



# The Ed-ITO-rial

Spring Edition  
May 2023

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## Hello Shipmates!

We'll start off by **congratulating our FY2022 Installation Training Award winners, NAS Fallon (Small) and NB Ventura County (Large)**. We had a tremendous response to this year's submission cycle, and the job of the Awards Board was daunting. We had many deserving commands, but these two ultimately stood-out as the most deserving. **Our Runner's Up were: NWS Yorktown (Small) and Joint Base Pearl Harbor-Hickam (Large)**. Finally, **CNRSW's N36 program was also BZ'd by VADM Lindsay** for their region's particular strong showing and impressive training and exercise program in support of integrated training, exercises, and the rigorous assessment cycle. Well done, to all, and next year, we hope to have even more packages from which to choose.

We also have **two new CNIC Certified ITOs** to welcome to the honor roll of those who have managed to pursue and achieve this distinction while juggling so many primary and collateral duties. Congratulations Trent Hathaway (NAS Pensacola) and Larry Plemons (NAVSUBASE Kings Bay). No small feat! To learn how you too can achieve this accomplishment, please see the ITO certification requirements codified in CNIC M-3500.1A (CNIC Shore Training Manual), Annex D, page D-1. CO and Region N36 endorsements are required to submit. Upon validation, an official CNIC ITO Certification as awarded, and the certificate is sent to you with installation, region, and CNIC HQ leadership cc'd.

On the new initiatives front, we are moving out on the **CDO PQS** project and will be staffing that further soon. It is 100% aligned with the current (and highly popular) CNIC CDO Course for CDOs, Senior Watch Officers (SWOs), and region Staff Duty Officers (SDOs). The first critical hour of an incident response, and the CDO's role, is covered in detail. CDO normal routine is also covered. We offer this course periodically and try to go by region in order to match time zones for maximum student participation.

Additionally, we are finished with the prototype **C2 Train-the-Trainer (or "How to set-up a CPX White Cell for Dummies")** for use in our EMO and ITO Courses. We rolled this out recently during our May 2023 ITO Course and after shakedown revisions, we will include it in all future ITO/EMO Courses. The goal is to provide our ITOs/EMOs with a training solution that optimally supports unit level C2 training. Additionally, this will support commands with one-year turnovers which render our routine triennial training ineffective (E.g. Chinhae, CLDJ), very small installation staffs more dependent on local mutual aid (E.g. Saratoga Springs, NAWCTSD), or OCONUS installations where Navy Departmental Operations Center (DOCs) support primary AF EOCs (E.g. Misawa, Okinawa).

Lastly, we bid a temporary farewell to George Zuniga, one of our long-standing SOTG instructors. He is being mobilized to serve at CLDJ as the J1 for JTF-HOA for one year starting in June 2023. Godspeed, George, good luck, well done, and we hope to see you back in the saddle in a year!

Keep Training! ~ *Mike Crockett, N36T*

# \*FY2022 Installation Training and Excellence\*



**\*\*Congratulations\*\***  
**Naval Base Ventura**  
**Large Installation**  
**2023**  
**CNIC Installation Training**  
**and Operational**  
**Excellence Award**

**NAVF PRED Approach:**  
*How We Built an Engaged Training Team in 12 Months – From the ITO Perspective*  
 By: Lawrence (Chip) Chen

In our opinion, the "Planning" phase is the most tedious, challenging, time-consuming step of PRED. However, when done right, it can bring a multitude of strategic benefits: - "Constructive relationships, self-confidence amongst the team, decreased training and knowledge gaps, a deep functional understanding of policies, procedures, basic responses, and so much more. For this reason, we follow M2020's planning process and the outputs that are required out of an initial, final, and final planning meeting. In fact, this allows us to take the time to think thoughtfully about how we want to design our exercises and what learning objectives we are trying to meet.

After numerous iterations of the design of our briefing books, we found that the most engaging layout was to have the main text centered on our A3 format group of teams. All our Core Values are together, Safety is all together, DPMO/Role Players, Trained Agents, etc. Each group had at least 3 qualified Training Team Leaders to look to in case they had any questions about the briefbooks. Doing "it right" was alleviated some of the stress of the Training Team Coordinators and empowered Training Team Leaders to take accountability of their team members' & "cover" down on responsibilities as needed.

Equally, the most rewarding part of PRED is the "Execution" phase. This is when we get to see if all our hard work leading up to the exercise was effective. Did we conduct the right training prior to executing? Did we use the right exercises to effectively meet our training objectives? A lot of times, people tend to lean towards the mindset of "training to pass an assessment." This is where challenging fun or helpful to any training program. Will there be failures? Yes. Will the Training Team end up? Not sure we learn something from these failures and mistakes and become better as a team? ABSOLUTELY, our main focus is the knowledge of the team will have and the knowledge of the people around us to assist in future to help and so on.

Like Planning, the "Debriefing" phase can bring a multitude of strategic benefits when done correctly. The best debriefs, learning, development, and feedback comes from a constructive debriefing process. Formally known as a "Go/No-Go," we like to think of it as our "debrief." Where we're free to discuss good facts, point out our flaws, and how we need to correct.

(Left) Training Team Leaders "check-out" after a High Risk (HR) evaluation.  
 (Below) The ATTT Coordinator conducts a "debrief" with Controllers and Blue Players in our Security Classroom.  
 (Left) The ATTT and ITTT after successfully completing CART exercises.

Being "based on" is our favorite approach to planning. (Top Left) Training Team Leaders are looking at our "War Room" and writing out all our ideas. (Top Right) Discussion Board Table Top on PRED.

Enclosure (2)

**\*\*Congratulations\*\***  
**Naval Air Station Fallon**  
**Small Installation**  
**2023**  
**CNIC Installation Training**  
**and Operational**  
**Excellence Award**



## \*\*IN THE SPOTLIGHT\*\*



We want to take a moment and congratulate Larry Plemons, Installation Training Officer at Naval Submarine Base Kings Bay for recently completing the CNIC Installation Training Officer Certification program. When we contacted Larry to ask about the qualification process or any insight for other ITOs here is what he had to say:

