

# TRAINING AND EXERCISE PLAN 2023 - 2025



DIBROVA/SHUTTERSTOCK

## CITY OF SEATTLE OFFICE OF EMERGENCY MANAGEMENT

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**Figure 1**

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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 2023 through 2025. 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 2023 through 2025. 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**

- Earthquakes
- 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***

After-action reports, improvement planning, and corrective actions 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.

## ***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:

- Cybersecurity Incident Response Plan (ITD)
- Damage Assessment Support Operations Plan (Under Development, OEM)
- Departmental Continuity of Operations Plans (All Departments with a COOP)
- Disaster Debris Management Plan (SPU)
- Earthquake incident Operations Plan (SFD)
- 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 (SFD)
- ESF-8 Response Plan (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.

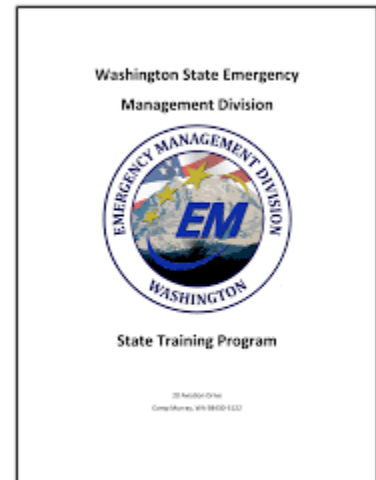
### **King County Training and Exercise Calendar**

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.



## **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. Initial accreditation was granted in 2016 and re-accreditation with 100% compliancy was granted in January 2022 with re-accreditation occurring every five years. 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. 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.

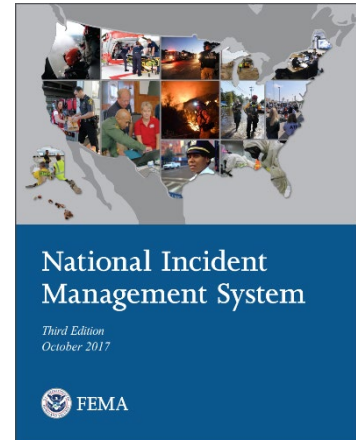


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## 2. TRAINING AND EXERCISE APPROACH

### 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.



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 City of Seattle Consolidated Training and Exercise Calendar

To assist in emergency management training and exercise opportunities, it is important to have shared platforms and understanding of what departments and the citywide program has scheduled allowing collaboration and further capability building.

The City of Seattle uses multiple platforms to manage and advertise trainings and exercises available for city employees - specifically Cornerstone (CoS's online learning software) and Microsoft Teams. Registration for Incident Command System trainings, Joint Information Center Trainings, and Emergency Operations Center trainings are hosted via Cornerstone and would be participants can search Cornerstone for those training opportunities alongside many others. OEM also advertises such trainings to external partners and provides other means for them to register.

Supplementing Cornerstone in communicating training and exercise opportunities is the Strategic Work Group Training & Exercise Calendar in the SWG MS Teams channel. This calendar is usable by all SWG members to broadcast trainings, exercises, and other emergency management related activities open to responders and other city employees and volunteers. 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. Additionally, the city, county and state Training and Exercise professionals coordinate and communicate on a regular basis.

## 3. AFTER-ACTION REPORTS AND IMPROVEMENT PLAN

### 3.1 Improvement Planning

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, procedures 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 portion of the After-Action Report (AAR) will:

- Identify corrective actions for improvement,
- recommend actions for correction,
- designation of lead agency responsible for oversight and completion 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 After-Action Report and Improvement Plan, all improvement plan items are tracked using the Planner application in Strategic Working Group (SWG) Channel in Microsoft Teams. Once added, individual tasks can be tracked and leads assigned. Items will also be categorized using POETE (Planning, Organizing, Equipping, Training, Exercising) to track trends across AARs.

The Seattle OEM Training & Exercise Coordinator will work with the leads assigned to each improvement plan item to ensure timely completion utilizing SWG meeting time, individual check-ins, and/or other meetings as necessary.

### 3.2 COVID-19 After-Action Report and Improvement Plan

Seattle was one of the first major cities in the United States to be impacted by the COVID-19 pandemic. The City of Seattle (CoS), along with King County and Washington State, led one of the most effective responses to this global health crisis. In 2022 CoS worked with Berk Consulting to publish a COVID-19 After-Action Report recounting the City's response and opportunities for improvement in a 90-page document. The report also led to a COVID-19 Improvement Plan with over 75 individual items and recommendations.

