January 2020

Fort Bend County

Integrated Preparedness Plan 2020-2022
# Table of Contents

Points of Contact................................................................................................................................................. 2

Acronyms and Key Terms........................................................................................................................................ 8

  Acronyms................................................................................................................................................................. 8
  Key Terms................................................................................................................................................................. 10

Purpose ...................................................................................................................................................................... 12

Maintenance .............................................................................................................................................................. 12

Integrated Preparedness Plan Workshop (IPPW) ................................................................................................. 12

Top Threats and Hazards......................................................................................................................................... 13

Critical Infrastructure and Key Resources (CIKR) ................................................................................................. 15

Priority Areas and Core Capabilities .................................................................................................................... 13

  Operational Coordination .................................................................................................................................... 15
  Operational Communications ................................................................................................................................. 15
  Public Information and Warning ........................................................................................................................... 16
  Public Health, Healthcare, and Emergency Medical Services ........................................................................ 17
  Situational Assessment ......................................................................................................................................... 18
  Cybersecurity......................................................................................................................................................... 18

Methodology and Tracking ................................................................................................................................... 20

  Training and Exercises Requirements ................................................................................................................... 20

Multiyear Training and Exercise Schedule ........................................................................................................... 23

Appendix A – Core Capabilities List ..................................................................................................................... 30

Appendix B – Exercise Types .................................................................................................................................. 32

  Discussion – Based ............................................................................................................................................... 32
  Operations – Based ............................................................................................................................................... 35

Fort Bend County IPP | January 2020
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# Acronyms and Key Terms

## Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After Action Report</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear, Explosives</td>
</tr>
<tr>
<td>CERT</td>
<td>Community Emergency Response Team</td>
</tr>
<tr>
<td>CIKR</td>
<td>Critical Infrastructure Key Resources</td>
</tr>
<tr>
<td>EMPG</td>
<td>Emergency Management Performance Grant</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>FBC</td>
<td>Fort Bend County</td>
</tr>
<tr>
<td>FE</td>
<td>Functional Exercise</td>
</tr>
<tr>
<td>FSE</td>
<td>Full Scale Exercise</td>
</tr>
<tr>
<td>HazMat</td>
<td>Hazardous Materials</td>
</tr>
<tr>
<td>HHS</td>
<td>Health and Human Services</td>
</tr>
<tr>
<td>HS&amp;EM</td>
<td>Homeland Security &amp; Emergency Management</td>
</tr>
<tr>
<td>HSEEP</td>
<td>Homeland Security Exercise Evaluation Program</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>IP</td>
<td>Improvement Plan</td>
</tr>
<tr>
<td>IPP</td>
<td>Integrated Preparedness Plan</td>
</tr>
<tr>
<td>IPPPG</td>
<td>Integrated Preparedness Plan Planning Group</td>
</tr>
<tr>
<td>IPPW</td>
<td>Integrated Preparedness Plan Workshop</td>
</tr>
<tr>
<td>IS</td>
<td>Independent Study</td>
</tr>
<tr>
<td>ISD</td>
<td>Independent School District</td>
</tr>
<tr>
<td>JIC</td>
<td>Joint Information Center</td>
</tr>
<tr>
<td>Acronym</td>
<td>Definition</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------------------</td>
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<tr>
<td>JIS</td>
<td>Joint Information System</td>
</tr>
<tr>
<td>LID</td>
<td>Levee Improvement District</td>
</tr>
<tr>
<td>LMS</td>
<td>Learning Management System</td>
</tr>
<tr>
<td>MAA</td>
<td>Mutual Aid Agreement</td>
</tr>
<tr>
<td>MUD</td>
<td>Municipal Utility District</td>
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<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>NRF</td>
<td>National Response Framework</td>
</tr>
<tr>
<td>POD</td>
<td>Commodity Point of Distribution / Medical Point of Dispensing</td>
</tr>
<tr>
<td>RWE</td>
<td>Real World Event</td>
</tr>
<tr>
<td>SO</td>
<td>Sheriff’s Office</td>
</tr>
<tr>
<td>TDEM</td>
<td>Texas Division of Emergency Management</td>
</tr>
<tr>
<td>TTX</td>
<td>Table Top Exercise</td>
</tr>
<tr>
<td>VTTX</td>
<td>Virtual Table Top Exercise</td>
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<tr>
<td>UASI</td>
<td>Urban Area Security Initiative</td>
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</table>
Key Terms

**Critical Infrastructure and Key Resources (CIKR)** - Any system or asset vital to Fort Bend County whose incapacity or destruction would cause a devitalizing impact on physical, psychological, or economical security, public health or safety or any combination thereof.

