TRAINING AND EXERCISE PLAN 2018 – 2019

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 2018 through 2019. Rationale for the priorities are based on existing strategic guidance, threat assessments, regulations/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 training and exercise schedule of proposed activities for 2018 through 2019. This plan was developed to support the City of Seattle Office of Emergency Management training doctrine. This plan is a living document that is reviewed and updated annually or more often should the need arise. Although normally a three-year plan, this plan was developed with a two-year timeframe to maintain alignment with broader planning efforts. This is to account for the interdependencies and intersections of other plans and documents of the citywide Emergency Management program.

1.2 Development of Training and Exercise Priorities

The following factors were crucial in the development of program priorities:

- 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 or exercise corrective actions, identified and/or perceived areas for improvement.
- Training and exercise planning workshops.
- Internal and external sources that include local, regional, state, and federal plans, strategies, or reports.
- Input from key stakeholders including the Strategic Workgroup (SWG) and Disaster Management Committee (DMC).
- Standards and regulations that include requirements for grants, accreditation, and/or regulations.

Benefits to Implementing a T&E Plan

Helps identified and key 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 findings for the SHIVA and THIRA are as follows:

SHIVA

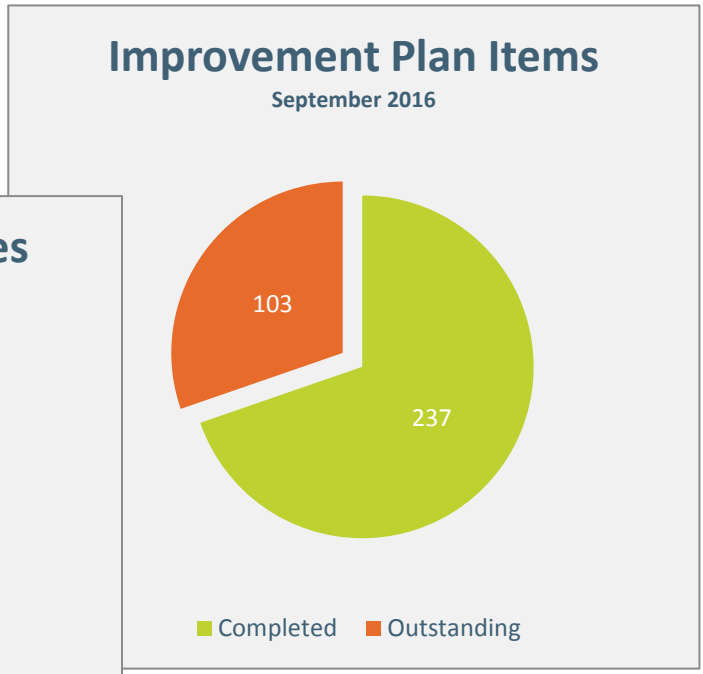
- Seattle Fault Earthquake
- Snow and Ice Storm
- Cyber Attack on Infrastructure
- Windstorms
- Power Outages
- Terrorism
- Disease Outbreak

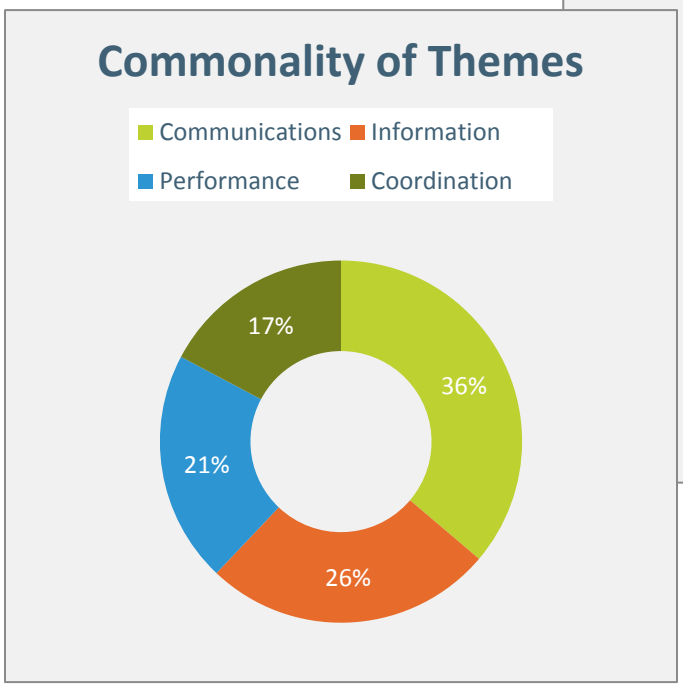
THIRA

- Planning
- Public Information and Warning
- Operational Coordination
- Community Resilience
- Threats and Hazards Identification
- 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 directly yields some corrective actions that are training and/or 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,
- recommended 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 stakeholders and partner agencies. Drafts are reviewed by the Strategic Workgroup (SWG), and 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 system. 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