Seattle OEM will oversee the progress of these improvement items through a process in parallel to the City's standard AAR/IP tracking process. The OEM Training & Exercise Coordinator will use the tracking spreadsheet produced as a part of the publication of the COVID-19 AAR and work with the assigned lead and supporting departments to see that the recommended improvement items are completed.

## 4. TRAINING AND EXERCISE AUDIENCES

### 4.1 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 bi-monthly 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.

### 4.2 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.

### 4.3 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.

## **4.4 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.

## **4.5 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. OEM staff are responsible for filling key leadership and management roles in the EOC. At minimum, training requirements include the NIMS/ICS curriculum, including the 700 series, FEMA Professional Development Series (PDS), and the Seattle EOC Responder Series.



## 4.6 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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## 5. TRAINING AND EXERCISE PRIORITIES 2023 – 2025

As Seattle OEM’s previous Training & Exercise Plan (2021-2022) guide our work, the Program can look back on two years that have challenged both the citywide emergency management program and the greater City of Seattle. COVID Impacts, staff turnover, and a growing understanding of the threats that face Seattle have revealed three issue areas that will be the focus on this updated three-year Training & Exercise Plan. These three areas of focus are:

- Updated and Emerging Threats & Hazards,
- Renewing Responder Skills and Capabilities, and
- Supporting Citywide Collaboration in Training & Exercise.

The following section will address the importance of each identified area and the supporting activities the citywide emergency management program will spearhead to address them in 2023, 2024, and 2025. For a full listing of the 32 Core Capabilities from the National Preparedness Goal, see **Appendix A**.

### 5.1 Priority Capabilities and Supporting Activities

#### *Updated and Emerging Threats & Hazards*

##### **Narrative**

New research and modeling have changed Seattle’s understanding of how the area may be affected by a megathrust earthquake along the Seattle Fault. A sufficiently large earthquake could generate a tsunami wave more than 40ft tall that would cause significant damage to major areas of downtown Seattle including waterfront and Harbor Island causing massive devastation and crippling a key logistics hub for the area. This major new threat must be considered. In the coming years Seattle will also play host to several events of national and international significance, notably hosting the MLB All Star Game in 2023. With these large events and the increasing amount of domestic violent extremism it is essential that Seattle prepares for these events for the good of its residents and the many visitors it is likely to receive. In response, the Program looks to take the following steps to increase preparedness and readiness citywide.

##### **Supporting Activities**

###### **Earthquake and Tsunami Inundation**

- Series of Tsunami Response exercises building to a Tabletop Exercise – Q4 2023
- 2025 Full Scale Exercise - Seattle Fault Earthquake, focus on downtown tsunami inundation
- Yearly Workforce Rally Point training and exercises with increasing complexity
- Community Points of Distribution (CPOD) Trainings, Drills
- Damage Assessment App rollouts and exercises

###### **Extreme weather events and impacts due to climate change**

- Annual seminars/TTX for winter weather, extreme heat, wildfire smoke
- Sheltering Operations Trainings and Drills

- Space weather seminar and TTX

**Large Event Preparation**

- MLB All Star Game, FIFA World Cup (2026)
- TTXs for MLB All-Star Game in 2023 (April, May)
- Yearly Pride Parade and Seafair Torchlight Parade EOC activations

**Human Threats - active shooter, political violence, civil unrest**

- Active Shooter Seminar 2023, Tabletop Exercise 2024
- Yearly Cybersecurity trainings and exercises/coordination with ITD

## ***Renewing Responder Skills & Capabilities***

### **Narrative**

After several years of operating from a remote COVID posture that introduced a slew of alternative work arrangements, the availability of new technologies, and a great deal of staff turnover with the City of Seattle, there are many opportunities to renew and rebuild in-person emergency response capabilities that will increase success and efficiency of the EOC. This will include revisions to in-person EOC trainings for EOC response personnel, a refresh of the Planning Section in the EOC as well as the Operations, Logistics and Joint Information Center, and greater investment in the credentialing of Incident Command System (ICS) instructors within the city. Seattle OEM is also working with Washington State EMD and FEMA to begin working towards compliance with NQS (National Qualification System).

**Seattle HR Workforce Policy.** A major update to Seattle HR policy is in the works that will support the deployment of City of Seattle Staff to help respond during an emergency.

