

Capabilities and Experience

Exercise Design and Delivery



Preparedness



Response



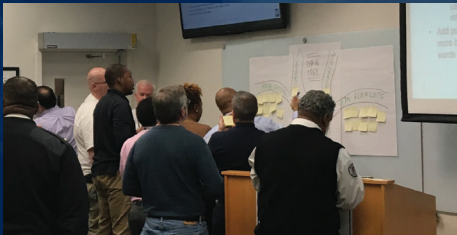
Recovery



Mitigation

**Be
stronger
than
before**

Building preparedness through practice



Exercises help prepare for threats and hazards, providing the means to attain, validate, and strengthen capabilities.

The Tidal Basin team has been entrusted by FEMA, state agencies, local jurisdictions, hospitals and healthcare agencies, transportation providers, airports, and universities and colleges with strengthening their emergency management capabilities through exercise design and delivery.



We are your partner in preparedness and emergency management

As trusted advocates to our clients, Tidal Basin takes every opportunity to inform, train, and guide them toward the best preparedness plan for when the unexpected happens.

Our approach utilizes a multi-disciplinary expertise to design, facilitate, and evaluate exercises, both discussion-based and operations-based. Such exercise programs may include in-depth discussions, seminars, workshops, and simulated scenarios to help our clients and their partners build capability, competence, awareness, and expertise.

With our dozens of years of combined exercise experience and proven capabilities, some of the programs we can successfully implement for your organization include:

Discussion-Based Exercises – Discussion-based exercises provide a forum for discussing or developing plans, agreements, training and procedures. Typically, discussion-based exercises focus on strategic, policy-oriented issues and they do not involve deployment of resources. A facilitator or a presenter usually leads the discussions in these exercises, helping to keep participants on track and ensuring that exercise objectives are met. Discussion-based “action” comes from facilitated discussion with participants, either as a whole group or in break-out sessions. The four types of discussion-based exercises include:

- Seminars
- Tabletop exercises (TTXs)
- Workshops
- Games

Operations-Based Exercises – Operations-based exercises are used to validate plans, policies, agreements, and procedures. These exercises are characterized by actual implementation of response activities in reaction to an exercise scenario, and are typically more complex than discussion-based exercises. The three types of operations-based exercises include:

- Drills
- Functional exercises
- Full-scale exercises.

Select Clients / Tidal Basin Exercise Design and Delivery



The LAWA scenarios focused on intentional acts designed to cause harm to the airport, personnel, and passengers

Los Angeles World Airports (LAWA) Crisis Leadership Team Exercise Los Angeles, California

The Los Angeles World Airports (LAWA), along with LAWA Groups and Divisions, the City of Los Angeles and Federal Partners, participated in a hybrid workshop tabletop exercise. The exercise was held on April 17, 2023, at the LAWA Police Facility Community Room. LAWA required a consultant to create an exercise addressing multiple scenarios focused on intentional acts designed to cause harm to the airport, personnel, and passengers.

The team of participants, called the Crisis Leadership Team (CLT), included 33 players, 10 observers and nine exercise staff and partners from the following specific organizations: LAWA Executives and supervisors; City Partners, including Los Angeles Fire Department, the Mayor's Office, Los Angeles Emergency Management Department; and Federal Partners, including Transportation Security Administration, Federal Aviation Administration, Customs and Border Protection, and Center for Disease Control. The exercise modules focused on different objectives to ensure proper retention and understanding of the exercise outcomes.

Tidal Basin delivered these results to Los Angeles World Airports:

- Reviewed and validated the roles and responsibilities of the CLT and their respective groups and divisions as outlined in the Los Angeles International Airport (LAX) Emergency Operations Plan (EOP)
- Examined how the CLT currently communicates during an emergency and its shortfalls
- Reached a consensus on how the CLT will communicate during emergencies moving forward
- Identified and examined key decision points during emergencies – and who has the authority to make them – in relation to Unified Command, the Airport Response Coordination Center (ARCC) staff, and the CLT

Tidal Basin proposed a solution which incorporated all components of emergency preparedness, including community leaders, LAWA staff and leadership, and government partners and facilities to ensure the information was received and any issues related to multiple threats/hazards were addressed. Tidal Basin experts developed an exercise addressing multiple scenarios focused on intentional and accidental acts, human or natural, designed to cause harm to the airport, personnel and passengers.

