Seattle Office of Emergency Management

TRAINING AND EXERCISE PLAN 2021 – 2022

DIBROVA/SHUTTERSTOCK

CITY OF SEATTLE

OFFICE OF EMERGENCY MANAGEMENT

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1. INTRODUCTION

1.1 Purpose

The purpose of the City of Seattle Emergency Management Program Training and Exercise Plan is to define the City of Seattle Emergency Management Program's training and exercise priorities for 2021 through 2022. Rationale for the priorities is based on existing strategic guidance, threat assessments, regulations and or state, federal, and programmatic requirements, and from corrective actions of previous exercises and real-world events. This plan identifies specific trainings and exercises that align with Program priorities and strategic goals. Included in this plan is a schedule of proposed activities for 2021 through 2022. This plan was developed to support the City of Seattle Emergency Management Program's training and exercise doctrine of building and improving capabilities and validating plans through a progressive building block approach.

1.2 Development of Training and Exercise Priorities

The following factors are crucial in the development of Program priorities and constitutes the training and exercise needs assessment:

- Data, analyses, and outcomes of the Seattle Hazards Identification and Vulnerabilities Assessment (SHIVA) and the Threat and Hazards Identification and Risk Analysis (THIRA).

- Areas for improvement captured from real-world and or exercise corrective actions, identified and or perceived areas for improvement.

- Training and exercise planning workshops / Integrated Preparedness Planning workshops.

- Internal and external sources that include local, regional, state, and federal plans, strategies, or reports including those from private and or non-profit sectors.

- Input from key stakeholders including the Strategic Workgroup (SWG), and approval by both the Disaster Management Committee (DMC), and the Emergency Executive Board (EEB).

- Standards and regulations that include requirements for grants, accreditation, mandates, and or regulations.

- Includes an all-hazards, whole of community approach.

Benefits to Implementing a T&E Plan

Helps identified and key leadership and response personnel stay prepared.

Facilitates understanding of the Citywide Emergency Management plans and operations.

Provides departments and agencies with a mechanism to evaluate plans and operations.

Focuses on continual improvement.

SHIVA and THIRA

A key component for the creation of training and exercise objectives is review of hazards and vulnerabilities identified in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) and capability gaps identified in the City Threat Hazard Identification and Risk Assessment (THIRA). The Training and Exercise Plan incorporates an assessment of what vulnerabilities identified in the City's SHIVA and capabilities gaps identified in the City's THIRA can be addressed by training and exercising specific plans or capabilities.

Top hazards identified and capabilities prioritized from the SHIVA and THIRA are as follows:

SHIVA

- Seattle Fault Earthquake
- Snow and Ice Storms
- Windstorms
- Power Outages
- Cyber Attack/Disruption
- Landslides
- Disease Outbreaks

THIRA

- Public Information and Warning
- Operational Coordination
- Community Resilience
- Logistics and Supply Chain Management
- Mass Care Services
- Situational Assessment

After-Action Reports, Improvement Plans, and Corrective Actions

The improvement planning process begins with recording observations during major exercises and actual incidents, determining root cause, and then developing strategies to address the root cause. This process often yields corrective actions that are applied to planning and equipment, or that are training and exercise based. Further analysis based on the aggregate of findings can yield results indicating trends that may be addressed through trainings and or exercises.

The Improvement Plan (CAP/IP) portion of the After-Action Report (AAR) will:

- Identify corrective actions for improvement,
- recommend actions for correction,
- designation of lead agency responsible for oversight of the corrective action,
- timeline for their implementation and assignment to responsible parties,
- priority level for each item,
- and completion status of the corrective action.

The AAR is developed with direct input from involved personnel, stakeholders and partner agencies. Drafts are reviewed by the Strategic Workgroup (SWG), and then approved through the Disaster Management Committee (DMC) and Emergency Executive Board (EEB). An overview of this process may be found in **Figure 1**.

After the approval and adoption of an AAR and CAP/IP, all improvement plan items are documented into the CAP/IP tracking spreadsheet. This tracking system allows for prioritization and status reporting of each entry and allows OEM to generate reports by varying fields including but not limited to status, priority, completion date, etc. This documentation tool and process ensures that all open Improvement Plan items are tracked to resolution.

Training and Exercise Planning Workshops

On an annual basis, the City will conduct a collaborative workshop that assesses, modifies, or adds to strategies that have been developed for the Training and Exercise Plan. The workshop also serves as a forum to coordinate training and exercise activities across organizations to maximize the use of resources and prevent duplication of effort.

The City also participates in local, County, regional, and State workshops as they are available to further economize resources and to participate in the coordination of external activities that affect the City's training and exercise priorities and goals.

Internal and External Data

City Department Plans

Some department plans are a key component to the City's Emergency Management program. As such, these plans are required to be trained and evaluated/validated on a regular, cyclical basis.

Key Plans:

- Concept of Operations Lowland Snow and Ice Task Force (SDOT)
- Cybersecurity Incident Response Plan (ITD)
- Department Continuity plans (All Departments with a COOP)
- Disaster Debris Management Plan (SPU)
- Food, ESF-6: Appendix 2 (HSD)
- Joint Protocol for Proclamations of Civil Emergency and Emergency Orders (OEM & Mayor's Office)
- Landslide Response (SPU)
- Mass Casualty Incidents, ESF-4: Appendix 2 (PHSKC)
- Medical Countermeasures Plan, ESF-8 Functional Annex (PHSKC)
- Seattle City Light All-Hazard Response and Restoration Plan (SCL)
- Seattle Hazardous Materials Response Plan (SFD)
- Sheltering, ESF-6: Appendix 1 (HSD)
- Tactical Interoperable Communications Plan (SPD)
- Winter Weather Readiness and Response Plan (SDOT)

Plan authors are responsible for:

- ensuring that their plans are validated and that stakeholders are trained in their use,
- and communicating any scheduled training and exercises to the City Emergency Management Training & Exercise Coordinator.