**Core Capabilities** – Thirty-two (32) distinct critical elements necessary to achieve the National Preparedness Goal.

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

**Homeland Security Exercise and Evaluation Program (HSEEP)** - A program that provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

**Improvement Plan (IP)** - The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. The IP is developed in conjunction with the After-Action Report.

**Incident Command System (ICS)** – A management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

**Progressive Approach** - A progressive approach designated by the Homeland Security Exercise and Evaluation Program that includes the use of various exercises aligned to a common set of exercise program priorities and objectives with an increasing level of complexity over time. (Progressive exercise planning does not imply a linear progression of exercise types).
Acronyms and Key Terms

**National Incident Management System (NIMS)** - The NIMS standard was designed to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive system for incident management. It is a nationwide approach for Federal, State, local, tribal, and territorial governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

**National Preparedness Goal** - The National Preparedness Goal defines the core capabilities necessary to prepare for the specific types of incidents that pose the greatest risk to the security of the Nation. The Goal emphasizes actions aimed at achieving an integrated, layered, and all-of-Nation preparedness approach that optimizes the use of available resources. Specifically, the Goal defines success as: “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”
Purpose

The purpose of the Fort Bend County Integrated Preparedness Plan (IPP) – formerly known as the Multiyear Training and Exercise Plan (MTEP) – is to document the process necessary to strengthen the core capabilities that are deemed essential in preventing, protecting against, mitigating the effects of, responding to, and recovering from threats and hazards. The Fort Bend County Training and Exercise Program employs a progressive approach that combines all-hazard planning, innovative trainings, and realistic exercises to enhance Fort Bend County’s overall preparedness capabilities.

The IPP displays Fort Bend County’s and its partners’ training and exercise activities for 2020-2022. This plan promotes communication and coordination among partners in the county and the region and reduces duplication of efforts.

Maintenance

The IPP is a dynamic document. A major update to the IPP occurs annually during the Integrated Preparedness Plan Workshop (IPPW). In addition, the IPP Schedule should be updated and distributed at minimum quarterly to reflect changes in scheduling and planning process.

Fort Bend County Homeland Security & Emergency Management (FBC HS&EM) is the primary agency responsible for providing direction and oversite for the Fort Bend County IPP.

Integrated Preparedness Plan Workshop (IPPW)

Each year, an Integrated Preparedness Plan Workshop (IPPW) is held to review and update the Fort Bend County IPP. The IPPW provides a collaborative environment where Fort Bend County jurisdictional, non-profit, and private sector partners can meet and collaborate on the county’s training and exercise plans. The IPPW was held on January 22, 2020 during the Fort Bend County Emergency Management Coordination Group meeting, hosted by FBC HS&EM.
The review and update process for the IPP consisted of the following three objectives:

1. Identify the primary threats and hazards with the potential to impact Fort Bend County;
2. Identify the FEMA designated priority areas and core capabilities essential to combatting the identified threats and hazards; and
3. Outline the cycle of training and exercise activities that will provide the most value in strengthening the identified priority areas and core capabilities.

The following sections discuss each of the objectives in greater detail.

**Top Threats and Hazards**

As part of the 2020 annual review of the Integrated Preparedness Plan for 2020-2022, the Integrated Preparedness Plan Planning Group (IPPPG) identified the top potential threats and hazards that have the ability to impact Fort Bend County. To identify the threats and hazards, the IPPPG considered many sources including the Fort Bend County Hazard Mitigation Plan, Texas Public Health Risk Assessment Tool (TPHRAT), and local, national, and global historical events.