“First I would like to just say “Thank you” for all the community support and give a special shout out to (CNRSE N36) Hank Bugbee, John Hunczak, Stacey Wright and (NAS JAX ) Jim Butters who go above and beyond to support the mission and the program. About me; I consider myself a non-traditional ITO as I have worked parallel with the old N7 group and watched the conversion to N36 but from the Security stand point. I was hired at Naval SUBASE Kings Bay, in 1998, as a 0083, Supervisory Police Officer, in 2006, it transitioned into the Security Training world and

in 2009 was picked up by the CNRSE as a Senior RTA Instructor under the old dismantled IS3 experiment. When CNIC established the FLETC requirement for initial 0083 training, my position was re-purposed and I was assigned to the Region assessment team where we went out and conducted RTAV visits and RASS assessments for the newly established NSF Certification process (CART 1.0 and the Franken Guides). I have observed and participated in multiple CART, RASS, and FEP assessments though the CNRSE AOR and have had the opportunity to work with a lot talented and knowledgeable people at all levels. My biggest take away from this experience was the ability to witness firsthand the unique challenges faced by the installations we supported and was able to watch us get better at what we do as the process evolved. In 2019, I returned to Kings Bay as the ATO and ATTT Leader, with the goal of sharing what I had learned, to better prepare the installation for their next cycle. At the end of 2021, I accepted the position of ITO, thinking I got this, but to my surprise I found out quickly, that there is a lot of moving parts outside of the CNIC certification. I have learned a whole new list of acronyms, like RERO, NWI, NUWIC, 8010: Chapter 12 and 13 to mention a few. Up to this point all I knew was the standardized drill package so imagine the culture shock in reviewing Tenant Play Books and Drill Plans or sitting through 3 hours drill briefs, did I mention new challenges? In my first year I was fortunate enough, to pick up the IMT, ITO and HSEEP course, rounding out the rest of my requirements for certification”.

For those working through their own certification I would recommend the following:

1. Establishing a strong a support network and or a mentor will be the key to your success, to keep you on track or help set up your path. Getting into some of the required schools used to be challenging, so I thank the CNIC N36 team for stepping up and providing quality training in the TEAMS environment.
2. Learn from others, be flexible and be prepared to adjust fire. Set yourself up for success and remember the dumb question is the one that is not asked. Read, read and re-read your governing instructions and remember Region N36, other ITOs, and CNIC N36 are all great resources and can assist you in understanding the expectations.
3. Have a plan, or check list and track your progress. Stay committed to the process and put in the effort. You will be done before you know it, then I will get you read your BIO in the next newsletter.

Regards, Larry Plemons  
NSB Kings Bay ITO



We want to take a moment and congratulate Trent Hathaway, Installation Training Officer at Naval Air Station Pensacola for completing the CNIC Installation Training Officer Certification program. When we contacted Trent to ask about the qualification process or any insight for other ITOs here is what he had to say:

“First I would like to say thank you to all the outstanding mentors that helped me along the way. I was hired at Naval Air Station Pensacola (NASP) in 2016 by ITO LT Blake Ratajack, EMO Burt Fenters and the NAS Pensacola command.

NASP is a complex work environment with roughly 126 tenant commands with four separate locations servicing approximately 25K personnel daily, not including visitors to the Pensacola Lighthouse, National Naval Aviation Museum, Fort Barrancas National Cemetery and Ft. Barrancas. Timing was fortunate for me, between retiring from the Navy after 25 years as an Air Traffic Controller and 2 years of contract positions in curriculum development, I was searching for a position on base. After coming onboard and getting my feet wet shadowing LT Ratajack, in the spring of 2017, I was able to go to Naval Air Station Whiting Field and shadow their ITO, Mr. Russ Elkin, during the Installation’s RTT.

What an experience that was, especially being only 6-months into the job! My military experience was mostly air traffic control based (shore and aircraft carriers), so this world was new for me. While I was there I was able to meet one of our CNRSE RPDs, the legendary Hank Bugbee. As I observed him work through the assessment check-sheet, and listened to the side conversations between assessment and exercises for both ATTT and ITT, I started to pick several things up. I related the process to my Master Degree thesis and capstone with working to come up with the most realistic event with the goal to complete the validation for the NSXOPs and Evolutions. The more realistic the more the success at retaining the information and becoming a more cohesive exercise. A few schools, a few more RTTs, RASSs, CARTs and FEPs, I felt the development of our team here gelling together.

One of the major adjustments we made to help aid in team development was transitioning the quarterly ATTT Active shooter exercises to quarterly ITT Integrated exercises. This brought more face-to-face interaction with those individuals when a real world incident would happen. Later, that would be proven on 6 Dec 2019 when we had an Active Shooter incident at the Naval Aviation School Command. We lost (3) Sailors, and eight others were severely injured. One of the things that resonated with me was one of the responding officers to the building said as he approached the building it was just like one of the exercises the Command Training Team would come up with and for him, and the other first responders, it was muscle memory on their actions and reactions. Once our base police entered the building no others were harmed by the shooter. I can say, even from that event our team has made even more changes to be ready for other potential incidents to include getting the Hostile Event Response Team (HERT) program up, running and integrated into our exercise scenarios. I can’t say I have one main mentor because I have gained knowledge from each ITO in the CNRSE family, and those ITOs and CNIC team, like Mike Crockett, I met at the two ITO courses in San Diego.

The ITO certification has been a DPMAP goal and this past holiday break I took advantage of the quiet work space, finished the last few FEMA courses and put together my certification package. I worked with my Region N36 lead to get everything submitted to CNIC after completing our CART in March 2023.

For those working through their own certification I would recommend the following:

1. Find a mentor that can help keep you on track or help set up your path. Getting into some of the required schools is challenging, just keep at it.
2. Ask questions. No one, no matter their previous experience, completely understands what being an ITO is in the begging. Your Region Leads, other ITOs, and CNIC N36 can all be great resources, you just have to reach out. The community gets better the more we talk with each other.
3. Your command is your team; Police, Fire and EOC are the heart of it. The better the team cohesiveness the better real world response. Integrate yourself into those departments.
4. Always work to get written instructions and standards, not Best Practices!!!!

Regards,  
Trent Hathaway  
NAS Pensacola ITO

# Is your EOC in Tune?

By: D. Beasley



Over the course of my career, I've had the opportunity to work in many EOC and ROC settings. And, as a first responder, I've also served as Incident Commander. In both aspects my full time job was being a first responder, and as such, my normal view on life was and has typically been through that lenses. Taking that into consideration, I've come to realize, sometimes as instructors we teach to what we know and from a platform which makes the most sense to us, but not necessarily always clear to everyone in the room.

As an example, when you look around the EOC or ROC more than half of those in the room have other day jobs not involving first responder type activities. However, when they are there the expectation is they become one for the minutes, hours, days or weeks that could follow. The true dynamics of working in those spaces require each of us to conform largely to a National Incident Management System construct and approach, which expects us to be familiar with, and speak, a language not commonplace in many of our day-to-day settings and normal work-life activities. So, I would like to offer those in this situation an alternate view of EOC/ROC operations that may make sense.

Picture an orchestra playing at a venue. Each orchestra typically has four main parts; Strings, Woodwinds, Brass and Percussion. Of course, there is the Conductor and the audience too. The Conductor is the EOC/ROC Cat Chief, responsible for setting the tempo, making sure all the parts come together by working as one, and helping paint the picture for the audience. The sections within the EOC (Finance/Admin, Logistic, Operations, and Planning) are the four main parts of the orchestra. Each have their very own and unique role to play; sometimes seemingly independent, but most often working together. Timing is everything, where they build off each other and work together in harmony to paint a picture that can be easily and clearly understood. Each section has a Section Chief, just like each part of an orchestra has a First Chair. Getting out of tempo or not coming in on time impacts success and affects how your audience receives and interprets things. Your audience is the Command Table taking in the delivery and providing you feedback via Commanders intent. While the approach within an orchestral setting is obviously different, the intent is still the same. Without each one of us playing our role and doing are part at the right time and in harmony with each other it will have an impact on everyone around us and everyone we are trying to support. So play your part, play it well, and strive to be in tune, knowing your actions can and will have an impact on the success of the Incident, and the effectiveness of the EOC or ROC.