Seattle Citywide Emergency Management Program Strategic Plan

The strategic plan provides the vision, mission, guiding principles of the City's Emergency Management program as well as the strategic priorities, goals, and methods of implementation for achieving those goals. The Training and Exercise Plan is developed in alignment with the strategic goals of the plan.

King County Training and Exercise Calendar

The King County Office of Emergency Management maintains a calendar of regionally available training and exercises. OEM contributes to the development of this calendar through participation in the King County training and exercise planning workshop. Additionally, offerings on this calendar may provide a training or exercise solution to a known City gap without encumbering an instructional or exercise design process and product.

State of Washington Training and Exercise Plan

The Washington State Emergency Management Division of the Military Department publishes a training and exercise plan that similarly provides a forecast and schedule of training and exercises across the state and region. OEM contributes to the development of this plan through participation in King County training and exercise planning workshops as well as Washington State training and exercise planning workshops. Offerings may provide an opportunity for the City to integrate training and or exercise activities with the State.

State of Washington
Training and Exercise Plan (TEP) 2019-2021
September 7, 2018

Washington State Fusion Center Threat Assessments and Other Intelligence Products

The Washington State Fusion Center produces Threat Assessments and other pertinent intelligence products that may inform training and exercise priorities and provide cause for ad hoc curricula to account for current and or evolving threats, priorities may need to shift in preparation for specific credible issues or threats.

Key Stakeholders

Disaster Management Committee

One of the City's key stakeholder groups is the Disaster Management Committee (DMC) which provides interdepartmental and interagency coordination of planning, training, and exercising related to disaster response. The Disaster Management Committee is composed of senior level managers that have authority over their department's or agency's resources, a key characteristic in the success of any Emergency Operations Center mission.

Many of these DMC members are the people who represent their departments during Emergency Operations Center activation. They coordinate the operational aspects of all-hazard emergency preparedness, response, and recovery including integrating plans and procedures with vital external agencies.

Strategic Workgroup

In addition to the use of the DMC, the Strategic Workgroup (SWG) is responsible for the development of the CEMP, associated annexes, procedures and other plans as needed. Members of the SWG consist of representatives from key operational departments and or are Emergency Support Function (ESF) Coordinators. The SWG exists as a sub-element of the DMC. Members of the SWG are encouraged to distribute the plan to, and to solicit input from, any committees they serve on and all regional partners they work with.

Emergency Executive Board

The Emergency Executive Board (EEB) provides policy advice to the Mayor in all phases of emergency management and associated City activities. This group is convened at least quarterly to review policy issues as they relate to emergency management and to practice their roles. The EEB's involvement in all phases of emergency management includes the review and adoption of several preparedness, mitigation, response, and recovery plans.

Standards and Regulations

City of Seattle Executive Order 02-05

An Executive Order formally recognized the National Incident Management System (NIMS) and adopted NIMS principles and policies to be used in all domestic incident emergency management prevention, preparedness, response, recovery, and mitigation activities. Furthermore, personnel identified as having an emergency response role must have training in the Incident Command System (ICS) as used by the City. The assignment of roles and responsibilities according to training and exercise doctrine is specifically stipulated in Seattle Municipal Code 10.02.50. All jurisdictions which receive federal funding are required to be NIMS compliant; know and understand NIMS and ICS; and use ICS as the standard disaster response organizational structure.

Emergency Management Accreditation Program

Seattle's emergency management program is accredited by the national Emergency Management Accreditation Program. Standards from the accreditation program are a direct consideration and contribute to the development of this training and exercise plan.

1.3   Plan Maintenance

The City of Seattle Office of Emergency Management has primary responsibility for this document and will ensure it is reviewed on a regular basis. This plan is maintained through a defined and regular cycle of updates and revisions. Updates to this plan are conducted annually and include administrative changes and or non-substantive edits. Revisions occur every three years and are largely the result of an evaluation process that may yield substantive changes that require a rewrite of the plan. Evaluations are based on the factors described in section *1.2 Development of Training and Exercise Priorities*. This plan is a living document that is reviewed and updated at minimum annually, or more often should the need arise. Due to the SARS CoV-2 pandemic in 2020, this plan was revised. Revisions normally occur on a three-year cycle.

The review and approval process is an extension of the updates and revisions completed by various stakeholders of the whole community. The OEM Training & Exercise Coordinator is responsible for facilitating the overall review and approval process for this document.

This document is an external plan as defined by the City of Seattle Emergency Management Program Planning Policy and follows the maintenance process, which includes a method and schedule for evaluation and revision, as described therein.