Our team created a hybrid exercise workshop broken out into three modules to be sure the information was distributed in a way that made sense to the overarching needs of LAWA.

- Module One of the exercise included a brief overview of the current LAX EOP and the CLT roles and responsibilities. Tidal Basin developed and asked interactive polling questions to solicit anonymous feedback from participants.
- Module Two focused on communication between the CLT members. Our preparedness team sorted participants into four groups based on colored dots placed at random on their name tags during registration. We encouraged participants to move to different locations in the room based on their dot color, grouping each color together.
- Module Three concentrated on decision-making during an emergency.

Emergency Operations Plan Rewrite and Tabletop Exercise

Del Norte County, California

Tidal Basin was hired to prepare an all-hazard Emergency Operations Plan (EOP) for the County of Del Norte Operational Area (DNCO OA). Our team revised and updated the existing, out-of-date EOP using a regional, integrated framework consistent with the latest California Emergency Plan, while reflecting the hazards and existing resources within the DNCO OA. The EOP is now compliant with the principles of planning outlined in FEMA's Comprehensive Planning Guide 101, second edition (CPG 101 v2), the organizational structure outlined by California Office of Emergency Services (Cal OES) Standardized Emergency Management System (SEMS) and the standards set forth by the Emergency Management Accreditation Program (EMAP).

We utilized the current Cal OES Crosswalk (checklist), federal standards and guidelines, and local authorities to conduct a gap analysis of the plan and ensure all required fields are captured in the document. The plan also addressed the needs of persons with disabilities and others with access or functional needs. Following the revision of the EOP, Tidal Basin designed and conducted a tabletop exercise (TTX) with Operational Area partners utilizing Homeland Security Exercise and Evaluation Program (HSEEP) criteria to test the EOP.

Tidal Basin delivered these results to Del Norte County:

- Crosswalk and gap analysis using CPG 101v2, SEMS, EMAP
- TTX and After-Action Report/ Improvement Plan (AAR/IP)
- Emergency Operations Plan
- Position checklists, forms, and other tools

Los Angeles Department of Water and Power (LADWP)

Exercise Series

Los Angeles, California

Tidal Basin designed, delivered, and facilitated vigorous and in-depth TTXs for the LADWP Water System that included incident commanders from the Water Distribution Division (WDD) and Water Operations Division (WOD), as well as other City of Los Angeles key stakeholders. The purpose of the exercises was to evaluate the newly developed Water Emergency Coordination Center (WECC) Activation Plan (similar to an emergency operations or department operations center plan), and to determine how the WECC will support the Water System in times of emergency.

Part of our efforts included building out best practices for the WECC and LADWP in identifying the ICS and California SEMS structure to use in their response. Our exercises evaluated the team's ability to organize and communicate effectively during a simulated event.

These exercises were followed by an Operations Incident Response Training and TTX designed to provide district supervisory and management staff with tools to support response operations for a significant incident or event, such as an earthquake, and to provide a better understanding of the district command structure.

Tidal Basin delivered these results to LADWP:

- Operational plan development and training
- WECC discussion-based exercises
- Lessons Learned workshop



The completed tabletop exercise and after-action report [were] excellent. Tidal Basin has been an outstanding partner on these projects, and we have enjoyed working with them.

The contributions have helped our program grow and will continue to provide benefit to our organization in the years to come.

Neal Lopez
County Administrative Officer
County of Del Norte, CA

Exercises can enhance an organization's readiness for any number of emergency scenarios.

They are helpful to:

- Evaluate an existing preparedness program and identify planning and procedural deficiencies for improvement
- Clarify roles and responsibilities
- Improve coordination between internal and external stakeholders
- Increase awareness and understanding of potential hazards

Tidal Basin offers a comprehensive approach to exercise design and delivery. Our experts rely on the following:



Engagement

Our collaborative engagement methodology engages participants early, so we understand priorities of various organizations and can better weave their needs into scenarios and processes, increasing engagement and resulting in better exercise performance.