# Executing Complex EM Plans

By: Ted Halpin, MPA, CEM, MEP

Picture yourself in this situation. You have been hastily called to the Emergency Operations Center (EOC) as the lead of a Threat Working Group (TWG). This, in order to prepare for severe weather outbreak. Your group receives a brief from the National Weather Service. The CO turns to you and asks – “what are we going to do, what’s our plan for this?”

Instead of beginning with a blank whiteboard and brainstorming, instead of rifling through wordy and voluminous emergency management plans, instead of people forming small groups working within their silo and comfort area of expertise, instead of quoting Incident Command System (ICS) dogma - you deploy on a smart board a Line of Effort (LOE) model specific to severe storms.

The LOE model is an operational framework and organizational tool allowing key elements of complex plans to be visualized, aligned, and “operationalized” towards producing a successful unified action. Based in Department of Defense (DoD) doctrine, it has been used by military commanders to link multiple strategies and actions with the logic of purpose and effect. LOE is used to achieve unity of effort in operations involving multiple organizations where unity of command is elusive (DoD JP 5-0).

The challenge of creating, benchmarking, exercising, and revising Emergency Management (EM) plans is considerable. Being able to extract key elements of these plans by EOC members at the right time is additionally challenging. The extraction, visualization, alignment, and organization of key elements of EM plans is the subject of this article. The utilization of LOE models facilitates this process, which in turn leads to efficient execution.

## Plan Development and Execution

There are millions of pages of EM plans across the USA. Some plans are current, some outdated. Others too brief, some overly complex. Some are clones of other geographical areas with only minor changes. Others are written by consulting companies who utilize redundant templates. Others are written only to satisfy a requirement or written quickly in response to a recent incident. **All EM plan execution has one thing in common – the challenge of mining key elements of these valuable plans to the right people at the right time.**

## Hazard-Specific Plan Organization

Hazard-Specific plans themselves should be organized to facilitate their execution. The logical format for these plans is as follows:

**First**, Hazard-Specific plans should begin with checklists for 911, Incident Commanders, IMTs, EOCs, OEMs, other key departments, and senior executives. This allows emergency agencies, (i.e. 911 Centers, Watch Desks, OEM staffs), to begin to execute critical tasks before an IMT or EOC is established.

**Second**, pre-scripted mass warning and media messages are utilized to deliver accurate mass warnings and public information. These messages would be modified for specific incidents. The messages would be used on press releases, webpages and social media.

**Third**, pre-scripted incident objectives are adjusted and allow EOC teams to work from a common framework that can be modified for the specific incident. Managing by objectives the EOC environment is recommended. The LOE can assist in the selection, prioritization, and execution of incident objectives.

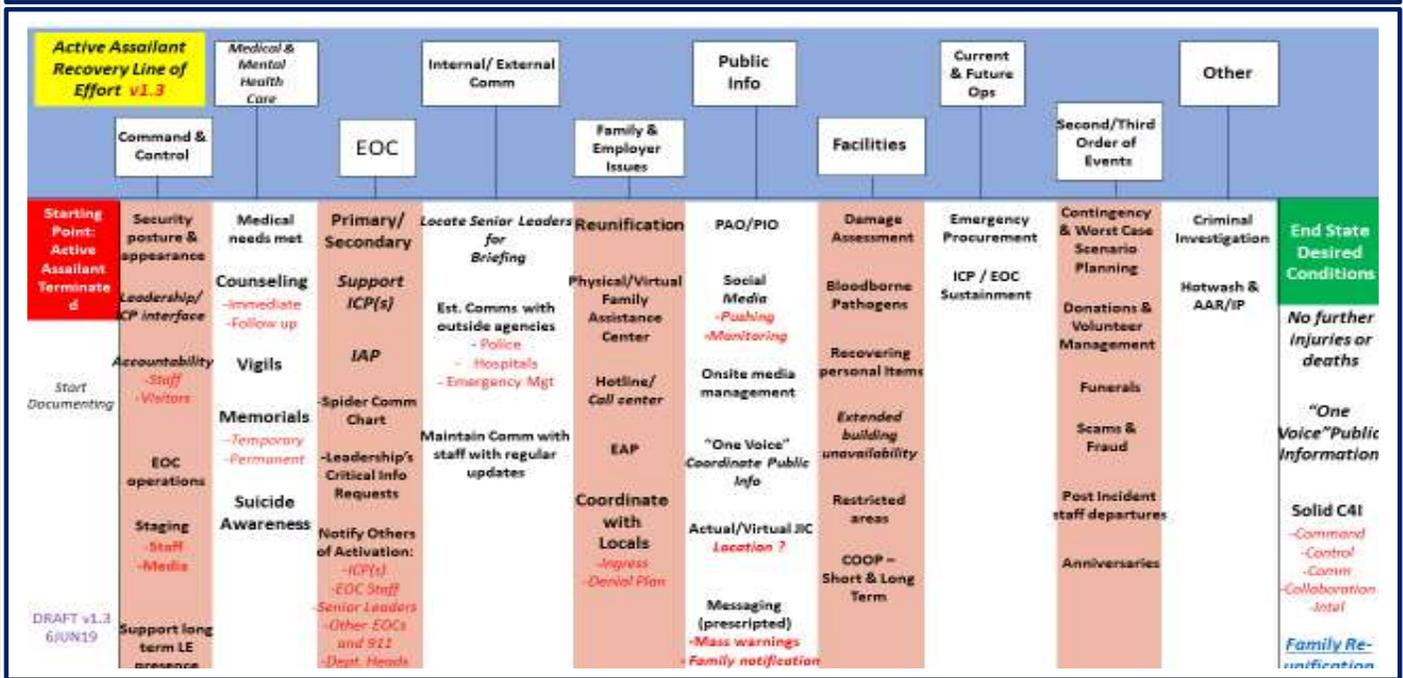
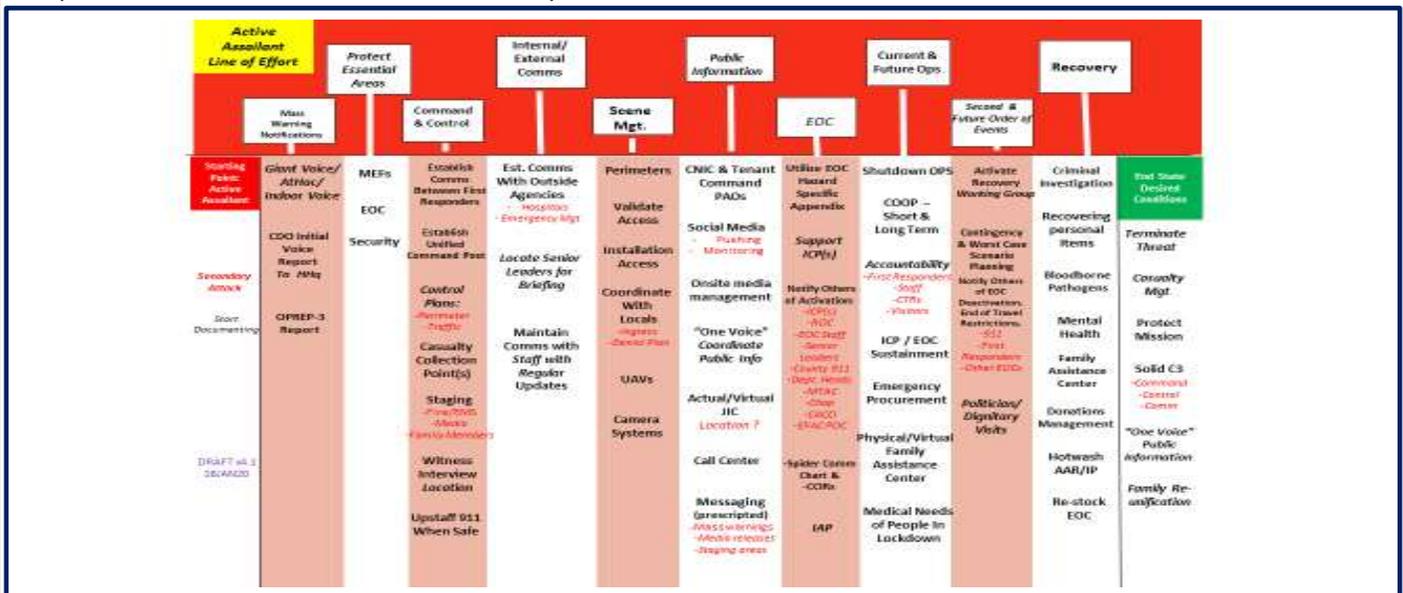
**Fourth**, the body of the plan describes the management aspects of the plan. This part of the plan tends to be wordy. The LOE extracts key elements here for immediate use.