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2. TRAINING AND EXERCISE APPROACH

2.1 Trainings

The Office of Emergency Management uses a systems approach to training, adopting a blend from the National Incident Management System (NIMS) Training Program and instructional system design principles that build effective training in five phases; Analyzing, Designing, Developing, Implementing, and Evaluating (ADDIE). The NIMS Training Program is a critical component of a comprehensive OEM training program, which requires a continuous cycle of planning, equipping, training, exercising, evaluating and correcting. The ADDIE model allows the Office of Emergency Management to determine instructional needs and priorities, develop solutions, implement those solutions, and assess training effectiveness. The information contained in the phases is based on and derived from accepted adult learning theories and current instructional development practices. Although adherent to these models, the Office of Emergency Management is not restricted to them as some training goals may be better addressed through a different model.
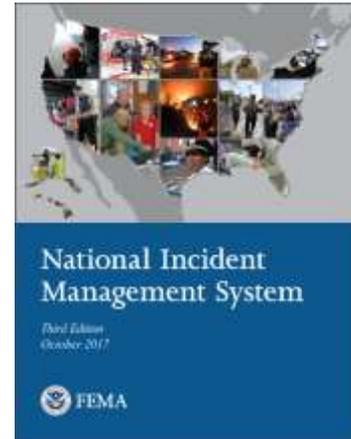
Training records related to NIMS, ICS, and the EOC are collected, maintained, and preserved by each respective department or agency according to their respective policies. Departments are required to provide training records and documentation related to training that is relevant to the City's Emergency Management Program upon request to meet local, State, and or Federal requirements.

2.2 Exercises

The Office of Emergency Management abides by Homeland Security Exercise and Evaluation Program (HSEEP) principles in its approach to exercises and evaluations. HSEEP provides a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning. HSEEP allows for the development, execution, and evaluation of exercises that address the priorities established in this plan.

Including training requirements in the planning process, City of Seattle Office of Emergency Management and City departments can address known shortfalls prior to exercising capabilities. Exercises assess and validate plans, equipment, tools, systems, facilities, personnel skills and knowledge, and address areas for improvement. Exercise evaluation assesses the ability to meet exercise objectives and capabilities by documenting strengths, areas for improvement, and corrective actions.

Homeland Security Exercise and Evaluation Program (HSEEP)

Upon request, OEM provides documentation for exercises and or real-world incidents and events to the Washington State Emergency Management Division for regulatory compliance. The Training & Exercise Coordinator is the primary responsible party for providing said documentation.

Through improvement planning in an After-Action Report/Improvement Plan (AAR/IP), City of Seattle Office of Emergency Management and City departments can take the corrective actions needed to improve plans, build and sustain capabilities, and maintain readiness.

2.3   Corrective Action And Improvement Planning

Corrective action and improvement planning are the cornerstone of the City's ability to build and develop effective and robust plans and capabilities. Observing and collecting data during and after exercises, EOC activations, and coordinated events provides for effective evaluation. Improvement plan development goes through a process in which data are; collected from direct observation and surveys; analyzed and assessed for scope, priority, and capability element; then compiled into an actionable improvement plan with tasks, assignees, and due dates. The development of improvement plans with corrective actions are monitored and implemented is part of the City's goal of improving our preparedness and response capability. Identified issues, trends, and corrective actions influence and inform the annual strategic planning process.

2.4   City of Seattle Consolidated Training and Exercise Calendar

City departments' training and exercise schedules are updated continuously during the year. To manage the dynamic nature of training and exercise scheduling, the City uses an on-line calendar and schedule that is accessible to City employees through the City's MS Outlook application. Some departments may not be reflected in the consolidated calendar due to the sheer number of training and or exercise events, this is reflective of the robust training and skills development programs that exist in those departments.

The use of the Outlook calendar allows for dynamic posting, tracking, and updating of training and exercise impacting the City's emergency management program. All key stakeholders can push (to the calendar) scheduled training and exercise offerings that are available to staff from other departments. External agency offerings may be added by OEM staff. The calendar allows users, "one stop shopping" for all emergency management training and exercise offerings across the City.

The scope of this calendar is limited to non-public education training and exercise offerings (i.e., internal customer focused.) Public education and volunteer offerings will continue to be posted and maintained on the OEM public facing website.

Although the County and State both maintain their own training and exercise calendars, significant regional or state offerings may be added to the calendar based upon anticipated level of interest and need in the City.

3. TRAINING AND EXERCISE AUDIENCES

3.1 Elected Officials and Senior Staff (Higher Response Elements)

Senior and elected officials are provided regular orientation and overview of emergency management responsibilities by the Director of OEM. In this briefing, information on the City's Emergency Management Program, background on their executive level responsibilities, senior level decision making process and considerations during emergencies, and legal requirements are all discussed.

Similar orientations are provided to new Council members and their staff to ensure that they are familiar with their roles and responsibilities with respect to emergency declarations and legal authorities during emergencies.

The quarterly meetings of the Mayor's Emergency Executive Board (EEB) are used to provide additional training and orientation on specific issues that involve policy or overall direction needed from the Mayor and Cabinet members that serve on the EEB.

3.2 Seattle EOC and JIC Personnel (Lateral Response Elements)

The City of Seattle Office of Emergency Management offers a series of courses to prepare Department and Agency representatives to the City's Emergency Operations Center for their role in strategic incident management. This includes individuals who could respond to the Seattle EOC during activations and/or have a role in their department's response. This also includes Joint Information Center (JIC) staff which is comprised of City communications professionals. This series of courses uses a building block approach to build the skill sets that are used during a disaster or other emergency.

3.3 Department Operations Center (DOC) Staff / Incident Management Teams (Subordinate Response Elements)

City departments have policies in place that identify minimum training standards for the personnel they have designated as emergency responders and or those who serve in an essential function. These policies should conform to National Incident Management System (NIMS) requirements.

A requirement for any policy shall be that personnel identified as having an emergency response role must have training in the Incident Command System as used by the City. This requirement is set forth in City of Seattle Executive Order 02-05 and the *National Incident Management System (NIMS) Implementation Plan (2005)*. City departments may develop their own curriculum (e.g., instructor led courses, incident management team training, section-specific, etc.) and or direct personnel to take the FEMA Independent Study (IS) courses. Furthermore, City departments may have identified other training requirements to meet operational and response needs.