Threat and Hazard Identification is important because it allows Fort Bend County to focus its preparedness efforts on the incidents and events most likely to occur or be most severe. Figure 1 below demonstrates the identified threats and hazards perceived to be a top priority for Fort Bend County (in no particular order).
Natural Hazards

- Severe Weather
  - Floods *(i.e. flash flooding, riverine)*
  - Hurricanes, Tropical Storms, Depressions
  - Heavy Rain, Thunderstorms
  - Hail
  - High Winds
  - Extreme Heat/Cold
  - Tornadoes
- Drought
- Wildfire
- Public Health Emergencies *(e.g., pandemics, epidemics, outbreaks)*
  - High Consequences Infections Diseases *(e.g., Ebola)*
  - Vector Borne Diseases *(e.g., Zika)*

### Technological
- Dam / Levee Failure
- Hazardous Materials Release *(HazMat)*
- Train Derailment
- Critical Infrastructure Failure *(e.g., power failure)*
- Structural Collapse

### Human - Caused Incident
- Active Shooter, Hostile Intruder, Workplace Violence
- Chemical, Biological, Radiological, Nuclear, Explosives *(CBRNE)* attack
- Civil Disturbance, Civil Unrest
- Use of Vehicle as a Weapon
- Cyber Attack/Incident
- Drone Attack

*Figure 1*
Critical Infrastructure and Key Resources (CIKR)

Fort Bend County is committed to preserving the physical, psychological, and economic safety and security of the county, its residents, and its visitors. The IPPPG recognizes that Fort Bend County contains Critical Infrastructure and Key Resources (CIKR) that may be at greater risk of being targeted or harmed by threats and hazards. It is essential to incorporate CIKR into the planning, training, and exercise process. The vast majority of CIKR are privately owned and operated; therefore, the private sector must be included in the preparedness process to effectively manage real-world emergencies. Figure 2 below displays both Critical Infrastructure and Mass Gatherings and Special Events specific to Fort Bend County that may be especially vulnerable to threats and hazards (in no particular order).

<table>
<thead>
<tr>
<th>Critical Infrastructure</th>
<th>Mass Gatherings and Special Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pipelines</td>
<td>• Smart Financial Center</td>
</tr>
<tr>
<td>• Rail Roads</td>
<td>• Stafford Centre</td>
</tr>
<tr>
<td>• Levees / Dams</td>
<td>• Sugar Land Festival Site</td>
</tr>
<tr>
<td>• Emergency Services Facilities</td>
<td>• High School Stadium</td>
</tr>
<tr>
<td>• Other Government Facilities</td>
<td>• Fort Bend County Fairgrounds</td>
</tr>
<tr>
<td>• Water / Waste-Water Treatment Facilities</td>
<td>• Fort Bend County Fair Day</td>
</tr>
<tr>
<td>• Power Plants</td>
<td>• Holiday Events</td>
</tr>
<tr>
<td></td>
<td>• Merrill Center</td>
</tr>
<tr>
<td></td>
<td>• Constellation Field</td>
</tr>
</tbody>
</table>

Figure 2
Priority Areas and Core Capabilities

The National Preparedness Goal has established 32 core capabilities that are deemed critical elements necessary to achieve and maintain a comprehensive level of preparedness. The core capabilities are organized by the five emergency management mission areas: prevention, protection, mitigation, response, and recovery. (See Appendix A – Core Capabilities List for a list of each of the 32 core capabilities and their corresponding mission areas.)

FEMA, as part of the Emergency Management Performance Grant (EMPG), has designated six exercise Priority Areas for improvement as they relate to emergency management capabilities. Each Priority Area has a list of associated core capabilities. It is recommended under EMPG that training and exercise programs increase capability for high-priority core capabilities with low capability levels, validate capability levels, and maintain and/or sustain current capabilities. Below are the six designated Priority Areas with their associated core capabilities:

1. Catastrophic Disaster Housing
   - Housing
   - Planning
   - Situational Assessment
   - Physical Protective Measures

2. Cybersecurity
   - Cybersecurity
   - Planning
   - Operational Communications
   - Operational Coordination

3. Disaster Financial Management
   - Planning
   - Risk Management for Protection Programs and Activities
   - Risk and Disaster Resilience Assessment
   - Community Resilience
   - Economic Recovery
4. Evacuation Plan/Annex
   - Planning
   - Risk Management for Protection Programs and Activities
   - Risk and Disaster Resilience Assessment
   - Threats and Hazards Identification
   - Operational Coordination
   - Long-term Vulnerability Reduction

5. Logistics – Distribution Management Planning
   - Logistics and Supply Chain Management
   - Supply Chain Integrity and Security