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:

- Winter Weather Readiness and Response Plan
- Disaster Debris Management Plan
- Mass Casualty Incident Appendix ESF-4
- Sheltering Appendix ESF-6
- Food Appendix ESF-6

- Joint Protocol for Proclamations of Civil Emergency and Emergency Orders
- Concept of Operations Lowland Snow and Ice Task Force
- Landslide Response
- Seattle Hazardous Materials Response Plan
- Tactical Interoperable Communications Plan 2012

Plan authors are responsible for:

- ensuring that their plans are validated and 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 regional Training & Exercise Workgroup and 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 the King County training and exercise planning workshop as well as the Washington State training and exercise planning workshop. Offerings may provide an opportunity for the City to integrate training and/or exercise activities with the State.

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.

2. TRAINING AND EXERCISE APPROACH

2.1 Trainings

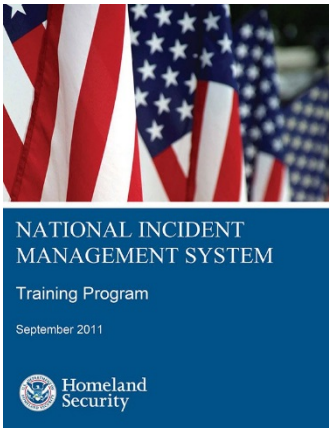
The Office of Emergency Management uses a systems approach to training adopting a blend from the National Incident Management System (NIMS) Training Program and instructional system design principles that build effective training in five phases; Analyzing, Designing, Developing, Implementing, and Evaluating (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. 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.



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.

Reporting

The City also provides documentation of exercises and EOC activations for real-world incidents to the State to ensure compliance with local, State, and Federal regulatory requirements.

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 is; 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.

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. On a regular basis, the Office of Emergency Management (OEM) produces a series of publications that share the calendar with those stakeholders that do not have access to the City's MS Outlook application.

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 Senior and Elected Officials

Senior and elected officials are provided an 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 Department Representatives to the Seattle EOC

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 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

City departments will have policies in place that identify minimum training standards for the personnel they have designated as emergency responders. These policies should conform to Federal 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 the *Seattle Municipal Code under Title 10, Chapter 2, Section 47* (SMC 10.02.047), and in the *National Incident Management System (NIMS) Implementation Plan (2005)*. City departments may develop their own curriculum (e.g. instructor led courses) or direct personnel to take the following on-line courses:

- IS 100 Introduction to Incident Command System
- IS 200 ICS for Single Resources and Initial Action Incidents
- IS 700 National Incident Management System (NIMS), An Introduction

3.4 EOC Volunteer Staff

Volunteers are trained to support in several EOC and field functions. As such, EOC volunteers will be required to complete training identified in the training matrix in Section 1.14 (figure 1). It is the responsibility of the volunteer to maintain their individual training records. The Volunteer Services program manager 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 EOC Responder Series.