Lastly, pre-identified After-Action Reports/Improvement Plans and Incident Action Plans from previous similar incidents are used to help predict the future by documenting the past.

### Basics of Line of Efforts

The following diagram depicts a typical EM LOE. Each LOE has a starting point (red box at left) and end point (green box at right). The start point is the point when a threat working group and/or IMT/EOC is activated. The end point describes what the desired “end state” resembles. Below the green box are elements that compromise this end state. The boxes along the top of the diagram are the major tasks required to be addressed in order to reach the end state. The items below each task are the sub-tasks to be addressed to complete the task above.

A specific LOE is utilized for each of the most likely hazard-specific hazards. The one below addresses an Active Assailant Response and one for Active Assailant Recovery:



While not a strictly linear effort, LOEs do roughly follow a progression. This visual is displayed for IMT/EOC teams to begin developing situational awareness, a common operational picture, and a “game plan,” This detailed, easily referenced framework is immensely preferable to starting with a blank white board at the back of an SUV at the scene or in the EOC. The LOE visual displayed is invaluable when selecting and building out the initial and ongoing incident objectives in each hazard-specific plan. The LOE also facilitates prioritization, task assignments, and briefings.

We know EOC activations are infrequent. We realize people working in EOC positions may not be familiar with EM or the OEM plans. For that reason, hotlinks can be installed to certain sub-tasks that are linked to the body of that hazard-specific plan. These links provide a less-experienced IMT/EOC member the details to completing that sub-task.

Like all EM plan elements, LOEs evolve over time. Presently, we utilize hazard-specific LOEs for power outages, active assailant response, active assailant recovery, earthquake, winter storms, wind storms/tornadoes, flooding, volcano eruptions, and dam failures. We also utilize LOEs in our annual OEM planning.

The public, military, elected officials, government officials, media, and first responders are expecting increasingly higher performance from their respective Offices of Emergency Management (OEMs). In order to perform, OEMs rely on well-written and exercised plans. These plans include Hazard-Specific plans to prepare for, mitigate, respond to, and recover from incidents in an all-hazards environment. The LOE tool maximizes the value of good EM planning efforts by facilitating the proper execution of hazard-specific plans.

Taking these models to the next level is in development. Developing dynamic predictive models that guide, in real time, are being established. LOEs that are intuitive and can receive real-time data from NWS, social media, critical infrastructure, GIS, traffic, AI, community lifelines, drones, NG911, flood gauges, shelter data, utility outages, cameras, sensors, generators, event timers, and other sources.

Individuals interested in learning more about Line of Efforts and/or receiving military and civilian examples can email [theodore.w.halpin.ctr@us.navy.mil](mailto:theodore.w.halpin.ctr@us.navy.mil).

## Attention: \*\*EMI Learning Management System (LMS) Rollout July 10th, 2023\*\*

From FEMA: EMI Learning Management System (LMS) Rollout Update #1

We're excited to announce that the new LMS rollout is scheduled for 7/10/2023! To ensure a smooth transition, there will be an outage period from 6/30/2023 to 7/10/2023.

Here's what students need to know: (<https://training.fema.gov/news/>)

1. The Independent Study site and exams (formerly located on [Emergency Management Institute | Independent Study Program \(IS\) \(fema.gov\)](#)) will be unavailable starting 6/30/2023.
2. Independent Study Transcript requests (formerly accessible via the EMI student portal at [Emergency Management Institute \(EMI\) | Student Portal \(fema.gov\)](#)) will be unavailable starting 6/30/2023.
3. Once the new system is live, students must log in to access their records and Independent Study Courses. Prepare your account for the new system:
  1. Verify and update your FEMA SID information by clicking on "Edit Profile" in [FEMA Student Identification \(SID\) System \(dhs.gov\)](#). Self-help actions and FAQs are available.
  2. Review your Student Transcript (Independent Study only) at EMI Student Portal at [Emergency Management Institute \(EMI\) | Student Portal \(fema.gov\)](#). Ensure your SID information is up to date before this step.
  3. Verify your transcript for accuracy and make necessary corrections before the new system goes live.