6. Crossover
   - Planning
   - Operational Coordination
   - Operational Communications
   - Public Information and Warning
   - Infrastructure Systems

The Fort Bend County Integrated Preparedness Plan Planning Group (IPPPG) conducted an analysis of previous Improvement Plans (IPs) and After-Action Reports (AARs) to determine which of the core capabilities were most essential. The following core capabilities were identified as most essential:

1. Operational Coordination
2. Operational Communications
3. Public Information and Warning
4. Public Health, Healthcare, and Emergency Medical Services
5. Situational Assessment
6. Cybersecurity

The following section provides a brief description of the essential core capabilities and any identified trainings, exercises, or special topics that would support the strengthening of the associated capability. Some trainings and exercises may support multiple core capabilities and may be listed as such.
Operational Coordination
According to the National Preparedness Goal, the operational coordination core capability establishes and maintains a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Supporting Trainings and Exercises:
- E – 947, Emergency Operations Center/Incident Management Team Interface
- G – 191, ICS/EOC Interface
- G – 200, Texas Public Officials Workshop
- G – 205, Recovery from Disaster: The Local Government Role
- G – 300, Intermediate ICS for Expanding Incidents
- G – 400, Advanced ICS for Command and General Staff
- G – 402, ICS Overview for Executive/Senior Officials
- G – 775, EOC Management and Operations
- G – 2300, Intermediate Emergency Operations Center Functions
- IS – 100, Introduction to the Incident Command System (ICS)
- IS – 200, ICS for Single Resource and Initial Action Incidents
- IS – 700, Introduction to the National Incident Management System (NIMS)
- IS – 800, Introduction to National Response Framework (NRF)
- IS – 2200, Basic Emergency Operations Center Functions
- MGT – 346, Emergency Operation Center (EOC) Operations for All-Hazards Events

Operational Communications
According to the National Preparedness Goal, the operational communications core capability seeks to ensure the capacity for timely communications in support of security, situational awareness, and operations by all means available, among and between affected communities in the impact area and all response forces.

Supporting Trainings and Exercises:
- AUXCOMM, Auxiliary Communications (AUXCOMM) Training
- AWR – 221-W, Principles of Effective Campus Public Emergency Communications
- AWR – 329, Leveraging Tools for Coordinated Community Disaster Communications
- COMT, OEC All-Hazards Communication Technician (COMT) Training
- CSTCI, Communications Interoperability
- E/L – 969, NIMS ICS All-Hazards Type III Communications Unit Leader (COML)
- EOC Radio Drills
- G – 272, Warning Coordination
- IS – 242, Effective Communication
- IS – 247, Integrated Public Alert and Warning System (IPAWS)
- IS – 248, Integrated Public Alert and Warning System (IPAWS) for the American Public
- IS – 251, Integrated Public Alert and Warning System (IPAWS) for Alerting Authorities

Public Information and Warning

According to the National Preparedness Goal, the public information and warning core capability seeks to deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

Supporting Trainings and Exercises:

- E/L – 105, Public Information and Warning
- E/L – 952, NIMS/ICS All-Hazards Public Information Officer Course
- E – 388, Advanced Public Information Officer
- E – 389/393/394, Master Public Information Officer
- G – 272, Warning Coordination
- G – 290/289/291, Basic Public Information Officer Course (G – 290)/Public Information Officer Awareness Course (G – 289)/JIS/JIC Planning for Tribal, State, and Local PIOs (G –291)
- IS – 29, Public Information Officer Awareness
Priority Areas and Core Capabilities

- IS – 42, Social Media in Emergency Management
- IS – 242, Effective Communication
- IS – 247, Integrated Public Alert and Warning System (IPAWS)
- IS – 248, Integrated Public Alert and Warning System (IPAWS) for the American Public
- IS – 251, Integrated Public Alert and Warning System (IPAWS) for Alerting Authorities
- MGT – 318, Public Information in an All-Hazards Incident
- MGT- 902, Managing Public Information for All Hazards Incidents
- PER – 304, Social Media Platforms for Disaster Management
- PER – 343, Social Media Engagement Strategies
- PER – 344, Social Media Tools and Techniques

Public Health, Healthcare, and Emergency Medical Services
According to the National Preparedness Goal, the public health and medical services core capability seeks to provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