3.6 Matrix by Audience and Course

	Office of Emergency Management Staff	Department Representatives to the EOC	Senior and Elected Officials	Departmental Field Response Staff	Department Incident Management Teams and DOC Staff	EOC Volunteer Staff		
EOC Responder Series 1	✪	✪	✪	✪	✪	✪*	PRIORITY	EMERGENCY OPERATIONS CENTER
EOC Responder Series 2	✪	✪				✪*		
EOC WebEOC User	✪	✪			✪	✪*		
EOC WebEOC Admin	✪	✪*						
EOC Planning Section	✪	✪				✪*		
EOC Operations Section	✪	✪				✪*		
EOC Logistics Section	✪	✪				✪*		
EOC Administrative Section	✪	✪				✪*		
EOC Joint Information Center	✪	✪*				✪*		
EOC Communications and Equipment	✪	✪			✪	✪*		
OEM COOP	✪		✪				BASELINE	DOCUMENTATION
Department COOP		✪	✪	✪	✪			
EOC COOP (Alternate Facilities)	✪	✪	✪		✪	✪		
CEMP	✪	✪	✪		✪	✪		
SHIVA	✪	✪	✪		✪			
Mitigation Plan	✪	✪	✪		✪			
EOP	✪	✪	✪		✪			
Incident Annexes	✪	✪						
Support Annex - Alert & Warning	✪	✪		✪	✪	✪		
Support Annex - Evacuation	✪	✪		✪	✪	✪		
Support Annex - Military Support	✪	✪		✪	✪	✪		
ESF Annexes	✪	✪	✪	✪	✪	✪		
- Winter Weather Readiness	✪	✪			✪	✪		
- HazMat Response	✪	✪			✪	✪		
- Debris Mgmt	✪	✪			✪	✪		
- Pet Shelter	✪	✪			✪	✪		
- Sheltering	✪	✪			✪	✪		
- Feeding	✪	✪			✪	✪		
- Donations Mgmt	✪	✪			✪	✪		
Recovery Framework	✪	✪	✪		✪	✪		
IS-100: Introduction to ICS	✪	✪		✪	✪	✪	TIER II	NIMS & ICS
IS-200: ICS for Single Resources	✪	✪		✪	✪	✪		
IS-700: NIMS, An Introduction	✪	✪		✪	✪	✪		
IS-800: Intro to NRF	✪						TIER I	
ICS 300: Intermediate ICS	✪							
ICS 400: Advanced ICS	✪							
L/IS-634: FEMA Public Assistance Program	✪						PA	FEMA PA
L/IS-403 (DF-103) FEMA Individual Assistance	✪							
Incident/Unified Command to Recovery	✪	✪		✪	✪		PRIORITY	TAILORED
Facilitation Skills	✪	✪*				✪*		
Policy Analysis	✪	✪			✪			
Incident Command for Nonoperational Depts		✪*	✪*	✪*	✪*			
Creative Problem-Solving Skills	✪	✪			✪	✪		

* Select personnel/departments as applicable

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4. TRAINING AND EXERCISE PRIORITIES 2018 – 2019

These priorities guide the overall direction of a combination of progressively building exercises – along with the associated training requirements, where individual exercises and trainings are anchored to a common set of priorities or objectives and build toward an increasing level of complexity over time. Accordingly, these priorities guide the design and development of individual exercises and trainings.

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

4.1 Priority Capabilities

City of Seattle priority capabilities:

1. Operational Coordination

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

   Strengthen departmental and Emergency Operations Center capabilities through management and response skills development and active involvement in Emergency Support Function planning, trainings, and exercises.

2. Operational Communications

   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.

   Strengthen departmental and interagency communications through further development of protocols and congruent training and exercises with multi-department interactions.

3. Public Information and Warning

   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.

   Strengthen the capability and capacity of the Joint Information Center, along with improving the citywide and departmental utilization of AlertSeattle through cross department trainings and exercises.

4. Logistics and Supply Chain Management

   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.

   Continue to embrace the statewide resource requesting form and process by training and exercising key EOC Logistics Section personnel, in addition to ensuring EOC Departmental Representatives are trained on the new process and requirements.

5. Planning

   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.

   Continue to conduct regular planning efforts, further refining documentation and further aligning plans through deeper integration of documents across the program.

6. Situational Assessment

   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.

   Further develop and strengthen information gathering capability and analysis capability along with further development of advanced planning functions.

4.2 Annual Training and Exercise Activities

Annual Training or Exercise Activity	*Corresponding Core Capability*
Alternate EOC Facility Exercise	• Operational Coordination
Communications Drills *(Conducted at least quarterly, includes but not limited to: radio systems, satellite phone, GETS/WPS, phone systems, and AlertSeattle)*	• Operational Coordination • Operational Communications
EOC Responder Series Training *(Minimum of twice annually)*	• Operational Coordination • Operational Communications • Logistics and Supply Chain Management • Situational Assessment
FEMA Individual and Public Assistance Training	• Economic Recovery
Joint Information Center Series Training	• Operational Coordination • Operational Communications • Public Information and Warning • Situational Assessment
OEM Staff Duty Officer Training Series	• Operational Coordination
Updated Plan, Annex, or Documentation Training	• Planning • Operational Coordination
WebEOC Series Training *(Minimum of twice annually)*	• Operational Coordination • Operational Communications • Logistics and Supply Chain Management • Situational Assessment
Winter Weather Readiness Training and Exercise	• Operational Coordination • Operational Communications • Public Information and Warning • Situational Assessment