3.4 EOC Support Volunteer Staff

Volunteers are trained to support in several EOC functions. One significant capability is the ham/amateur radio Auxiliary Communications Service (ACS) group. As such, ACS members and EOC Support Volunteers will be required to complete training identified in the training matrix in Section 3.6. It is the responsibility of the volunteer to maintain their individual training records. The Volunteer Coordinator is responsible for the credentialing of all volunteers serving in this role.

3.5 Office of Emergency Management Staff

OEM staff members are subject to a rigorous level of trainings and exercises due to their core function as emergency managers. At minimum, training requirements include the NIMS/ICS curriculum, including the 700 series, FEMA Professional Development Series (PDS), and the Seattle EOC Responder Series.

3.6 Matrix by Audience and Course

	OEM Staff	EOC and JIC Staff	Elected Officials and Senior Staff	Departmental Field Response Staff	DOC Staff and IMTs	EOC Support Volunteers	
EOC Fundamentals	✪	✪	✪	✪	✪	✪•	**EOC**
EOC in Practice	✪	✪				✪•	
EOC WebEOC Admin	✪	✪•					
EOC Section Training	✪	✪				✪•	
JIC Fundamentals	✪	✪				✪•	
JIC Supervisor	✪	✪*				✪*	
L/IS-634: FEMA Public Assistance Program	✪*	✪*		✪*			
OEM COOP	✪		✪				**PLANS AND DOCUMENTATION**
Joint Protocol for Proclamations	✪		✪				
Department COOP		✪	✪	✪	✪		
EOC COOP (Alternate Facilities)	✪	✪	✪		✪	✪	
Seattle THIRA	✪	✪	✪		✪	✪	
SHIVA	✪	✪	✪		✪		
Mitigation Plan	✪	✪	✪		✪		
EOP	✪	✪	✪		✪	✪	
Incident Annex - Earthquake	✪	✪				✪	
Incident Annex - Pandemic	✪	✪				✪	
Incident Annex - Terrorism	✪	✪				✪	
Incident Annex - Winter Storm	✪	✪				✪	
Support Annex - Alert & Warning	✪	✪		✪	✪	✪	
Support Annex - Evacuation	✪	✪		✪	✪	✪	
Support Annex - Military Support	✪	✪		✪	✪	✪	
Emergency Operations Plan	✪	✪		✪	✪	✪	
ESF Annexes	✪	✪	✪	✪	✪	✪	
- Winter Weather Readiness	✪	✪			✪	✪	
- HazMat Response	✪	✪			✪	✪	
- Debris Mgmt	✪	✪			✪	✪	
- Pet Shelter	✪	✪			✪	✪	
- Sheltering	✪	✪			✪	✪	
- Feeding	✪	✪			✪	✪	
- Donations Mgmt	✪	✪			✪	✪	
Recovery Framework	✪	✪	✪		✪	✪	
IS-100: Introduction to ICS	✪	✪		✪	✪	✪	**TIER II**
IS-200: ICS for Single Resources	✪	✪		✪	✪	✪	
IS-700: NIMS, An Introduction	✪	✪		✪	✪	✪	
Incident Management Team Training	✪	✪		✪	✪	✪*	
IS-800: Intro to NRF	✪	✪*			✪*	✪*	**TIER I**
ICS 300: Intermediate ICS	✪	✪*			✪*		
ICS 400: Advanced ICS	✪	✪*			✪*		

* Select personnel/departments as applicable

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4. TRAINING AND EXERCISE PRIORITIES 2021 – 2022

These priorities guide the overall direction of training and exercises for 2021-22. Training to build increasingly complex capabilities and the exercises that test those capabilities are tied to the objectives needed to successfully perform core emergency management functions.

Priorities listed here were developed to be in alignment with the 2022 Cascadia Functional Exercise, as such, some functional areas and supporting activities were developed with local, county, and state level goals as considerations. Although the activities described here are focused on an earthquake hazard, the activities have broad application to all hazards and the building of multiple capabilities.

For a full listing of the 32 Core Capabilities from the National Preparedness Goal, see **Appendix A**.

4.1 Priority Capabilities and Supporting Activities

Mass Care Services

Goal

Within 96 hours of a catastrophic earthquake, City of Seattle in conjunction with the community can provide basic shelter for up to 30,000 displaced community members.

Supporting Activities:

- Develop just-in-time shelter staff training.

- Expand training audience to include all city departments and community organizations.

- Conduct a shelter operation exercise to include notification, mobilization/set up, and demobilization.

- Identify and train 4 shelter managers per City shelter site.

- Provide an Interdepartmental training and coaching for SPR Licenses Engineers & Architects to be able to help assess City structures, SPR community centers and facilities after a major earthquake.

- Develop community shelter guides.

- Inventory and update shelter caches.

- Establish community partnerships to explore community-based solutions for post-disaster displacement of people. Including the use of community-based organizations as possible sites for shelter supply storage.

Operational Coordination

Goal

Within 4 hours of a major earthquake, City of Seattle Unified Commands, Department Operating Centers and Emergency Operations Center are operational (open, staffed, communications in place) and able to maintain coordination over multiple operational periods. Additionally, the Mayor and Emergency Executive Board are convened (on conference call and/or in person and/or virtually) within 4 hours of a major earthquake.

Supporting Activities

- Conduct EOC Series of training.

- Conduct EOC Section training including but not limited to Logistics Section and Health and Human Services Branch.

