Decontamination Capabilities	
Goal	Objective
GOAL 01: Develop and implement laws and authorities that enable state and local agencies to more effectively respond to terrorism incidents.	OBJECTIVE 1.2 (RESPOND) The Michigan Department of Community Health (MDCH) will pursue implementing changes to the Public Health Code to enhance response capabilities for terrorist CBRNE incidents. (Target Completion Date: 4Q04)
GOAL 02: Reduce the Vulnerabilities of Critical Infrastructures	OBJECTIVE 2.11 (RESPOND) Provide for additional staff training and exercises to improve response to energy emergencies. (Target Completion Date: 4Q05)
GOAL 04: Develop an all-hazards damage assessment capability.	OBJECTIVE 4.3 (RECOVER) Identify supplemental MIRAT equipment needs. (Target Completion Date: 4Q05)
GOAL 06: Establish response plans, protocols, and evaluation tools for effective response to terrorist incidents.	OBJECTIVE 6.1 (RESPOND) Review local terrorism response plans. (Target Completion Date: 3Q04)
	OBJECTIVE 6.2 (RESPOND) Produce standardized local terrorism response protocols for statewide dissemination. (Target Completion Date: 4Q05)
	OBJECTIVE 6.3 (RESPOND) Prepare a CBRNE Michigan Readiness Assessment Guide for emergency response agencies. (Target Completion Date: FY06)
	OBJECTIVE 6.4 (RESPOND) Publish the Guide and distribute to Identified Jurisdictions responsible for coordinating a response to a CBRNE event. (Target Completion Date: 2Q05)
GOAL 09: Provide state and local jurisdictions with equipment necessary for mounting effective multi-discipline response to terrorist incidents.	OBJECTIVE 9.1 (RESPOND) Increase response equipment for Identified Jurisdictions for terrorist defensive operations. (Target Completion Date: 4Q05)
	OBJECTIVE 9.2 (RESPOND) Review equipment used for terrorist incident prevention and response and evaluate performance criteria to produce a CBRNE Michigan Standardized Equipment List (MSEL). (Target Completion Date: FY06)
GOAL 10: Provide Regional Response Team Network (RRTN) response units having a regional or statewide commitment, with equipment needed for mounting an effective response to terrorism incidents.	OBJECTIVE 10.2 (RESPOND) Develop a standardized prioritized Regional Response Team (RRT) equipment package. (Target Completion Date: 4Q04)
	OBJECTIVE 10.3 (RESPOND) Develop standardized CBRNE levels of protection based upon response level and discipline for use by individual emergency responders statewide. (Target Completion Date: FY06)
GOAL 11: Develop or adopt an effective system for periodically assessing statewide capabilities to respond to terrorism incidents.	OBJECTIVE 11.1 (RESPOND) Assess State and local response capabilities via CBRNE Exercises and After Action Reporting. (Target Completion Date: FY06)
GOAL 12: Ensure comprehensive, integrated system for terrorism exercise support and programs.	OBJECTIVE 12.2 (RESPOND) To enhance CBRNE response readiness, local jurisdictions should continue to include CBRNE exercises in their progressive exercise plans. (Target Completion Date: 4Q05)

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National Priority 4: Strengthen CBRNE Detection, Response and Decontamination Capabilities	
Goal	Objective
	OBJECTIVE 12.3 (RESPOND) State agencies and response elements will conduct intra-departmental CBRNE response exercises. (Target Completion Date: 4Q05)
GOAL 13: Develop a comprehensive, integrated system for providing CBRNE training and for conducting training support operations.	OBJECTIVE 13.3 (RESPOND) Coordinate with applicable local agencies and ODP to manage and schedule CBRNE Technical Assistance. (Target Completion Date: 4Q05)
GOAL 16: Review the use of the Michigan National Guard personnel and assets in state response planning.	OBJECTIVE 16.1 (RESPOND) Gain an understanding of the availability of key national guard assets following a mass casualty producing CBRNE event. (Target Completion Date: 4Q04)
GOAL 18: Enhance the ability of Michigan's food and agriculture infrastructure to prevent, prepare for, respond to, and recover from a terrorist attack.	OBJECTIVE 18.7 (PROTECT) Obtain equipment necessary to support Michigan's food and agriculture infrastructure response to a CBRNE attack. (Target Completion Date: FY06)
	OBJECTIVE 18.8 (PROTECT) Conduct training necessary to implement tactics identified and developed under Michigan Food and Agriculture Protection Strategy. (Target Completion Date: FY07)
	OBJECTIVE 18.9 (RESPOND) System-wide and facility-specific CBRNE response plans will be exercised. (Target Completion Date: FY07)
GOAL 20: Protect and Enhance Transportation Capabilities in Preventing, Planning for, Responding to, and Recovery from a terrorist event.	OBJECTIVE 20.3 (RESPOND) Enhance the ability to respond to transportation emergencies. (Target Completion Date: 4Q05)
	OBJECTIVE 20.11 (RESPOND) Enhance the ability to respond to transportation emergencies. (Target Completion Date: 4Q05)

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National Priority 5: Strengthen Information Sharing and Collaboration Capabilities	
Goal	Objective
GOAL 02: Reduce the Vulnerabilities of Critical Infrastructures	OBJECTIVE 2.05 (PREVENT) Provide guidance, direction, and planning to mitigate cyber threats affecting state of Michigan government resources and information and assure that priority telecommunication services are maintained. (Target Completion Date: 4Q05)
	OBJECTIVE 2.07 (PROTECT) Provide for institutional relationships within the State government to assure interdepartmental coordination and coordination with the private sector. (Target Completion Date: 4Q04)
	OBJECTIVE 2.08 (PROTECT) Achieve a higher level of coordination between local, state, federal and private agencies on efforts to reduce risks and vulnerabilities. (Target Completion Date: 4Q05)
GOAL 03: Support state agencies in their development of intra-agency strategies, plans, and protocols.	OBJECTIVE 3.3 (PREVENT) Ensure state agencies homeland security standing operating procedures (SOP) are up-to-date, coordinated, and provide for inter-agency coordination. (Target Completion Date: FY06)
	OBJECTIVE 3.4 (PREVENT) Develop intra-agency organization to review homeland security strategies, plans, and protocols focused on prevention, response, and recovery measures. (Target Completion Date: FY06)
GOAL 04: Develop an all-hazards damage assessment capability.	OBJECTIVE 4.1 (RECOVER) Ensure CBRNE-specific damage assessment protocols are developed in support of the Damage Assessment System specified in the Michigan Emergency Management Plan. (Target Completion Date: 4Q05)
	OBJECTIVE 4.2 (RECOVER) Create a multi-discipline Michigan Rapid Impact Assessment Team (MRIAT). (Target Completion Date: 4Q05)
	OBJECTIVE 4.4 (RECOVER) Identify shortfalls in the training status of MRIAT members. (Target Completion Date: 4Q05)
GOAL 05: Develop/enhance statewide communications capabilities	OBJECTIVE 5.3 (PREVENT) Develop Michigan Public Safety Communications System (MPSCS) administrative plans and policies. (Target Completion Date: 4Q05)
	OBJECTIVE 5.4 (RESPOND) Explore opportunities for enhanced interoperability of communications. (Target Completion Date: 4Q05)
	OBJECTIVE 5.5 (PROTECT) Develop a coordinated inter-agency response protocol for changes in homeland security threat levels. (Target Completion Date: 4Q05)
	OBJECTIVE 5.6 (RESPOND) Enhance PIO procedures related to terrorist events. (Target Completion Date: 2Q05)
GOAL 06: Establish response plans, protocols, and evaluation tools for effective response to terrorist incidents.	OBJECTIVE 6.5 (RESPOND) Prepare integrated protocols for state level response assets to ensure effective response to terrorist incidents. (Target Completion Date: 4Q04)

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National Priority 5: Strengthen Information Sharing and Collaboration Capabilities	
Goal	Objective
	OBJECTIVE 6.6 (RESPOND) Complete a protocol for state laboratory response to CBRNE events. (Target Completion Date: 2Q04)
GOAL 17: Use the Michigan Citizens Corps to assist communities in preparing to prevent and respond to man-made and natural disasters via a strong network of volunteers trained in response.	OBJECTIVE 17.1 (PREVENT) Create local councils in each of the eight Michigan Citizens Corps Regions. (Target Completion Date: 3Q05)
	OBJECTIVE 17.2 (PREVENT) Enhance the Citizens Corps by working closely with the Medical Reserve Corps. (Target Completion Date: 4Q05)
	OBJECTIVE 17.3 (PREVENT) Enhance the Citizens Corps by seeking greater partnering with the Volunteers in Police Service (VIPS). (Target Completion Date: FY06)
	OBJECTIVE 17.4 (PREVENT) Enhance the Citizens Corps by seeking greater partnering with USAonWatch (Neighborhood Watch). (Target Completion Date: 2Q05)
	OBJECTIVE 17.5 (PREVENT) Expand CERT Train-the-Trainer academy. (Target Completion Date: FY06)
GOAL 19: Enhance the Law Enforcement community throughout the state to detect, deter, disrupt, and prevent acts of terrorism.	OBJECTIVE 19.1 (PREVENT) Improve intelligence/information sharing. (Target Completion Date: 4Q04)
	OBJECTIVE 19.7 (PREVENT) Support state and local performance based exercises to prevent and respond to terrorist attacks. (Target Completion Date: 4Q05)
GOAL 20: Protect and Enhance Transportation Capabilities in Preventing, Planning for, Responding to, and Recovery from a terrorist event.	OBJECTIVE 20.2 (PROTECT) Provide guidance to public and private sectors for mitigating the risk and vulnerabilities of critical infrastructures in all modes of transportation. (Target Completion Date: 4Q05)
	OBJECTIVE 20.8 (PROTECT) To achieve a higher level of coordination between local, state, federal and private agencies on efforts to reduce the risk and vulnerabilities for all modes of transportation. (Target Completion Date: 1Q05)
	OBJECTIVE 20.9 (PROTECT) Provide for institutional relationships within the State Government to assure interdepartmental coordination and coordination with the private sector as it relates to border crossings. (Target Completion Date: 4Q05)

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National Priority 6: Strengthen Interoperable Communications Capabilities	
Goal	Objective
GOAL 05: Develop/enhance statewide communications capabilities	OBJECTIVE 5.1 (RESPOND) Ensure timely and effective notifications and warnings systems are operational for terrorist events. (Target Completion Date: 4Q05)
	OBJECTIVE 5.2 (RESPOND) Institute a statewide communications infrastructure. (Target Completion Date: 4Q05)
	OBJECTIVE 5.7 (PREVENT) Assist state agencies with complying with Executive Order 2003-6. (Target Completion Date: 4Q04)
	OBJECTIVE 5.8 (PROTECT) Ensure adequate communications equipment for all executive departments and agencies. (Target Completion Date: 4Q05)
	OBJECTIVE 5.9 (RESPOND) Exercise notifications and warning procedures. (Target Completion Date: 4Q05)
GOAL 15: Enhance Border Security	OBJECTIVE 15.2 (PROTECT) Enhance the ability to communicate with Canadian Officials. (Target Completion Date: FY06)
GOAL 19: Enhance the Law Enforcement community throughout the state to detect, deter, disrupt, and prevent acts of terrorism.	OBJECTIVE 19.4 (PROTECT) Perform an analysis of vulnerabilities of law enforcement communications systems - statewide - and determine risk mitigation measures to ensure communications connectivity following terrorist attacks, as appropriate. (Target Completion Date: 4Q05)

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National Priority 7: Strengthen Medical Surge and Mass Prophylaxis Capabilities	
Goal	Objective
Goal 21: Implement Prophylaxis and Vaccination Plans in a timely manner upon the outset of an event (with an emphasis on the prevention, treatment, and containment of the disease) and integrate prophylaxis and vaccination campaigns with corresponding public information.	Objective 21.1 (PROTECT) Continue to refine and improve the operational plan for distributing and dispensing mass prophylaxis and vaccines to the general public, with emphasis on decreasing the time needed to dispense mass therapeutics and/or vaccines over time. Time measurements will be determined in exercises with resultant analysis and tabulation of data to document improvement by 4Q06.
	Objective 21.1.1 (PROTECT) Implement State prophylaxis protocols and plans.
	Objective 21.1.2 (RESPOND) By 4Q06, achieve and maintain the SNS preparedness functions, described in the current version of the Strategic National Stockpile Guide for Planners.
	Objective 21.2 (PROTECT) By 4Q06 decrease the time to provide prophylactic protection and/or immunizations to all responders, including non-governmental personnel supporting relief efforts.
	Objective 21.3 (PROTECT) By 4Q06 decrease the time needed to release information to the public regarding dispensing of medical countermeasures (via the jurisdiction’s Joint Information Center, if activated.)
Goal 22: Medical and Public Health Surge. Large numbers of casualties involving human illness/disease outbreaks are investigated by public health to reasonably minimize morbidity and mortality rates, even when the numbers of casualties exceed the limits of the normal medical infrastructure for an affected community.	Objective 22.1 (RESPOND) Improve tracking of cases, exposures, adverse events, and patient disposition by 4Q06.
	Objective 22.2 (RESPOND) By 4Q06, decrease the time needed to execute medical and public health mutual aid agreements by 20%.
	Objective 22.3.1 (RESPOND) Ensure epidemiological response capacity is consistent with hospital preparedness guidelines for surge capacity.
	Objective 22.4 (RESPOND) Increase the proficiency of volunteers and staff performing collateral duties associated with performing epidemiology investigation and mass prophylaxis support tasks by 20% by 4Q06.
Goal 23: To ensure that the healthcare system in Michigan, with a particular focus on hospitals, is able to handle large numbers of patients requiring immediate care following a major incident (including casualties experiencing trauma and burns, infections, or chemical- or radiologically-induced injury) and is able to rapidly accommodate an influx of supplemental healthcare assets from mutual aid partners, as well as the State and Federal government.	Objective 23.1 (RESPOND) By 4Q06, establish systems that, at a minimum, can provide triage, treatment and initial stabilization, above the current daily staffed bed capacity.
	Objective 23.2 (RESPOND) By 4Q06, develop a system that allows for the advance registration and credentialing of clinicians needed to augment a hospital or other medical facility to meet surge needs.
	Objective 23.4 (PROTECT) By 4Q06, jurisdiction-specific hazards are identified and assessed to enable appropriate protection, prevention and mitigation strategies.