4.3 Priority Activities and Corresponding Core Capability

Priority Training or Exercise Activity	*Corresponding Core Capability*
CEMP Revision Training	• Planning • Operational Coordination
COG Revision Training	• Planning • Operational Coordination
Damage Assessment Training	• Operational Coordination • Intelligence and Information Sharing • Situational Assessment
Debris Management Training	• Operational Coordination • Environmental Response/Health & Safety
Departmental COOP Training	• Planning • Operational Coordination
Departmental COOP Exercise	• Planning • Operational Coordination
EOP Revision Training	• Planning • Operational Coordination
Incident Command Training for Non-Public Safety Departments	• Operational Coordination
Incident/Unified Command to Recovery Seminar	• Operational Coordination
Tunnel Incident Response Exercise	• Planning • Operational Coordination • Infrastructure Systems
Washington Mutual Aid System (WAMAS) Training	• Operational Coordination

4.4 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 City of Seattle Office of Emergency Management. It considers the cycle, mix, and range of training and exercises.

2018

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
• WebEOC Series		• EOC Responder Series	• JIC Series • Civil Disturbance Sem					• EOC Responder Series • WebEOC Series • Plans • Ops	• Logs • Admin • JIC Series • Winter Weather Sem	• Public Assistance Program	
				• Resource Requesting Drill			• Alt EOC Drill		• Winter Weather TTX		
	• Blue Cascades VII	• Tunnel TTX		• WA TEPW		• Tunnel FE				• Tunnel FSE	

Q1	Q2	Q3	Q4
• Mapping / GIS Sem • GETS/WPS Drill • WAMAS Sem • CEMP Revision Sem • EOP Revision Sem • COG Revision Sem • Seattle TEPW	• KC TEPW • Policy Analysis Sem • Recovery Sem • Recovery TTX • GETS/WPS Drill	• Facilitation Skills Sem • IC/UC to Recovery Sem • ICS for Non-Public Safety Depts Sem • GETS/WPS Drill	• Creative Problem-Solving Skills Sem • GETS/WPS Drill

2019

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
		• EOC Responder Series • WebEOC Series • Plans • Ops	• Logs • Admin • JIC Series	• WA TEPW				• EOC Responder Series • WebEOC Series • Plans • Ops	• Logs • Admin • JIC Series • Winter Weather Sem		
							• Alt EOC Drill		• Winter Weather TTX		

Q1	Q2	Q3	Q4
• GETS/WPS Drill • SHIVA Revision Sem • ESFs Revision Sem • Terrorism Annex Sem • Recovery Framework Revision Sem • Seattle TEPW	• KC TEPW • GETS/WPS Drill • ESFs Revision Sem	• GETS/WPS Drill • ESFs Revision Sem	• GETS/WPS Drill • ESFs Revision Sem

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.