- Conduct a Unified Command exercise with and among multiple city departments (Fire, Police, Public Utilities, City Light, Transportation).

- Conduct coordination exercise among area commands, department operating centers, and the EOC.

- Conduct policy-level decision-making and coordination exercises with the Emergency Executive Board.

- Conduct Line of Succession notification tests.

- Conduct notification tests with EOC department representatives.

- Participate in regional exercises of local EOCs with King County validating the Regional Coordination Plan and protocols as they are scheduled.

Operational Communications

Goal

Within 2 hours of a major earthquake, appropriate departments and leadership establish interoperable communications. (i.e., Fire Department, Police Department, Department of Transportation, Seattle Public Utilities, Seattle City Light, Seattle Information Technology, Office of Emergency Management, Public Health – Seattle & King County)

Supporting Activities

- Do a thorough analysis and documentation of PACE (Primary Alternate Contingency in Emergency) communication systems in all depts.

- Document which depts can already talk to each other – i.e., specific depts, systems, channels, divisions, etc.

- Pursue additional qualifications for COMLs and COMTs.

- Provide training on existing plans and procedures for how systems will be operated and maintained. Include communications protocols. Identify what systems would be used in what situation(s).

- Develop a regular (annual functional, bi-annual tabletop, quarterly equipment drills exercises) to ensure familiarity with comms systems, i.e., 800 MHz tests, and take an appropriate action.

- Develop realistic understanding and expectations about the communication systems and protocols used by emergency responders and how priority information would be relayed to an RMC, EOC, DOC,

- Develop department strategies for alternate communications in the event radio and internet is not functional.

- Train non-emergency responders on appropriate radio protocol.

Situational Assessment

Goal

Within 4 hours of a major earthquake, City departments and the Emergency Operations Center have implemented and are able to maintain assessment processes including the ability to provide updates on a 2-hour cycle thereafter.

Supporting Activities

- Integrate damage assessment processes into existing EOC report forms, structure and decision making.

- Practice sharing of information from community, private sector, stakeholders, and DOC's into the EOC.

- Orient and train to situational assessment processes.

Logistics & Supply Chain Management

Goal

Within 96 hours of a major earthquake, City departments, Department Operating Centers and the Emergency Operations Center have identified, mobilized, and surged life-sustaining commodities, resources, personnel, services, and facilities.

Supporting Activities

- Continue to identify staff from city departments to operate and staff the EOC Logistics Section.

- Revise curriculum to offer EOC Logistics Section Training as a remote learning instructor lead course.

- Conduct resource request escalation drill with King County and WA State.

- Based on site layout and operating requirements, improve logistics staging area mission ready package to receive and distribute critical resources.

- Participate in the WA Statewide Fuel Planning Workgroup by attending quarterly meetings, completing the Fuel Needs Assessment, and identifying mobile fueling sites.

- Conduct overview training on blanket and emergency contracts.

- Further develop the Community Points of Distribution Plan and conduct site assessments.

- Identify city department staff to deploy and operate CPODS and conduct CPOD management training.

Critical Transportation

Goal

Within 4 hours of a major earthquake, provide transportation infrastructure and services for response priority objectives.

Supporting Activities

- Execute a contract for private sector engineers to assist with post-earthquake bridge damage assessment (including adding drone capability)

- Assign all employees to a mission essential function, reporting location, and reporting time frame (immediately, 12 hours, 24 hours, 36 hours, 48 hours, when re-called) for self-deployment.

- Create a Street Use Division response plan for post-earthquake arterial street assessment.

- Conduct a department-wide earthquake drill to prepare for City's 2021 Exercise.

- Departmentwide participation in City's 2021 Exercise to test COOP.

- Multiple day participation in Cascadia Rising 2022 to build on lessons learned from SDOT and City of Seattle's earthquake exercises.

Public Health, Healthcare, Emergency Medical Services (EMS) & Fatality Management

Public Health – Seattle & King County (PHSKC) serves as the lead agency for this capability. PHSKC serves in a dual jurisdictional agency role for the City of Seattle and for King County, as such, priorities falling into this capability will be deferred to PHSKC and King County training and exercise plans.

Detailed below is the proposed Cascadia 2022 Exercise Objective formulated by Washington State Emergency Management Division as well as the known training and exercise activities forecast by PHSKC.

Cascadia 2022 Exercise Objective (proposed by WA EMD)

Public Health, Healthcare, and EMS: Provide lifesaving medical treatment via Emergency Medical Services and related operations, and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.

Fatality Management: Provide fatality management services, including decedent remains recovery and victim identification and work with local, state, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment solution, sharing information with mass care services for the purpose of reunifying family members and care givers with missing persons/remains, and providing counseling to the bereaved.

Forecast T&E Activities for PHSKC

Note that there are no updates for 2021 due to full engagement to COVID-19 response.

Critical Infrastructure – Utilities Restoration of Electricity and Water

Goal

Within 96 hours of a major earthquake, stabilize, electrical and water infrastructure for critical operations and response priority objectives.

Supporting Activities

- Deliver SPU damage assessment training and drill to teams.

- Update Debris Management Plan contracts.

- Exercise WAWARN mutual aid system.

- Exercise recently drafted Drinking Water Earthquake Response Plan as an annex of SPU Emergency Operations Plan

- Exercise Emergency Water Distribution Capability.

4.2   Citywide Earthquake Focus for 2021

Mayoral Directive

Earthquake preparedness is a priority established by the Mayor. This priority drives activities not only for the Mayor's office staff and cabinet members but for the City as a whole. A range of activities has been developed. Activities may or may not be limited to those listed here and may be subject to change or exclusion.

Goal

Improved earthquake response capability from the City whereby City leadership, OEM staff, EOC personnel, and City staff become familiar and versed in response and recovery complexities and special planning considerations associated with earthquake incidents.

Supporting Activities

- Update and strengthen department Continuity of Operations Plans (COOPs).

- Deliver COOP oriented training.

- Conduct COOP oriented exercises.

- Facilitate an exercise for senior leadership with the Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS).

- Conduct communications-based exercises.

- Conduct damage assessment exercises.

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4.3 Multi-Year Training and Exercise Schedule

Visual calendar that illustrates the delivery of exercise series and training curricula according to a building-block model. The calendar also illustrates the role of training and exercise in a comprehensive planning cycle for the Citywide Emergency Management Program. It considers the cycle, mix, and range of training and exercises. Emergency Management Performance Grant (EMPG) or match funded activities are also included.

2021

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Activations, Events, & Workshops			• City IPPW	• PIEPC • Comms Academy • State TEPW	• May Day Activation • George Floyd Annv	• Pride Parade Activation	• Torchlight Activation	• DSCA	• WSEMA	• Strategic Planning	• IAEM	
Trainings	• OEM STB Sem (CEN)			• EEB EQ Annx Sem • SPU Damage Assessment Sem • Alt EOC (remote) Sem			• SPU Damage Assessment Sem • SPU Winter Weather Sem • SPU IMT • SPR, SDOT, SPU Interagency RspnseTrng • HSD Soft-Sided Shltr Plan Sem w/SPR • SPD COOP Orientation Sem • SDCI Assmt Tool Sem • SDCI ATC-20 • OEM COOP Sem			• EOC Series • EOC Logistics Section • (EQ) Potable Water Sem • SPU COOP TTX • SPU DOC WS • SPR Lndslde, Tsunami & Volcano Sem • SDCI Disaster Rspnse TTX • SDCI ATC-20		
Exercises	• Shelter Set Up (SPR) • SPD Crowd Mgmt Drill • FAS Lumen Field TTX • PHSKC Comms Drill			• EEB Comms Drill • CHDS Ex • ITD vTTX • Radio Shop & W Data Ctr Ex • SCL EQ TTX • SFD Structural Collapse Drill			• Alt EOC (remote) Drill • Comms Drill • SWG Rally Pts WS • ITD vTTX • SCL Fire TTX • SFD EQ Comms Drill w/EOC, ACS, Hubs • SFD Dmg Assmt Drill • OEM COOP Drill			• EEB EQ Ex • ITD vTTX • SCL Winter Weather TTX • SFD, SPU Drinking Water TTX • SFD Admin Staff EQ Drill/TTX • SPD Comms Unit (PSERN) TTX • PHSKC IMT FX • PHSKC COOP Ex		
Plans				• Annex III-All-Hazards Mitigation Plan			• Annex IV-Emergency Operations Plan • Annex IV-ESFs (1-5)			• Annex IV-Support Operations Plan-Evacuation		

Priority: Mass Care Services	Priority: Logistics and Supply Chain Management	Priority: Infrastructure-Critical Transportation

Seattle Office of Emergency Management

2022

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Activations, Events, & Workshops	• City IPPW		• King County TEPW	• PIEPC • Comms Academy • State TEPW	• May Day Activation • George Floyd Annv	• Pride Parade Activation	• Torchlight Activation	• DSCA	• WSEMA	• Strategic Planning • Consulate Workshop	• IAEM	
Trainings		• EOC Fndmtls • EOC in Practice	• JIC Fndmtls • JIC Spvsr • Logistics Section	• Excessive Heat Seminars	• ESF-8 Brief • CASCADIA Prep			• Sections Training (OEM)	• EOC Fndmtls • EOC in Practice • Winter Weather Seminars	• JIC Fndmtls • Logistics Section • Landslide Cord. Seminar	• FEMA PA • ESF-8 Brief	
	•			• Alt EOC (remote) WS • CPOD Sem			• OEM Alt EOC Sem					
Exercises			• LINK LR TTX	•		• Field Day • **CASCADIA NLE FX** • Alert & Warn Drill (LEP)	• Resource Request Drill (throughput)	• Info Disem Drill (HAM) • Alt EOC (Sea Col) Drill • LINK LR FSE	•		• CASCADIA NLE Recovery Exercise	
	• SFD Cache Dplymnt Drill • SPD, KCSO/Jail TTX			• Volunteer & Donations Mgmt TTX						• Cybersecurity TTX		
Plans	• Annex IV-ESFs (6-10)			• Annex IV-Incident Operations Plan-Winter Storm			• Annex IV-ESFs (11-15)			• Annex V-Disaster Recovery Framework (RSFs)		

Priority: Mass Care Services	Priority: Logistics and Supply Chain Management	Priority: Infrastructure-Critical Transportation

5. EXTERNAL TRAINING AND EXERCISE OFFERINGS

5.1 Emergency Management Institute

The Emergency Management Institute (EMI) serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of federal, state, local, and tribal government officials, volunteer organizations, and the public and private sectors to minimize the impact of disasters.

EMI programs and activities include State and local delivery of courses, the Independent Study program, the Virtual Tabletop Exercise series (VTTX), and many functional certifications such as the Master Exercise Practitioner Program (MEP) and the Emergency Management Professional Program (EMP).

5.2 National Training and Education Division

Training and Exercise Integration/ Training Operations (TEI/TO) serves the nation's first responder community, offering more than 125 courses to help build critical skills that responders need to function effectively in mass consequence events. NTED primarily serves state, local, and tribal entities in 10 professional disciplines, but has expanded to serve private sector and citizens in recognition of their significant role in domestic preparedness. NTED draws upon a diverse group of training providers, also referred to as training partners, to develop and deliver NTED approved training courses. These training providers include the National Domestic Preparedness Consortium (NDPC), the Rural Domestic Preparedness Consortium (RDPC), the Naval Postgraduate School (NPS), and Center for Domestic Preparedness (CDP), among others. NTED also provides oversight to the Competitive Training Grants Program (CTGP) which awards funds to competitively selected applicants to develop and deliver innovative training programs addressing high priority national homeland security training needs.

5.3 National Domestic Preparedness Consortium

The NDPC is a DHS/FEMA training partner providing high-quality training to emergency responders throughout the United States and its territories under DHS/FEMA's Homeland Security National Training Program Cooperative Agreement. Trainings and exercises provided by consortium members may be leveraged to meet some of the City's training and exercise goals.

Center for Domestic Preparedness

The Center for Domestic Preparedness (CDP) develops and delivers advanced training for emergency response providers, emergency managers, and other government officials from state, local, and tribal governments. The CDP offers more than 50 training courses at its resident campus in Anniston, Alabama focusing on incident management, mass casualty response, and emergency response to a catastrophic natural disaster or terrorist act. Training at the CDP campus is federally funded at no cost to state, local, and tribal emergency response professionals or their agency.

Columbia University – National Center for Domestic Preparedness

The National Center for Disaster Preparedness at the Earth Institute works to understand and improve the nation's capacity to prepare for, respond to and recover from disasters. NCDP focuses on the readiness of governmental and non-governmental systems; the complexities of population recovery; the power of community engagement; and the risks of human vulnerability, with a particular focus on children.

Louisiana State University – National Center for Biomedical research and Training (LSU-NCBRT)

The National Center for Biomedical Research and Training at Louisiana State University offers DHS-certified courses covered under DHS's Homeland Security National Training Program.

Nevada National Security Site – Counterterrorism Operations Support (NNSS-CTOS)

Training courses and exercises conducted at the NNSS, municipality-hosted locations, and online, provide state and local first responders with the tools they need to protect their communities from nuclear and radiological threats. With FEMA/NPD concurrence, CTOS coordinates the development and delivery of preventive radiological/nuclear detection and interdiction training with the Domestic Nuclear Detection Office (DNDO), the DHS entity charged with this responsibility.

New Mexico Tech – Energetic Materials Research & Testing Center (NMT-EMRTC)

The Energetic Materials Research and Testing Center (EMRTC), a major research and training division of New Mexico Tech, is internationally recognized and has over 60 years of experience in explosives research and testing. EMRTC specializes in the research, development, testing, and analysis of energetic materials for both corporate and government clients.

Texas A&M Engineering Extension Service – National Emergency Response and Rescue Training Center (TEEX-NERRTC)

NERRTC assists and plays a major role in DHS/FEMA's establishing and maintaining the concept of a culture of preparedness and has sharpened its focus on that concept by incorporating an all-of-nation / whole community, risk-driven, capabilities-based approach to preparedness. NERRTC provides training in eleven core competency areas across the community: cybersecurity, crisis communications, executive and elected officials education, hazardous materials awareness and operations, health and medical services, incident management, infrastructure protection, search and rescue, threat and risk assessment, and training gap analyses and public works.

University of Hawaii – National Disaster Preparedness Training Center (UH-NDPTC)

Uniquely positioned geographically and culturally, the NDPTC works collaboratively to develop and deliver training and education in the areas of disaster preparedness, response, and recovery to governmental, private, tribal, and non-profit entities, and under-represented/under-served communities. It incorporates urban planning and environmental management, emphasizing community preparedness and addressing the needs of vulnerable at-risk populations.

Transportation Technology Center, Inc. – Security and Emergency Response Training Center (TTCI-SERTC)

Security and Emergency Response Training Center offers hands-on training based on OSHA 29 CFR 1910.120 (q) and NFPA Standard 472 requirements including Hazmat Awareness, Operations, Technician, Specialist Level Courses and Incident Commander as well as advanced refresher courses. Also, the WMD Technician Course has been approved for funding by the United States Office for Domestic Preparedness.

5.4   National Fire Academy

The National Fire Academy (NFA) is the nation's premier provider of leadership skills and advanced technical training fostering a solid foundation for local fire and emergency services stakeholders in prevention, preparedness and response. The NFA employs resident and off-campus classroom, blended and distance learning options – including a national distribution system of accredited state and metropolitan fire training systems and colleges and universities to reach America's first responders. All NFA courses receive college credit recommendation through the American Council on Education and continuing education units through the International Association for Continuing Education and Training.

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Figure 1.