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National Priority 8: Strengthen Planning and Citizen Preparedness Capabilities	
Goal	Objective
Goal 17: Use the Michigan Citizens Corps to assist communities in preparing to prevent and respond to man-made and natural disasters via a strong network of volunteers trained in response.	Objective 21.1 (PREVENT) Create local councils in each of the eight Michigan Citizens Corps Regions. (Target Completion Date: 3Q08)
	Objective 17.2 (PROTECT) Enhance the Citizens Corps by working closely with the Medical Reserve Corps. (Target Completion Date: 4Q08)
	Objective 17.3 (PROTECT) Enhance the Citizens Corps by seeking greater partnering with the Volunteers in Police Service (VIPS). (Target Completion Date: FY08)
	Objective 17.4 (PROTECT) Enhance the Citizens Corps by seeking greater partnering with USAonWatch (Neighborhood Watch). (Target Completion Date: 2Q08)
	Objective 17.5 (PREVENT) Train-the Trainer academy. (Target Completion Date: FY08)

Appendix E: Acronym List

AAR	After Action Report
AMSTEP	Area Maritime Security Training and Exercise Program
ASEOC	Alternate State Emergency Operations Center
CAR	Capital Area Region
CBRNE	Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive
CDC	Centers for Disease Control and Prevention
CIP	Critical Infrastructure Protection
COOP	Continuity of Operations Plan
CPX	Command Post Exercise
CRI	Cities Readiness Initiative
D	Drill
DHS	U.S. Department of Homeland Security
DMVA	Michigan Department of Military and Veteran Affairs
EEG	Exercise Evaluation Guide
EMHSD	Emergency Management and Homeland Security Division
EMS	Emergency Medical Services
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plans
EP	Emergency Planning
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-Scale Exercise
FY	Fiscal Year
G	Game
HazMat	Hazardous Materials
HAZWOPER	Hazardous Waste Operations and Emergency Response
HRSA	Health Resources Services Administrations
HSAC	Homeland Security Advisory Council
HSEEP	Homeland Security Exercise and Evaluation Program
HSPC	Homeland Security Preparedness Committee

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ICS	Incident Command System
IED	Improvised Explosive Device
IP	Improvement Plan
JAG	Justice Assistance Grant
LEIN	Law Enforcement Information Network
LHD	Local Health Department
LPT	Local Planning Team
LTC	Long-Term Care
MAA	Mutual Aid Agreement
MDA	Michigan Department of Agriculture
MDCH	Michigan Department of Community Health
MEMAC	Michigan Emergency Management Assistance Compact
MEMP	Michigan Emergency Management Plan
MEMS	Metropolitan Emergency Medical Services
MRIAT	Michigan Rapid Impact Assessment Team
MSEL	Michigan Standardized Equipment List
MPSCS	Michigan Public Safety Communications System
MOU	Memorandum of Understanding
MSP	Michigan State Police
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NPG	National Preparedness Goal
NRF	National Response Framework
NW	Northwest
OPHP	Office of Public Health Preparedness
PEM	Professional Emergency Manager
PIO	Public Information Officer
POC	Point of Contact
POD	Point of Dispensing
PREP	Preparedness Response Exercise Program
REP	Radiological Emergency Planning
RHSS	Regional Homeland Security Strategy
RRT	Regional Response Team

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RRTN	Regional Response Team Network
RSS	Receipt, Storage, and Staging
S	Seminar
SHSS	State Homeland Security Strategy
SIMCELL	Simulation Cell
SOP	Standard Operating Procedures
SNS	Strategic National Stockpile
SWAT	Special Weapons and Tactics
T&EPW	Training and Exercise Plan Workshop
T&E	Training and Exercise
TCL	Target Capabilities List
TTT	Train the Trainer
TTX	Tabletop Exercise
UCS	Unified Command System
UASI	Urban Area Security Initiative
USCG	United States Coast Guard
VIPS	Volunteers in Police Service
W	Workshop
WMD	Weapon(s) of Mass Destruction