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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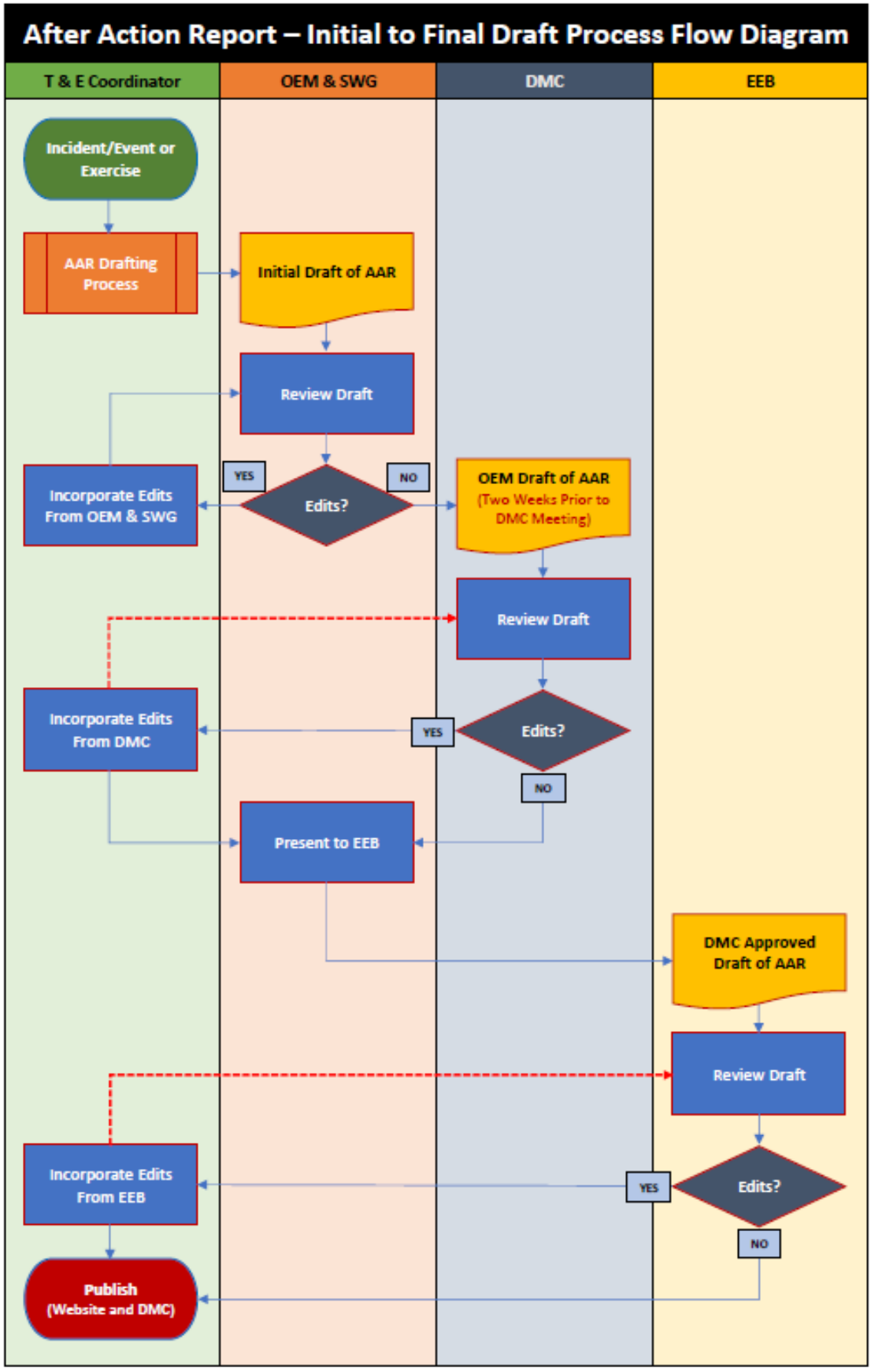
Figure 1.


After Action Report – Initial to Final Draft Process Flow Diagram
T & E Coordinator
OEM & SWG
DMC
EEB
Incident/Event or Exercise
AAR Drafting Process
Initial Draft of AAR
Review Draft
YES
NO
Edits?
Incorporate Edits From OEM & SWG
OEM Draft of AAR (Two Weeks Prior to DMC Meeting)
Review Draft
Incorporate Edits From DMC
YES
Edits?
NO
Present to EEB
DMC Approved Draft of AAR
Review Draft
Incorporate Edits From EEB
YES
Edits?
NO
Publish (Website and DMC)

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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

<table>
<tr><th>PREVENTION</th><th>PROTECTION</th><th>MITIGATION</th><th>RESPONSE</th><th>RECOVERY</th></tr>
<tr><td colspan="5">Planning</td></tr>
<tr><td colspan="5">Public Information and Warning</td></tr>
<tr><td colspan="5">Operational Coordination</td></tr>
<tr><td colspan="2">Intelligence and Information Sharing</td><td>Community Resilience</td><td colspan="2">Infrastructure Systems</td></tr>
<tr><td colspan="2">Interdiction and Disruption</td><td>Long-Term Vulnerability Reduction</td><td>Critical Transportation</td><td>Economic Recovery</td></tr>
<tr><td colspan="2">Screening, Search, and Detection</td><td>Risk and Disaster Resilience Assessment</td><td>Environmental Response/Health and Safety</td><td>Health and Social Services</td></tr>
<tr><td>Forensics and Attribution</td><td>Access Control and Identity Verification</td><td>Threats and Hazards Identification</td><td>Fatality Management Services</td><td>Housing</td></tr>
<tr><td rowspan="8"></td><td>Cybersecurity</td><td rowspan="8"></td><td>Fire Management and Suppression</td><td>Natural and Cultural Resources</td></tr>
<tr><td>Physical Protective Measures</td><td>Logistics and Supply Chain Management</td><td rowspan="7"></td></tr>
<tr><td>Risk Management for Protection Programs and Activities</td><td>Mass Care Services</td></tr>
<tr><td>Supply Chain Integrity and Security</td><td>Mass Search and Rescue Operations</td></tr>
<tr><td rowspan="4"></td><td>On-Scene Security, Protection, and Law Enforcement</td></tr>
<tr><td>Operational Communications</td></tr>
<tr><td>Public Health, Healthcare, and Emergency Medical Services</td></tr>
<tr><td>Situational Assessment</td></tr>
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