Effectiveness

Tidal Basin's facilitators blend technical and topical experts with process experts to develop realistic scenarios that reveal both scientific and real world outcomes, making exercise play more honest and accurate to actual event engagement.



Expertise

We are experts in emergency management and homeland security policies, National Incident Management System (NIMS), Incident Command System (ICS), and core capabilities, and have worked in major preparedness, response, and recovery operations at every level of government. Conducting all our exercises utilizing the Homeland Security Exercise and Evaluation Program (HSEEP) concepts and principles, our team effectively blends process expertise with content expertise.



Environment

Focusing on the logistics, safety, and administration of exercises to produce a seamless and safe event ensures participants' energy and focus is placed where it needs to be – improving readiness, enhancing relationships, building confidence and understanding where and how improvements can be made.

Northern Virginia Silver Line Coordination Exercises

Northern Virginia Emergency Response System (NVERS)/ Washington Metropolitan Area Transit Authority (WMATA)

As part of our work within the Washington, D.C., National Capital Region (NCR), Tidal Basin designed and delivered multiple TTXs for NVERS and WMATA. Our team acts as exercise designers, controllers, evaluators, facilitators, safety officers and SIMCELL controllers. These exercises bring together Loudoun County, Fairfax County, Virginia State Police, Metropolitan Washington Airports Authority (MWAA), Dulles Greenway, Town of Herndon, Metropolitan Area Transportation Operations Coordination (MATOC), and other first responders to discuss coordination issues and solutions while responding to an incident on the Silver Line along the Dulles Toll Road/Dulles International Airport Access Highway (DTR/DIAAH).

Since October 2018, Tidal Basin has designed and delivered two workshops, multiple training sessions, multiple TTXs and after-action reports (AARs) using HSEEP principles, and developed a DTR/DIAAH coordination tool. Tidal Basin provided guidance and training to command-level officers and managers when responding to an incident involving the Silver Line, DTR/DIAAH and beyond. The Coordination Tool aims to develop a strategy for better coordination and to minimize the impacts of incidents to the Northern Virginia region, along the roadways, and foster an enhanced coordination during both response and recovery operations.

In working with WMATA, our team provided subject matter expertise, exercise and workshop facilitation, document development, and on-site support for WMATA's exercise series testing shutdown procedures affecting a mode of transportation and evacuations.

Tidal Basin delivered these results to NVERS and WMATA:

- Leveraged the expertise of the Planning Team to guide the planning, development, and testing of the Coordination Tool.
- Facilitated workshops to identify policies, procedures, best practices, and gaps in how jurisdictions plan and coordinate during incidents at and near the metro stations located along the Silver Line and DTR/DIAAH.
- Developed the NoVA Silver Line Incident Coordination Tool and facilitated TTXs to test the newly developed tool.



30+
years

providing workshops,
training sessions and
after-action reports



Many of our clients
contract with us multiple
times to support the
full cycle
of emergency management,
from planning to training
and exercising



Tidal Basin brought a unique expertise and an understanding of the region to a complex situation. The team was attentive and collaborative and were true partners in this undertaking. The NOVA region, NVERS, and WMATA are better prepared to support incidents along the Silver Line and DTR/DIAAH because of these efforts.

Bob Hester
Senior Planning and
Exercising Specialist
Washington Metropolitan
Area Transit Authority



Family Assistance Training, Airport Emergency Plan (AEP) and Aviation Security (AVSEC) Tabletop Exercises, Triennial Airport Full-Scale Exercise (FSE), and Family Assistance Exercise

John Wayne Airport, Orange County, California

In 2020, Tidal Basin supported the development of John Wayne Airport's triennial exercise, TTX, and associated Family Assistance training. Our team also assisted with the facilitation of a series of planning meetings with the exercise planning team to lay the foundation for the AEP and AVSEC TTXs and Airport FSE to ensure the proper development and management of all exercise support plans, documentation, materials, and logistical needs. We utilized HSEEP concepts and principles prior to the COVID-19 pandemic, allowing the team to gain valuable traction prior to the Airport pausing their exercising planning and managing their response efforts.

When the Federal Aviation Authority (FAA) notified John Wayne Airport to complete their full-scale exercise within 30 days, Tidal Basin jumped back into the planning process with the airport team and modified the original exercise scope, participants, and document development. We supported the planning team as exercise designers, controllers, evaluators, facilitators, safety officers and the SIMCELL controller.

Tidal Basin also developed a short-notice family assistance training for airport stakeholders. The training provided real-world examples of family assistance following aircraft accidents and terminal incidents, as well as relevant procedures for the airport should family assistance need to be activated.

Tidal Basin delivered these results to John Wayne Airport:

- Provided guidance on establishing a Friends and Relatives Center (FRC), Family Assistance Center (FAC), and a Passenger Gathering Area with in-person training for 30 participants, including airport division personnel, local airline station personnel, and supporting Orange County mutual aid agencies/departments. During the training, Tidal Basin facilitated interactive activities with the participants and a final exercise allowing them to put the new training to use.
- The FSE was scheduled for April 2020. Due to COVID-19, the April exercise was cancelled, the contract was extended, and the FSE took place in July 2020. Our team facilitated the HSEEP planning meetings to ensure the smooth facilitation of the Airport's triennial exercise during a pandemic and provided on-site support during the exercise.
- Supported design, delivery, and facilitation of the AVSEC TTX.

National Grid Exercise

Southern California Edison (SCE) Crisis Management Council (CMC)

Tidal Basin supported the design and delivery of the Crisis Management Council's (CMC) Fourth Quarter National Grid Exercise (GridEx). The functional exercise was part of the larger National GridEx for utility providers across the country. Our efforts included working with SCE's project manager to develop CMC-specific injects, ground truth documents and briefing tools, and an agenda to guide CMC exercise play. Our team provided two executive coaches and subject matter experts to provide evaluation and input following the CMC exercise, and provided an additional evaluator for the Planning Section during the functional Emergency Operations Center (EOC) exercise.

Tidal Basin delivered these results to SCE:

- Evaluated the Third Quarter CMC Exercise, providing executive level recommendations and subject matter expertise. This pre-fourth quarter support helped the team design a relevant and leadership-focused CMC exercise.
- For the Fourth Quarter CMC Exercise, we designed and developed a two-hour executive leadership functional exercise, providing an opportunity to evaluate overarching company preparedness, coordination, and response capabilities as well as specific roles and responsibilities of the CMC as it pertains to a cyber and physical attack on SCE's infrastructure.

Full Scale Exercises, Preparedness Training and Emergency Operations Planning

Palmetto General Hospital, Miami, Florida

Tidal Basin was selected as Palmetto General Hospital's emergency management contractor. We delivered a large, full-scale exercise that tested the hospital's ability to surge a large amount of critical care patients in addition to the hospital's ability to coordinate with external partners such as the Hialeah Fire Department and other Miami-area hospitals. Palmetto received a full AAR detailing the strengths and lessons learned from the exercise, as well as tasks to mitigate the weaknesses that were identified. Tidal Basin also delivered training on hospital evacuation to include evacuation sleds and chairs used in stairwells during a vertical evacuation.

Tidal Basin also serves as the on-call healthcare preparedness subject matter experts to the Palmetto Emergency Management team in concerns regarding Joint Commission Environment of Care standards and CMS preparedness standards.



**Evaluated
preparedness
for physical and
cyber
attacks**



The innovative Tidal Basin exercise team has conducted thousands of exercises of every scope and scale for governments, the private sector, and critical infrastructure owners/operators.



**Developed
12
AAR/IPs for
future planning
for NJ OHSP**

COOP Planning and Exercise

City of Dallas, Texas

As part of our Continuity of Operations (COOP) project with the City of Dallas, we were also entrusted to design and deliver exercises. The culmination of the project was a two-part functional exercise assessing the capabilities to relocate 911 services and City leadership. For the drill, 911 and Dispatch staff were given a scenario that would force them to evacuate City Hall and relocate to the backup site to receive actual 911 calls and dispatch them accordingly. Part two of the drill was the relocation of all other essential departments to their backup facilities scattered throughout the City, the establishment of communications, and the reporting back to their respective Assistant City Managers. All tasks were completed on time and within budget, with lessons learned captured in the AAR and presented and verified with the Dallas COOP Planning Committee.

Tidal Basin delivered these results to the City of Dallas:

- Restructured the COOP Program for the City of Dallas, Texas, including Dallas Love Field Airport, creating a City-wide COOP Plan that includes, among other annexes, COOP planning for the 42 City departments.
- Developed training modules for the City's Continuity Teams. The modules are user-friendly, easy to understand, and transferable to each other.
- Performed a two-part functional exercise that assessed the capabilities to relocate 911 services and City leadership.

Exercise Development and Execution

New Jersey Office of Homeland Security and Preparedness (NJ OHSP)

Tidal Basin contracted with the NJ OHSP to provide exercise development and execution services focused on homeland security, law enforcement, and public safety. Under this multi-year, multi-contractor indefinite delivery/indefinite quantity (IDIQ) contract, Tidal Basin supported numerous task orders associated with the state's exercise program. For example, in the aftermath of Super Storm Sandy, Tidal Basin was awarded a task order to conduct AAR/IP conferences that focused on specific critical infrastructure sectors. The goal of these conferences was to identify strengths and areas of improvement and capture the lessons learned from the preparedness and response associated with Sandy. Tidal Basin developed 12 separate AAR/IPs which support both future planning for New Jersey as well as support prioritizing exercise needs for future events.

Langone Medical Center TTXs

New York University, New York, NY

New York University (NYU) Langone hired Tidal Basin to develop an Emergency Operation Plan (EOP), a hazard specific plan (hurricane emergency plan), incident action plan and a timeline decision matrix. We then tested and validated the plans through TTXs and functional drills. Our team established risks, considerations, and impacts for each decision on the matrix. This plan includes many annexes, including an evacuation procedures annex with the necessary steps for evacuating the hospital; a communications index that details who should contact whom, the message, and when contact should occur; and an integrated infrastructure protection annex that provides detailed procedures for protecting infrastructure, such as the inflatable flood dam system and sandbags.

Plan Development and Interlinked Exercise

Harris County, Texas

Tidal Basin teamed with Continuity Operations Group (COG) of McLean, Virginia, to assist in the planning, design, conduct, and evaluation of a TTX to assess the life safety and security capabilities of the Metropolitan Transit Authority (METRO) and its law enforcement partners to respond to a bus hijacking and active shooter scenario. METRO provides rail and bus services to the Harris County, Texas community. This project was funded by a Federal Transit Administration (FTA) grant, and our underlying benchmark for all such work was the FTA System Security and Emergency Preparedness Program.

Tidal Basin utilized HSEEP and worked with METRO representatives over several months to design a plausible scenario that would stress capabilities and require assistance from outside agency partners. The results of the evaluation assisted in development of lessons learned, emergency plan updates, and improved working relationships among law enforcement agency partners in and around Harris County.

Using the System Security and Emergency Preparedness Program as a baseline, we coordinated with Houston-area elements of the Department of Homeland Security (DHS), Transportation Security Administration (TSA), and law enforcement authorities to develop a comprehensive, cohesive, and coherent framework for Threat Identification, Assessment and Resolution.



As the project manager of a large scale, regional table top exercise, my experience with Tidal Basin was excellent. The project had several unpredicted challenges. These challenges were addressed by Tidal Basin personnel without disrupting my tight time line. Their experience and professionalism made my job much easier. I would highly recommend Tidal Basin to any future project.

Felix Vara
Captain, METRO Transit Police

Tidal Basin's work for Harris County included:

- Testing against the Security Manpower Planning Model to assess the impact of decisions on resources and staffing.
- Applying the results of Security and Emergency Management Technical Assistance Program (SEMTAP) visits by the FTA to provide a gap analysis between desired and actual capabilities.
- Drafting a resourcing plan in accordance with the System Security and Emergency Preparedness Program to provide the ability to frame resourcing decisions, and present them to authorities for action and budgeting.

**For more information
on our program
support, contact us
today.**



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