Learn more about the change and prepare your account for the transition: <https://training.fema.gov/news/>

# \*\*From Around the Enterprise\*\*

**Intermediate and Advanced Incident Command System Training – 13-17 March 2023  
Joint Base Pearl Harbor-Hickam, Hawaii**

**Objectives—**

- Develop NIMS Industry Cadre
- Mandatory training IAW Federal, DOD, Army, Navy Policies
- Conduct intermediate and advanced level Incident Command System (ICS) training
- Increased response capability

**Outcome/Assessment—**

- Delivered ICS 300: 13-15 Mar
- Delivered ICS 400: 16-17 Mar
- 12 students completed 300
- 12 students completed 400

**Planning Team—**

1. US Army Pacific (USARPAC) G-3M Protection
2. Commander Navy Region Hawaii (CMRH)
3. US Army Reserve Command Homeland Operations Team

**FEMA Certified Instructors**

- Student activities included group projects and group presentations
- ICS-300 average test score:
  - Pre Test=64.5%
  - Post Test=83%
- ICS-400 average test score:
  - Pre Test=63.5%
  - Post Test=83.9%

**Level Instructors:**

- Tu Clark, Army Reserve Cmdr (USARC)
- Peter Hiral, US Army Pacific
- Will Luns, Navy Region Hawaii
- Michael Peaty, FEMA

**Assistant Instructors:**

- Luis Aguilera, USARC
- Patrick Dowell, USARC

**Student Demographics:**

- Navy Security 6 M: 6
- Army: 5
- USARC: 1
- Federal Partner (VA): 1

Students are required to conduct back-briefs

Group activities enhanced learning

Students create an Incident Action Plan

UNCLASSIFIED

Class Photo with Instructors



**SUBASE NEW LONDON**

**CP22 TRAINING**

**“Hurricane Season”**

*Hurricane season is upon us once again. Never forget “Mother Nature” is not one to be taken for granted. Have a plan, know your plan, and be prepared to execute your plan when the time comes. Your life, or your loved ones life, may depend on it.*

## Our New Team-Trainer Courses

### CNIC ROC Crisis Action Team (ROC CAT) Course (CIN S-540-1005)

This training is your region's one TEAM-training course for a 3-year cycle and includes a triennial N36 program review in accordance with the Shore Training Manual, CNIC M-3501.1A.

The CNIC ROC Crisis Action Team Course is a 1.5-day, site-specific TEAM-trainer that includes an initial C3 baseline assessment the morning of the first day. CNIC instructor-assessors are in evaluation mode and provide your command an informal assessment on teamwork/C3 proficiency from which we will train to for the remainder of the training time together. The course uses two scenarios: Baseline (assessment) exercise (with no trusted agent) and then a Part I and II training scenario that runs the afternoon of day one and the morning of day two. Each of the three modules includes clear end-of-scenario deliverables and a commander's brief to a designated region senior leader (i.e. N00, CoS, or N3). The morning of day two will include a Blue turnover brief to the oncoming Gold CAT Chief and Section Leaders to start the day.

The same CAT will be trained throughout the 1.5 day course. The focus of the course is scenario exercise training in your ROC ("train like you fight") with your current maps, spaces, plans, checklists, communication mediums, people, and resources.

Following training, the lead civilian instructor will provide N00/CoS/N3/N36 and EMO with a verbal AAR. Within two weeks, the lead instructor/assessor will send the region a formal AAR for inclusion in the region's Command Improvement Plan (CIP).

## The More You Know...

Did you know in September of 2021 the Federal Emergency Management Agency (FEMA) published its 2020 Disaster Preparedness Survey, which showed Americans are becoming better prepared? It's true! The results of this survey showed that 68% of the respondents took three or more basic actions to prepare for a hazardous/disaster event(s). For example, 81% of those that replied had gathered supplies, 65% had sought preparedness information, and 48% had created emergency plans. While this is amazing news, since it showed a 6% increase over the prior year survey, there is still much to do. According to FEMA, the public has continued building strong intentions to prepare for disasters, unfortunately, there remains a critical need to turn it into action, which has only increased by 2% since 2013.

This is a New Year with new opportunity to get the word out.....**If you Fail to Plan, Plan to Fail!**



## CNIC EOC Incident Management Team (EOC IMT) Course (CIN S-540-1000)

CNIC EOC Incident Management Team (EOC IMT) Course (CIN S-540-1000) – This is the installation's one Team-training course for a 3-year cycle.

The Installation Operations Center Watch Team Course is a 1.5-day onsite TEAM-trainer. The methodology of this course delivery is scenario exercise training of your team in your EOC ("train like you fight"). The course includes an initial C3 training baseline assessment on the morning of the first day. Instructors will be in the evaluation mode and provide your command with an informal assessment on teamwork/C3 proficiency (as-is). Following lunch the first morning's scenario, we will begin the "train-to your training needs" exercise phase for the remainder of our time together (fully in the training mode). The course uses two scenarios: Baseline assessment exercise (with no installation trusted agent) and then a Part I and II training scenario that runs the afternoon of day one and the morning of day two. For each scenario there are clear end-of-scenario deliverables for each session and include three IMT briefs to a designated installation leader who will then provide commander's intent to your IMT (E.g., CO or XO, ideally). The morning of day two continues the training scenario with a turnover brief (Blue Center Director, Assistant, and Section Leaders to Gold leadership) to start the day. The entire EOC team should remain on station throughout the 1.5 days to maximize the training benefit.

Upon completion of the course, the lead instructor provides the CO/XO/CMC/ITO & EMO an out brief. Within two weeks, the installation receives a formal AAR with recommendations and inclusion in the installation's Command Improvement Plan (CIP).

To summarize, our current approach is as follows:

- Schedule based on an installation's last delivery (most overdue first); not linked to CART/FEP, etc. We are trying to do more than one installation each week in order to catch-up.
- Offer the EOC/CAT Virtual Member Course 2-3 weeks prior to the MTT delivery. This allows anyone who has never had the traditional EOC IMT/ROC Ops Course, COVID EOC/ROC A, or this training to take this course and "learn the plays/terminology" before the team trainer.
- EOC IMT Course & ROC CAT Course. These 1.5 day in-person operations center white cell scenario-driven courses start with an informal baseline C2 assessment in evaluation mode. We then work with the command to identify potential adjustments in layout, information management processes, displays, or manning before starting a separate two-day scenario fully in the training mode.
- After the course an AAR is shared with installation leadership, and it includes observations/recommendations, including incorporation of the AAR in to the Command Improvement Plan (CIP). At that time, the AAR does NOT go to the region, however, during CART/RASS/FEP, etc., a region or CNIC HQ assessor will ask to see it. Our hope is that the momentum gained during these courses will translate into organizational process improvement (not unlike the shore training and assessment cycle).

## CNIC IMT/CAT MEMBER COURSE (CIN S-540-1040)

This virtually-delivered MS Teams course is a one-time requirement for all Region Crisis Action Team (CAT) and EOC Incident Management Team (IMT) individual members and replaces our previous EOC and ROC virtual training deliveries (including EOC A or ROC A during COVID times). Any primary/alternate Operations Center personnel (EOC & ROC) who have previously had the EOC IMT or ROC Ops Courses do not need to take this, but they may as a refresher.