Supporting Trainings and Exercises:
- Psychological First Aid Training
- Medical POD Learning
- Community Assessment for Public Health Emergency Response
- AWR – 111, Basic Emergency Medical Services Concepts for Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Events
- AWR – 314, Medical Countermeasures for Public Health Emergencies
- AWR – 314-W, Medical Countermeasures Awareness for Public Health Emergencies
- AWR – 341, Disaster Preparedness for Healthcare Organizations within the Community Infrastructure
• IS – 520, Introduction to Continuity of Operations Planning for Pandemic Influenzas
• IS – 522, Exercising Continuity Plans for Pandemics
• MGT – 319, Medical Countermeasures: Points of Dispensing (POD), Planning and Response
• MGT – 341, Disaster Preparedness for Healthcare Organizations within the Community Infrastructure
• MGT – 403, Response Planning for People with Access Functional Needs in Rural Communities
• MGT – 409, Community Healthcare Planning and Response to Disasters
• MGT– 901, Healthcare Leadership for Mass Casualty Incidents
• PER – 211, Medical Management of Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Events
• PER – 320, Personal Protective Measures for Biological Events

Situational Assessment
Situational Assessment, per the National Preparedness Goal, provides all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Supporting Trainings and Exercises:
• E – 143, Advanced Situational Awareness and Common Operating Picture
• E – 550, Continuity of Operations Planning
• E – 948, Situational Awareness and Common Operating Picture
• E – 964, Situation Unit Leader
• G – 557, Rapid Needs Assessment
• WebEOC training

Cybersecurity
According to the National Preparedness Goal, the cybersecurity core capability seeks to protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communication systems and services (and the information contained therein). Cybersecurity has
become extremely important as many of our emergency functions rely on cyber systems, networks, and assets.

**Supporting Trainings and Exercises:**

- AWR – 136, Essentials of Community Cybersecurity
- AWR/MGT – 384, Community Preparedness for Cyber Incidents
- E – 553, Resilient Accord Cybersecurity Planning
- MGT – 384, Community Preparedness for Cyber Incidents
- MGT – 385, Community Cybersecurity Exercise Planning
- MGT – 452, Physical and Cybersecurity for Critical Infrastructure
- MGT – 465, Recovering from Cybersecurity Incidents
- PER – 256, Comprehensive Cyberterrorism Defense (CCD)
- PER – 257, Cyberterrorism First Responder (CFR)
Methodology and Tracking

All training and exercises adhere to the current guidelines and regulations of the Emergency Management Performance Grant (EMPG). In addition, this training and exercise program seeks to be Homeland Security Exercise and Evaluation Program (HSEEP) compliant to ensure a consistent approach to planning, conducting, and evaluating the training and exercise activities as well as implementing improvement planning. According to HSEEP, exercises priorities and objectives should be designed with an increasing level of complexity over time. Figure 3 below demonstrates the HSEEP progressive approach.

*Figure 3*

Training and Exercises Requirements

Fort Bend County is a recipient of Emergency Management Performance Grant (EMPG). Each jurisdiction receiving EMPG funds must adhere to the following minimum requirements:

1. Conduct and evaluate as many or as few exercises, both discussion-based and operations-based, to address any three core capabilities that fall under the EMPG designated priorities areas (addressed above).
It is recommended to conduct at least one operations-based exercise annually to enhance community preparedness.

2. Conduct and evaluate a full-scale exercise at least once every three years, addressing at a minimum two priority area core capabilities and two other core capabilities for a total of four.

3. All local elected officials or their designee who is identified on the TDEM-147 form must complete the Senior Official Workshop and the NIMS training courses IS 100, 200, 700, and 800.

For additional training and exercise requirements as it relates to EMPG, reference the TDEM FY 2020 Local Emergency Management Performance Guide (November 2019).