### **Supporting Activities**

#### **EOC Responder Trainings**

- Continue to offer in-person EOC Responder Series two times a year, assess if more training is needed
- For spring 2023, revise/update existing curriculum focused on in-person interactions - key points are student interaction, opportunities for group discussion, and tangible skill development
- Regularly Scheduled Emergency Communications Drills
- Executive/Elected Officials Trainings leveraging the Emergency Executive Board (EEB) meetings
- EOC Activation Drills for Department Representatives

#### **EOC Section Trainings**

- EOC Planning Section refresh with update to training
- Evaluate and develop optimal delivery schedule of EOC Section Specific Trainings (i.e., Operations, Branches (Infrastructure, Health & Human Services, Police, Fire), Logistics)
- PIO, Joint Information Center (JIC) trainings

#### **Expansion of Citywide ICS Trainings and instructors**

- Invest in certification of new ICS instructors within city departments (ACS, SPR, etc.)
- Evaluate citywide offerings of ICS Combo, ICS 300, and ICS 400

#### **NQS Implementation within OEM**

- Follow NQS Implementation Schedule as laid out by FEMA and the Regional Catastrophic Planning Grant (RCPG)
- Coordinate with State and County partners on NQS development and implementation
- Develop Seattle EOC position specific skillsets and responder task books
- Explore expansion of NQS citywide

**Operational Communications**

- PSERN Radio Transition for all city Departments
- Regular radio, satellite phone, and other communications system drills
- Conduct communication drills with King County and regional partners

## ***Supporting Citywide Collaboration in Training & Exercise***

### **Narrative**

Feedback gathered from emergency managers from within the City Departments reveals a desire for greater collaboration and support for training and exercise. It is OEM's belief that we can prioritize greater collaboration amongst city departments when it comes to developing and delivering trainings to city responders and employees and that OEM can help play a supporting or facilitating role when it comes to exercise development. City departments will remain responsible for their own employee readiness, but OEM strives to make sure that departments work together to reinforce the collaboration and coordination that is required during emergency response.

### **Supporting Activities**

#### **OEM leadership in exercise development, delivery, and evaluation**

- Increased OEM presence in citywide trainings and exercises
- City Departments engage with OEM proactively on trainings and exercises

#### **Increasing visibility of department trainings and exercises**

- Utilize SWG and other regular meetings and groups to boost department trainings and exercises
- Use Office 365 Tools to create a living, citywide Training & Exercise Calendar

#### **Continuity of Operations Planning (COOP)**

- OEM COOP Exercise of Alternate EOC location
- City Department COOP Trainings and Exercises for their respective employees
- Engagement of EEB from a citywide perspective to ensure COG and COOP capability

#### **After Action Review and Improvement Planning**

- Integrating Improvement Planning into MS Teams for increased visibility and accountability of IP Items
- Maintaining the AAR process for any EOC activation



## 6. MULTI-YEAR TRAINING AND EXERCISE SCHEDULE

Training & Exercise calendar for 2023. Subsequent calendars will be drafted and included as a part of the yearly update cycle. Items with an \* are offered on a yearly basis. Emergency Management Performance Grant (EMPG) or match funded activities are also included. This calendar will be refreshed as a part of the yearly update cycle of the Training & Exercise Plan.

### 6.1 2023

Seattle OEM	2023											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Activations & Events					•May Day	•Seattle Pride Parade	•MLB All Star Game •Torchlight Activation (TBD)					
Trainings	•City EOC Responder Series* •ACS EOC training •CPOD Management Training (1/26) •SPR Shelter Operations Training*			•EOC Logistics Training (April 19) •SPR Shelter Operations Training •JIC Fundamentals training (April, May) •JIC Supervisor Training (April, May)			•SPR Shelter Operations Training*			•EOC Responder Series* •EOC Logistics Section Training* •SPR Shelter Operations Training*		
Exercises	•Space Weather Seminar (Mar 23rd)			•MLB All-Star TTX I •MLB All-Star TTX II •Extreme Heat/Smoke Seminar (May)* •NW Smoke Management Conference (April 18 – 20) •ACS Community Hub Exercise (June)			•Active Shooter TTX •SDOT/ITD TOC Exercise •SDOT Radio Exercise			•Intro to Workforce Rally Points •Space Weather Hazards Exercise •SDOT Winter Wx Conference (Nov) •OEM Snow Day Exercise (Sep)		
Plans	•Alerts & Warnings •Evacuation Plans •ESF Annexes			•Continuity of Governance •CEMP Intro			•Pandemic Annex •Recovery Framework			•EOP		

## 7. EXTERNAL TRAINING AND EXERCISE OFFERINGS

Emergency management programs across the nation have access to a number of training resources. The Office of Emergency Management can assist departments and colleagues who are interested in offerings provided through any the below organizations.