After Action Report – Initial to Final Draft Process Flow Diagram
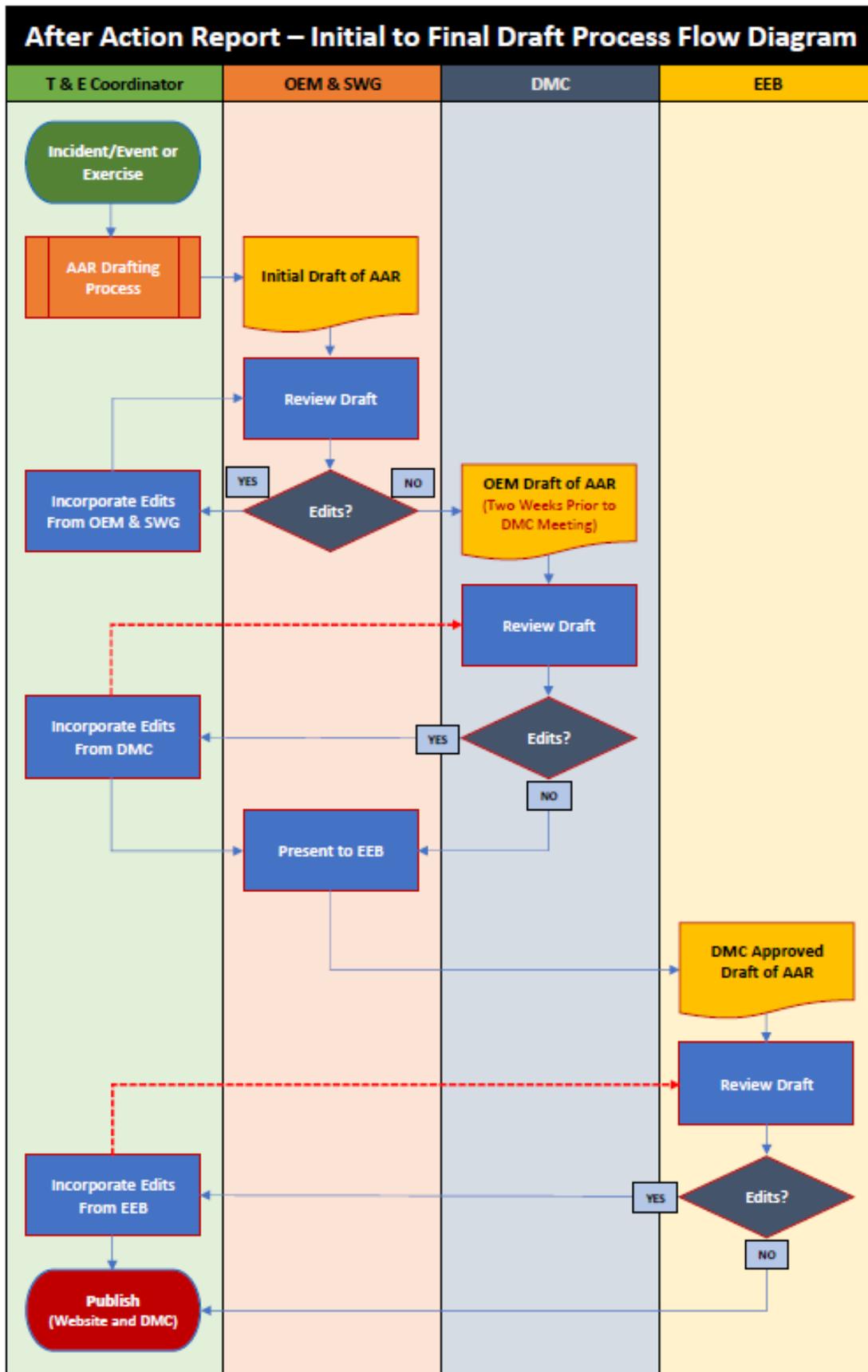
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Appendix A.

CORE CAPABILITIES

Planning

Mission Areas: All

Description: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Public Information and Warning

Mission Areas: All

Description: Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Operational Coordination

Mission Areas: All

Description: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Forensics and Attribution

Mission Area: Prevention

Description: Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Intelligence and Information Sharing

Mission Areas: Prevention, Protection

Description: Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.

Interdiction and Disruption

Mission Areas: Prevention, Protection

Description: Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Screening, Search, and Detection

Mission Areas: Prevention, Protection

Description: Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, biosurveillance, sensor technologies, or physical investigation and intelligence.

Access Control and Identity Verification

Mission Area: Protection

Description: Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.

Cybersecurity

Mission Area: Protection

Description: Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Physical Protective Measures

Mission Area: Protection

Description: Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Risk Management for Protection Programs and Activities

Mission Area: Protection

Description: Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.

Supply Chain Integrity and Security

Mission Area: Protection

Description: Strengthen the security and resilience of the supply chain.

Community Resilience

Mission Area: Mitigation

Description: Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Long-Term Vulnerability Reduction

Mission Area: Mitigation

Description: Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.

Risk and Disaster Resilience Assessment

Mission Area: Mitigation

Description: Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

Threats and Hazards Identification

Mission Area: Mitigation

Description: Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Critical Transportation

Mission Area: Response

Description: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Environmental Response/Health and Safety

Mission Area: Response

Description: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Fatality Management Services

Mission Area: Response

Description: Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Fire Management and Suppression

Mission Area: Response

Description: Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.

Infrastructure Systems

Mission Area: Response, Recovery

Description: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Logistics and Supply Chain Management

Mission Area: Response

Description: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Mass Care Services

Mission Area: Response

Description: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Mass Search and Rescue Operations

Mission Area: Response

Description: Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

On-Scene Security, Protection, and Law Enforcement

Mission Area: Response

Description: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

Operational Communications

Mission Area: Response

Description: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Public Health, Healthcare, and Emergency Medical Services

Mission Area: Response

Description: Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Situational Assessment

Mission Area: Response

Description: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Economic Recovery

Mission Area: Recovery

Description: Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

Health and Social Services

Mission Area: Recovery

Description: Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Housing

Mission Area: Recovery

Description: Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Natural and Cultural Resources

Mission Area: Recovery

Description: Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

Appendix B.

CORE CAPABILITIES BY MISSION AREA

PREVENTION	PROTECTION	MITIGATION	RESPONSE	RECOVERY
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-Term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-Scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	