The MEMBER course will be 100% virtual training (really education/knowledge sharing) which we will offer frequently to ensure all installation and region operations center watch members can participate, regardless of time zone. This new course provides the fundamental knowledge (ppt/knowledge-sharing) necessary to integrate students into the Shore Operations Center environment and covers the training objectives found in the previous EOC and ROC Operations courses and the most recent COVID EOC A or ROC A online training. Also, the course incorporates emerging training topics (E.g. shipboard firefighting, EFAC). This virtual delivery method will remedy the challenge of getting this critical, required training to our more distant and oftentimes smaller installations. Also, the course supports PQS qualification and provides the EM training foundation necessary for the follow-on SOTG mobile installation and region on-site TEAM training.

***KEEP LEARNING!! KEEP TRAINING!!***



## Homeland Security Exercise and Evaluation Program (HSEEP) Course

By: Ted Halpin, CNIC SOTG

Considering the importance placed on exercises within CNIC, the N36T SOTG has begun delivering FEMA's Homeland Security Exercise and Evaluation Program (HSEEP) courses. These courses are delivered virtually via OFS TEAMS. HSEEP (<https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>), provides a set of fundamental principles for exercise programs, as well as a common approach to program management, design and development, conduct, evaluation, and improvement planning.

DODI 6055.17, Section 4.2.h states, in part, "to the extent possible, HSEEP must be used in the design, conduct, and evaluation of exercises. All members of the exercise and evaluation team who design, conduct, or evaluate EM functions and tasks should be trained in HSEEP".

A prerequisite for HSEEP is FEMA's Independent Study IS-120: an Introduction to Exercises. It is also recommended participants take FEMA IS-130: Exercise Evaluation and Improvement Planning. Graduates of our HSEEP course receive both a CNIC and FEMA certificate. To request seats in our next HSEEP virtual class or future classes, please contact SOTG Instructor, Chris Nguyen at: [christian.t.nguyen.ctr@us.navy.mil](mailto:christian.t.nguyen.ctr@us.navy.mil).

***We look forward to seeing you there!!!!***

## Incident Command System 300/400 Training Update

By: Ted Halpin, CNIC SOTG

Our ongoing focus on improving the quantity and quality of ICS 300 and 400 training courses across the enterprise continues. With ninety-two (92) courses delivered by our N36T ICS instructors in 2022, we are working tirelessly to meet your demand for this training. Much of this increased need for the training was driven by the Navy Security Force (NSF) requirement for Security Watch Commanders and Incident Commanders to have this training.

Over the past year, the Shore Operations Training Group (SOTG) has trained numerous new ICS Instructors, but we have lost a few too. As a result we will be hosting an ICS T-t-T course in May and August 2023 to help bolster our numbers and continue to meet the training demand.

The SOTG has also been auditing classes to provide feedback to the instructors and to capture any best practices you may have. This auditing will continue, and we look forward to growing this program with you.

To sign up for an ICS 300 or 400 course, go to: <https://g2.cnic.navy.mil/tscnichq/N3/N36/Lists/CNIC%20ICS%20Training/calendar.aspx> to view the ICS course schedule. From there, you can contact one of our instructors directly to request a seat in their next virtual or onsite course delivery.

***We have a global network of over 75 CNIC-U Adjunct ICS Instructors to support YOU!***

## Region Quarterly Training and Exercise Summary

By: Chuck Mogle, CNIC SOTG

Hi, everyone! I want to remind you about some changes we've made to the Region Quarterly Training and Exercise Summary (R-QOTES), which improves the format, and corrected known issues with the old report. There are minimal changes to the content or questions you will have to answer for the report. The submitter must enter information in all blocks to submit the report. An error will display if the submitter attempts to submit an incomplete report or a report with the wrong date format. The text field of "Region N3 Comments" has been updated to text wrap and the entire input will now be visible.

The new R-QOTES report is available via the G-2 and may be found at the following URL:

<https://g2.cnlic.navy.mil/tscnichq/N3/N36/N36X/MTR/Lists/RQOTES/Item/newifs.aspx>

The old R-QOTES report website has been locked and can no longer be used to submit a report. All previously submitted reports and data will remain available at the old location as "read-only" as is available at the following URL:

<https://g2.cnlic.navy.mil/tscnichq/N3/N36/N36X/MTR/Lists/RQOTES/AllItems.aspx>

**The new format will be used starting the 3rd quarter of the calendar year 2022.**

I am the lead point of contact for R-QOTES and can be reached at [charles.r.mogle.ctr@us.navy.mil](mailto:charles.r.mogle.ctr@us.navy.mil) with any questions.



## Installation Quarterly Training and Exercise Summary

By: Chuck Mogle, CNIC SOTG

The second-quarter reporting in the new format is off to a slow start, but understandably given the change and busy schedules. Most of our installations submitted reports, and everything functioned properly. We appreciate all your feedback and recommended changes to the new I-QOTES report format. Our goal is to make this effort as useful and concise as possible, and to achieve 100% reporting.

I wanted to pass along some examples of how the I-QOTES has directly helped some of the Installation Training Officers (ITOs). One installation reported they had completed an EOC "A" course, but the command had not received credit for it. We contacted the ITO and a subsequent review of the Incident Management Team's (IMT) Electronic Training Report (ETJ) confirmed all members had received credit for the course. Another ITO reported a similar situation for their command as well. A follow-up revealed the IMT had been graduated, but the results were never posted in the member's ETJ. The class graduation was resubmitted via CeTARS and this time it was posted in the ETJs. Multiple installations reported the need for specific training, which helped us to prioritize the SOTG training schedule. We recommend all ITO's utilize the CO's comment block to report any issues and areas of concern directly to CNIC N36T via I-QOTES. We appreciate all input and will continue to follow up on these comments.

The I-QOTES report is available via the G-2 via the following URL:

<https://g2.cnlic.navy.mil/tscnichq/N3/N36/N36X/MTR/Lists/IQOTES/Item/newifs.aspx>

The old I-QOTES report website has been locked and can no longer be used to submit a report. All previously submitted reports and data will remain available at the old location as "read-only" as is available at the following URL:

[https://g2.cnlic.navy.mil/tscnichq/N3/N36/N36X/MTR/Lists/IQOTES/AllItems.aspx#InplviewHashf168ff8d-5443-4712-88bd-f34f25d0df99=Paged%3DTRUE-PagedPrev%3DTRUE-p\\_ID%3D78-PageFirstRow%3D31](https://g2.cnlic.navy.mil/tscnichq/N3/N36/N36X/MTR/Lists/IQOTES/AllItems.aspx#InplviewHashf168ff8d-5443-4712-88bd-f34f25d0df99=Paged%3DTRUE-PagedPrev%3DTRUE-p_ID%3D78-PageFirstRow%3D31)

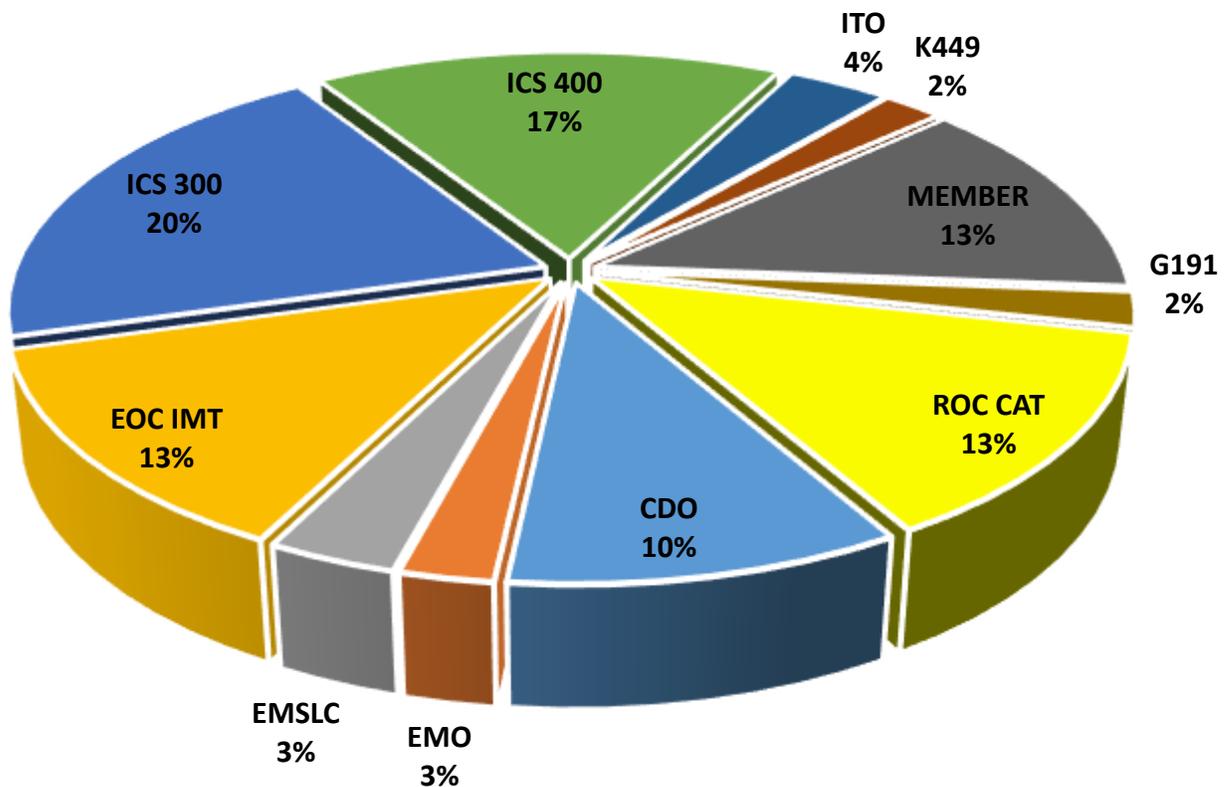
I am the lead point of contact for I-QOTES and can be reached at [charles.r.mogle.ctr@us.navy.mil](mailto:charles.r.mogle.ctr@us.navy.mil) with any questions.

# Course Statistics

Since the beginning of calendar year 2023, the CNIC N36T team has been extremely busy hosting on-line, virtual classes and conducting training on-site in locations near and afar. Thanks to each installation, region, and highly motivated and dynamic individual we have had a banner year thus far, and we expect things to only get better! To date, we have had the opportunity, with your support, to provide training to nearly 1,000 personnel from around the globe, which truly is a testament to **YOU!!!**

We will continue to bring you statistics like this from time to time. Don't be surprised if we highlight a specific installation or region in the future showcasing the depth and breadth of your support to ensuring your Installation and Region remain safe and your populace protected!!

*Keep doing great things!*



# *The CNIC SOTG Training Menu*

- S-540-1000: CNIC EOC INCIDENT MANAGEMENT TEAM (EOC IMT) COURSE
- S-540-1001: NAVY EMERGENCY MANAGER (EM) COURSE
- S-540-1002: INSTALLATION TRAINING OFFICER (ITO) COURSE
- S-540-1005: CNIC ROC CRISIS ACTION TEAM (ROC CAT) COURSE
- S-540-1009: ICS 300 – INTERMEDIATE INCIDENT COMMAND SYSTEM FOR EXPANDING INCIDENTS
- S-540-1010: ICS 400 – ADVANCED INCIDENT COMMAND SYSTEM AND GENERAL STAFF – COMPLEX INCIDENTS
- S-540-1011: ICS K0449 – INCIDENT COMMAND SYSTEM CURRICULA TRAIN-THE-TRAINER COURSE
- S-540-1013: EMERGENCY MANAGEMENT FOR SENIOR LEADERS COURSE (EMSLC)
- S-540-1031: FEMA G0191 – EMERGENCY OPERATIONS CENTER / INCIDENT COMMAND SYSTEM INTERFACE
- S-540-1032: K0146 HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM (HSEEP)
- S-540-1040: CNIC IMT/CAT MEMBER COURSE
- S-540-1045: NAVY INSTALLATION COMMAND DUTY OFFICER (CDO) COURSE
- PLAN, BRIEF, EXECUTE, AND DEBRIEF (PBED) TRAIN-THE TRAINER

**A Navy Shore Command's Number One Priority = Protecting the Protected Populace!**

**We train coaches, players and teams – to respond and recover during emergencies!**

**Integrated training = Scrimmaging!**

# Until We Meet Again!

## Good luck, George!!



At the end of May one of our highly dynamic and charismatic team members will be leaving for the Horn of Africa for a one-year rotation. George Zuniga, an Army Reservist, has been activated and will serve as the U.S. Army J1 at Camp Lemonnier, Djibouti. George, promoted to Colonel in October 2022, and has dedicated close to 30-years of his life in support of our nation's interest at home and abroad while also holding down a full time job as one of our Emergency Management and C2 instructors. He will be leaving behind a wonderful wife and two amazing children that couldn't be more proud of his drive, dedication, achievements and sacrifices to not only them, but his fellow soldier and country. We will surely miss, George while he is away protecting our nation's interest, and we look forward to having him back home very soon.