### 7.1 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).

### 7.2 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.

### 7.3 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*

***Columbia University – National Center for Domestic Preparedness***

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

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

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

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

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

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

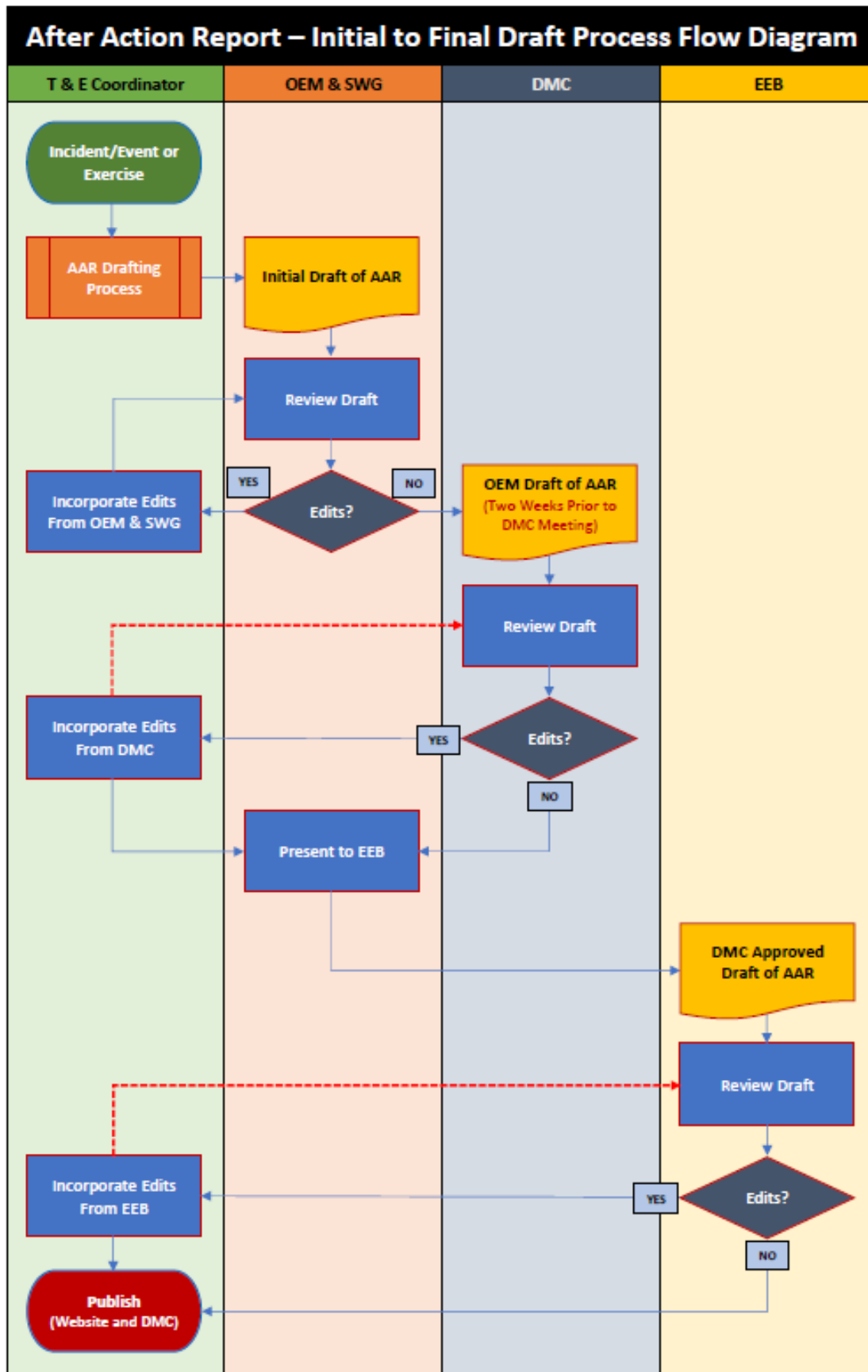
## **7.4 National Fire Academy**

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.



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**Appendix A.**

## 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	

For more information on FEMA's core capabilities by mission area, visit FEMA online at [fema.gov/emergency-managers/national-preparedness/mission-core-capabilities](https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities)