Multi-Year Training and Exercise Plan
2016-2018
Preface

The Colorado Division of Homeland Security and Emergency Management (DHSEM) has developed this Multi-year Training and Exercise Plan (MYTEP) for the fiscal years 2016 – 2018. The information contained in this MYTEP was developed following the Training and Exercise Planning Workshop (TEPW) conducted on November 18, 2015. The DHSEM Training and Exercise Team coordinated and facilitated the conduct of the TEPW and the development of this MYTEP.

The State of Colorado DHSEM has pursued an All-Hazards strategic framework that coordinates a multi-jurisdictional, multi-organizational approach to the creation of a foundation that improves all five mission areas – prevention, protection, mitigation, response and recovery. The MYTEP is written in response to the following objectives set forth in the 2014 Division of Homeland Security and Emergency Management Strategic Plan:

Objective 1 – Support Goal – Deliver effective and efficient processes, resources and services in support of mission areas.

1.7 Provide a comprehensive training and exercise program to bolster internal and external capabilities.

Objective 5 – Response Goal – Provide coordination and support to all-hazard incidents and threats.

5.6 – Strengthen response capability by identifying and providing training specific to the needs of the Division and our communities.

5.7 – Improve state level incident response through exercises.

This plan is developed with the intention to strengthen the State’s ability to attain, practice, validate, and improve its capabilities and capacity in all-hazards preparedness and resiliency.

The MYTEP is a living document and is written in response to preparedness which is a cyclical and on-going process. Many strategies are in the initial stages of development, and training and exercise are limited; however, work continues, and the MYTEP will be updated and refined annually as those changes are made. The ultimate measures of success for the MYTEP are: 1) Benchmarks are met; 2) Increased program capacity is established; 3) Increased coordination & partnerships are developed; and 4) Stakeholder satisfaction is achieved.
Points of Contact (POCs)

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Purpose
The purpose of the MYTEP is to provide a roadmap for the State of Colorado to follow as a means of accomplishing the priorities described in the strategic plan. The priorities are tied to the National Preparedness Goal and the State Preparedness Goal. In addition, the priorities also are tied to the Colorado Department of Public Safety Strategic Plan, the State Homeland Security Strategy, and the Division of Homeland Security and Emergency Management Strategic Plan. The priorities are also associated with the Homeland Security Exercise and Evaluation Program (HSEEP) Core Capabilities. Capabilities-based planning provides the foundation for developing exercise program priorities, identifies sets of capabilities to exercise, determines the conditions and scenarios that should be included and addressed in exercises, and sets the performance threshold training and exercises work to evaluate and validate.

The purpose of the Multi-year Training and Exercise Plan (MYTEP) is to provide a consolidated statewide strategy which allows for improved coordination and broader participation in training and exercises across the State. The MYTEP and the associated calendar is derived from the annual State Training and Exercise Planning Workshop (TEPW). Regions across the state conducted their annual TEPWs, and the identified needs were then fed into the State priorities. These priorities are linked to corresponding core capabilities, and a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, or other factors. This MYTEP identifies the training and exercises that will help the State and its stakeholders build and sustain the core capabilities needed to address training and exercise program priorities.

Included in the MYTEP is the training and exercise schedule, which provides a graphic illustration of the proposed activities, scheduled for the years 2016 - 2018. The MYTEP is a living document, with constant adjustments being made to meet the needs of the State and its stakeholders.

Program Priorities
A number of documents were considered in the preparation of the MYTEP. The DHSEM 2014 Strategic Plan sets forth the goals and related objectives which address the Division’s strategic direction in implementing its mission of preparing for, protecting from, mitigating against, responding to, and recovering from the impacts of all-hazards incidents and acts of terrorism, as well as delivery of resources and services in support of the mission areas. The 2014-2016 Homeland Security & All-Hazards Strategic Framework provides broad, strategic direction and guidance for the stakeholders of Colorado’s Homeland Security program.

The 2014 State Preparedness Report (SPR)/Threat Hazard Identification and Risk Assessment (THIRA) was also taken into consideration. This document sets forth those core capabilities where the greatest challenges exist for the State of Colorado including cybersecurity, risk and disaster resilience assessment, and on-scene security and protection. Along with the SPR, the Capability Assessment Tool provides information on where capabilities stand from a statewide perspective. This document, which utilizes the target capabilities list, provides a snapshot of time from 2010 to 2015 wherein specific
capabilities and levels of capability are measured with regard to readiness for all-hazards. Finally, consideration was given to a number of After-Action Reports/Improvement Plans (AAR/IPs). These AAR/IPs identified areas of improvements or gaps in state exercises and real world events that occurred over the last three years.

When considered as a whole, a number of priorities were identified and are listed below. The priorities are set forth under their associated core capability.

**Operational Coordination**
- Resource Management and Mobilization Training/Exercise
- Multi-Agency Coordination Training/Exercise
- Incident Management Team Development
- Incident Command System Training/Exercise
  - Include Public Safety Answering Point (PSAP)/9-1-1 Coordination Centers

**Public Information and Warning**
- Public Information Officer Training/Exercise
- Social Media Training
- Joint Information Center/Joint Information System Exercise

**Planning**
- Emergency Operations Plans
- Continuity of Operations Plans
- Continuity of Government Plans
- Recovery Plans
  - Development
  - Exercise

**Cybersecurity**
- Identification of the problems
- Development of risk-informed guidelines to address security of critical information, records, and communications systems/services
- Development and implementation of procedures to detect malicious activity and conduct technical and investigative-based countermeasures

**Recovery from Disaster (Immediate and Long Term)**
- This is not a specific core capability; however, the stakeholders at the TEPW identified this as a definite gap which should be addressed through various trainings and exercises
Methodology and Tracking

Prior to the Statewide TEPW, regions and/or counties throughout the State conducted Training & Exercise Planning Workshops which identified gaps from AARs and IPs from real world events and exercises of the previous year(s). Regions and jurisdictions also identified needs resulting from attrition, development of new plans and processes, and grant requirements. This information was pushed up to the State and included in the State TEPW priorities for the next three years.

DHSEM also identified the testing of Continuity of Operations Plans (COOP) as a priority. There has been an active focus on the development of COOP plans within State. To that end, an aggressive schedule of training and exercises is planned, culminating in a functional COOP exercise in 2018. These events will include trainings offered by the State as well as by the National Domestic Preparedness Consortium, the Emergency Management Institute (EMI) and other providers. Exercises will range from discussion-based exercises (e.g., workshops and table tops) to operations-based exercises (e.g., drills, functional exercises, and full-scale exercises). Each exercise will be followed by the creation of an After-Action Report (AAR) and Improvement Plan (IP) and will be tracked accordingly. This process will ensure that areas for improvement are appropriately identified, tracked, and rectified. As the levels of training and exercises increase in complexity, they will naturally become increasingly challenging for participants. Using this building-block approach¹ to exercising is essential to ensure Colorado DHSEM’s vision that “Colorado communities are safe, secure and resilient from all-hazard events including acts of terrorism” (2014 Strategic Plan, 2014).

Figure 1: Exercise Building Blocks

¹HSEEP IS703A Course Summary Retrieved from emilms.fema.gov
**2016-2018 STATE OF COLORADO TRAINING EXERCISE PLAN**

### North Central Region

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<tr>
<th>State-Host</th>
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# 2016

**State**

- **L101 Foundations of Emer. Mgmt - Basic EM Academy (Date TBD)**
- **Emergency Management Academy (May/June)**
- **Advanced Planning (Montrose)**
- **CWFIMA (Gunnison)**
- **L149 ICS Instruction Refresher (Montrose)**
- **Disaster Finance (Montrose)**
- **Montrose County Airport TTX (Montrose)**
- **G191 EOC/ICS Interface (Gunnison)**

**Region**

- **SW Region:** G557, G386, G191, C & G Staff, HSEEP
- **NW Region:** G557, THIRA, G288

# 2017

**State**

- **L101 Foundations of Emer. Mgmt - Basic EM Academy (Date TBD)**
- **Emergency Management Academy (May/June)**
- **Advanced Planning (Montrose)**
- **CWFIMA (Gunnison)**
- **L149 ICS Instruction Refresher (Montrose)**
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- **G191 EOC/ICS Interface (Gunnison)**

**Region**

- **SW Region:** G557, G386, G191, C & G Staff, HSEEP
- **NW Region:** G557, THIRA, G288

# 2018

**State**

- **L101 Foundations of Emer. Mgmt - Basic EM Academy (Date TBD)**
- **Emergency Management Academy (May/June)**
- **Advanced Planning (Montrose)**
- **CWFIMA (Gunnison)**
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