-- Godspeed, George! *"This We'll Defend"*

## Upcoming Deliveries

- ✓ **Mobile CNIC Incident Management Team Course**
  - NSA South Potomac, 05-06 June
  - NAS Patuxent River, 07-08 June
- ✓ **Virtual Homeland Security Exercise and Evaluation Program**
  - 13-15 June
- ✓ **Mobile Emergency Manager Senior Leader Course**
  - 20-23 June
- ✓ **VTT Command Duty Officer Course**
  - 27-28 (28-29 Japan) June
- ✓ **Virtual Command Duty Officer Course**
  - 11 July
- ✓ **Mobile CNIC Incident Management Team Course**
  - NAS Oceana, 17-18-July
  - JEB Little Creek-Fort Story, 19-20 July

- ✓ **Virtual Emergency Management Officer Course**
  - 24-28 July
- ✓ **Virtual Command Duty Officer Course**
  - 31 July – 01 August
- ✓ **Virtual CNIC IMT/CAT Member Course**
  - 01 - 02 August
- ✓ **Mobile CNIC Incident Management Team Course**
  - 07-08 August
- ✓ **Mobile 191/K449**
  - 09, 10, 14-18 August
- ✓ **Mobile Emergency Manager Senior Leader Course**
  - 21-24 August
- ✓ **VTT Command Duty Officer Course**
  - 07 September

# The CNIC N36 TEAM

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If you would like to submit an article for the “The Ed-ITO-rial”, please feel free to do so. Send a 1-page or less write-up with a high-resolution photo to Doug Beasley at [Robert.D.Beasley.Ctr@US.Navy.Mil](mailto:Robert.D.Beasley.Ctr@US.Navy.Mil) or George Zuniga at [Theodore.W.Halpin.Ctr@US.Navy.Mil](mailto:Theodore.W.Halpin.Ctr@US.Navy.Mil) by the 15<sup>th</sup> of each month. We are *always* interested in sharing stories about exercises, training, innovations, collaborations, or best practices.

## *Meet the Instructors & Staff*

**Mike Crockett** – Mr. Crockett is a prior-enlisted Marine infantryman & retired Navy Surface Warfare Officer. Since 2008, he has served as CNIC's Shore Ops Training Group (SOTG) Chief, CNIC N36T. Mike's Navy career included experience in engineering, damage control, SWOSCOLCOM instructor duty, battlegroup DESRON C2, FEMA/Interagency, and Navy expeditionary requirements. He led the development of CNIC's EM Course, Senior Shore Leadership Course, NSF TRAMAN, Shore Training Plan & Manual, and CDO Course. Mike is Navy Master Training Specialist-qualified and holds postgraduate degrees in Education, National Security & Strategic Studies, and Homeland Defense & Security.

**Ray Davis** – Mr. Davis is a retired Operations Specialist Senior Chief and over 18 years as a GS. He joined CNIC in Jan 2012 and became CNIC's SOTG Assistant Chief in 2014. Ray has extensive experience in Information/ Operations Centers, battlegroup C3(4), battlegroup shipboard training, exercises and assessments. Additionally, he also has a strong background in training and program management with a BS in Adult Education, MBA, and a Master Training Specialist completing 3 separate tours with NETC learning centers TACTRAGRULANT, FLTCOMBATTRACEN, & CENSECFOR.

**Jim Alger** – Mr. Alger is a retired Naval Aviator with 25 years of service. With his Naval career in the rearview mirror, he began his second career in Emergency Management. Mr. Alger provided operational support during multiple hurricanes, including Floyd, Ivan, and Katrina. As a part of the Shore Operations Training Group, he instructs all courses offered by N36T. As a former XO and Ops officer at one of the Navy's largest full-service installations, he is well suited to provide expert instruction, assessment, and real-world best practices/processes.

**Ted Halpin** – Mr. Halpin is a retired County Emergency Manager, Certified Emergency Manager, FEMA EMI and NY Homeland Security Instructor, Fire Officer IV, and a Naval Post Grad Homeland Defense and Security Executive Leaders Program graduate. He has instructed for CNIC in Emergency Management for several years.

**Chuck Mogle** – Mr. Mogle, retired Chief Warrant Officer Five (Security Technician), CNIC HQ, NAVCENT/5<sup>th</sup> Fleet HQ, NCIS HQ, and Installation Security Officer background. He is a Plank owner on CNIC's N3E assessment team, where he helped develop and implement the NSF certification program. He has been a member of the team since January 2020.

**George Zuniga** – Mr. Zuniga is a current Army Reserve Officer and is serving as the ACoS, G1 for the 451st Expeditionary Sustainment Command. He is a recent graduate of the US Army Advance Operations Course (AOC). He has 26 years of service in the Army spending 11 of those years on Active Duty. On the civilian side George has previously worked for Navy Region Southwest as an Emergency Management Planner for N37. He has been a part of the SOTG team for the last five years. He has an extensive planning background and has been a part of numerous emergency management incidents.

**Christian T Nguyen** – Mr. Nguyen is a retired Navy Surface Warfare Officer who currently resides in San Antonio, TX. His Navy time includes serving as a Training Officer and Instructor with an extensive Emergency Management background. Additionally, he was a curriculum developer while teaching Department Heads at Surface Warfare Officer School (SWOS) Command in Newport, RI. He has previously served as a Battle Watch Captain for Sixth Fleet Command. Chris has been a member of the team since May 2020.

**Doug Beasley** – Mr. Beasley is a retired Fire Chief, having worked for Commander Navy Region Mid-Atlantic for approximately 27-years. After retiring, Doug moved to Southwest, VA where he has spent the last several years with his dog Banjo, hiking, hunting and fishing in the Appalachian mountains. He has been a member of the SOTG team since February 2022. Doug holds a degree from the University of Maryland in Fire Science.

**Juan Morgan** – Mr. Morgan retired from the Navy after 26-years of service to the United States. His naval career started with his first duty assignment at NAS Brunswick in Maine, involved numerous appointment and tours at sea and finalized at Naval Station Norfolk in Norfolk, Virginia. Juan enjoys cooking, kayaking, gardening, hiking and camping. Juan has been a member of the SOTG team since August 2022.

# ***\*References\****

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[For Release BHR Command Investigation \(15 Oct 21\).pdf \(documentcloud.org\)](#)

## **2. Installation Training Officer Toolbox:**

[https://g2.cniv.navy.mil/tscnichq/N3/N36/STM%20%20STP/Forms/AllItems.aspx?RootFolder=%2Ftscnichq%2FN3%2FN36%2FSTM%20%20STP%2FITO%20TOOLBOX&FolderCTID=0x012000E06E0C3AAD0B3B4CA9B3126E62A2D7B5&View=%7B58D391ED%2D87DD%2D43C4%2DB334%2D6B9B734A6139%7D](#)

- |                  |                           |
|------------------|---------------------------|
| ❖ Drill Packages | ❖ ITO N36 Training Update |
| ❖ Newsletter     | ❖ PBED Course             |
| ❖ PBED Toolkit   | ❖ References              |
| ❖ Training Aids  | ❖ Training Admin Check-   |

## **3. FEMA Emergency Management Institute**

[https://www.training.fema.gov/is/crslist.aspx](#)

## **4. National Incident Management System**

[https://www.fema.gov/emergency-managers/nims](#)

## **5. NGA Map of the World**

[https://map.nga.mil](#)

## **6. The Third Quadrennial Homeland Security Review**

[https://www.dhs.gov/sites/default/files/2023-04/23\\_0420\\_plcy\\_2023-qhsr.pdf](#)