Figure 4 below displays the Texas Division of Emergency Management’s (TDEM) requirements necessary to receive exercise credits based on exercise types. See Appendix B – Exercise Types for more information on each of the exercise types.
<table>
<thead>
<tr>
<th>Exercise Activity</th>
<th># of EM Agencies / Jurisdictions</th>
<th>Elected Official or Rep Required</th>
<th>Min # of Core Capabilities</th>
<th># of Priority Core Capabilities (included in minimum)</th>
</tr>
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<tbody>
<tr>
<td>Seminar</td>
<td>Two</td>
<td>No</td>
<td>Two</td>
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<tr>
<td>Workshop</td>
<td>Two</td>
<td>No</td>
<td>Three</td>
<td></td>
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<tr>
<td>Special Event</td>
<td>Three</td>
<td>No</td>
<td>Four</td>
<td>Annually, all three PCC’s have to be address in at least one exercise</td>
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<tr>
<td>Table Top</td>
<td>Four</td>
<td>Yes</td>
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<tr>
<td>Game</td>
<td>Three</td>
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<tr>
<td>Drill</td>
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*Figure 4*

++ In compliance with conditional requirements
Multiyear Training and Exercise Schedule

The following section contains the Fort Bend County IPP’s schedule for the 2020-2022 performance periods*. The schedule identifies pre-planned trainings and exercises that address priority core capabilities. The multi-year training and exercise schedule will be continuously updated and distributed at least quarterly.

*Fort Bend County follows the performance period stipulated by the Emergency Management Performance Grant. Performance periods begin October 1 and end September 30 of the following year.

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## Fort Bend County Training and Exercise Calendar FY 2020

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**FB EOC Radio Drill**

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- NIMS 700/100/200/800
- CERT
- Cyber Security TTX (VTX)
- CERT
- L 548 / L 550 COOP

- MTEP Workshop
- NIMS 700/100/200/800
- Addicks/Barker Reservoir Ex
- Hurricane Exercise (Alt EOC)
- LID Seminar
- TDEM Region 2 Evac Ex
- NIMS 700/100/200/800
- FBR Recovery Exercise
- FBC Fair Parade (RWE)
- LID Seminar

- CERT Rodeo (Regional)

- HHS Online POD
- HHS Psychological First Aid
- HHS LMS
- HHS Mass Fatality

- POD Leadership
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- NIMS 100/200/700
- WebEOC Refresher Training

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**Fort Bend County Training and Exercise Calendar FY 2021**

**FY 2021 Calendar Updated 01.28.2020**
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### Fort Bend County Training and Exercise Calendar FY 2022

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| City of Richmond |  |  |  |  |  |  |  |  |
| City of Stafford |  |  |  |  |  |  |  |  |

| Training | Seminar/Symposium | Drill | Tabletop | Functional | Full-Scale | Workshop | RWE |

*FY 2022 Calendar Updated 01.28.2020*
## Appendix A – Core Capabilities List

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Appendix B – Exercise Types

Discussion – Based

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 that uses 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
Although similar to seminars, workshops differ in two important aspects: participant interaction is increased and achieving or building a product (such as a plan or a policy) is the main focus. 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), mutual aid agreements (MAAs), integrated preparedness plans (an output of the integrated preparedness plan workshop), 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 topics and goals are numerous, but all workshops share the following attributes:

• Effective with small and large groups
• Facilitated, working breakout sessions
• Goals oriented toward an identifiable product
• Information conveyed through 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 members, 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, TTXs can be cost-effective tools 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 and brings players up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the facilitator, problems are discussed as a group, and resolution is generally agreed upon and summarized by the leader. 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, video, or other means. Players 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

Games

A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetic situation. Games explore the consequences of player decisions and actions and are therefore excellent tools to use when validating or reinforcing plans and procedures or evaluating resource requirements.

During game play, decision-making may be either slow and deliberate or rapid and more stressful, depending on the exercise design and objectives. The open, decision-based format of a game can incorporate “what if” questions that expand exercise benefits. Depending on the game’s design, the consequences of player
actions can be either pre-scripted or decided dynamically. Identifying critical decision-making points is a major factor in the success of evaluating a game.

Operations – Based

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)
An FE is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS), Unified Command (UC), and emergency operations centers (EOCs). 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 an 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 the EOC, headquarters, and staff
- Evaluating functions
- Examining interjurisdictional relationships
- Measuring resource adequacy
Reinforcing established policies and procedures

Full-Scale Exercises (FSEs)

FSEs are multiagency, multijurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under ICS or UC 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). An FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.

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

- Activating and/or allocating personnel and equipment
- Analyzing and testing memorandums of understanding (MOUs), SOPs, plans, policies, procedures, and communication systems
- Assessing equipment capabilities
- Assessing inter-jurisdictional cooperation
- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Exercising public information systems