



FEMA

MULTI-YEAR TRAINING AND EXERCISE PLAN

**FEDERAL EMERGENCY MANAGEMENT AGENCY
REGION X**

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Introduction

The Federal Emergency Management Agency (FEMA) Region X, National Preparedness Division, Regional Integration Branch is working to develop and sustain a comprehensive strategy to address regional preparedness with training and exercises. Part of this strategy is the annual update of the *Region X Multi-Year Training and Exercise Plan* (MYTEP) that documents a roadmap to address regional priorities through training and exercises. This annual update of the MYTEP is the result of the Training and Exercise Planning Workshop (TEPW) conducted on July 14, 2010 in Seattle, Washington. The TEPW afforded an opportunity for State and Federal partners to update last year's MYTEP by identifying current target capability priorities and upcoming training and exercise events.

Approximately two months prior to this year's TEPW, surveys were distributed to Federal and State partners in lieu of a formalized Improvement Planning Workshop (IPW) to identify 2010–2012 regional-level training and exercise priorities through a capabilities-based needs assessment. The overall purpose of the TEPW is to bring together Federal and State partners to validate the regional training and exercise priority results, share information, provide an opportunity for collaboration, and promote resource sharing.



Comprehensive Training & Exercise Program

The purpose of developing a comprehensive training and exercise program is to enhance collaboration and information sharing amongst regional State and Federal partners in order to strengthen emergency preparedness through training and exercises. The program, in development, consists of the following components:

- a comprehensive process to determine regional priority target capabilities through a capabilities-based needs assessment,
- an annual regional training and exercise event (to include the TEPW),
- an annually updated MYTEP to document the process and progress,
- a compendium of regional training and exercise events published on a quarterly basis,
- quarterly update briefings at the Regional Interagency Steering Committee (RISC) Exercise Subcommittee meetings,
- and a mid-year review meeting to address gaps and needs.

Following the use of the electronic survey to collect data for the 2010 TEPW, FEMA Region X will continue to use such tools to collect data relating to unmet training and exercise needs, progress towards priority target capabilities, updates to the regional training and exercise calendars, etc. This data will be used to not only shape the annual MYTEP, but also to track progress towards enhancing regional capabilities and to highlight areas for improvement.



Regional Priority Target Capabilities

During the TEPW, participants designated and prioritized the following 10 target capabilities from the Target Capabilities List (TCL) on which to focus the Region’s training and exercises. The target capabilities were separated into two tiers, with the first tier containing target capabilities that were identified as a priority.

Tier I

- **Communications.** Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they must have sufficient wireless communications to meet their everyday internal and emergency communication requirements before they place value on being interoperable (i.e., able to work with other agencies). Communications interoperability is the ability of public safety agencies (police, fire, emergency medical services [EMS]) and service agencies (public works, transportation, hospitals, etc.) to talk within and across agencies and jurisdictions via radio and associated communication systems, exchanging voice, data, and/or video with one another on demand, in real time, when needed, and when authorized. It is essential that public safety has the intra-agency operability it needs and that it builds its systems toward interoperability.
- **Emergency Operations Center (EOC) Management.** This is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of information and communication necessary for coordinating response and recovery activities. Similar entities may include the National (or Regional) Response Coordination Center (NRCC or RRCC), Joint Field Offices (JFOs), National Operating Center (NOC), Joint Operations Center (JOC), Multiagency Coordination Center (MACC), Initial Operating Facility (IOF), etc.
- **Planning.** Planning is the mechanism through which Federal, State, local, and tribal governments; nongovernmental organizations (NGOs); and the private sector develop, validate, and maintain plans, policies, and procedures describing how they will prioritize, coordinate, manage, and support personnel, information, equipment, and resources to prevent, protect, and mitigate against, respond to, and recover from incidents of national significance. Preparedness plans are drafted by a litany of organizations, agencies, and departments at all levels of government and within the private sector. Preparedness plans are not limited to those plans drafted by emergency management planners. The preparedness planning capability sets forth many of the activities and tasks undertaken by an emergency management planner when drafting (or updating) emergency management (preparedness) plans.



- **Critical Resource Logistics and Distribution.** This is the capability to identify, inventory, dispatch, mobilize, transport, recover, and demobilize and to accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those necessary to preserve life, property, safety, and security.
- **Intelligence and Information Sharing and Dissemination.** This capability provides necessary tools to enable efficient prevention, protection, response, and recovery activities. This capability is the multi-jurisdictional, multi-disciplinary exchange and dissemination of information and intelligence among the Federal, State, local, and tribal layers of government; the private sector; and citizens. The goal of sharing and dissemination is to facilitate distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers who need it. More simply, the goal is to get the right information to the right people at the right time. An effective intelligence and information sharing and dissemination system will provide durable, reliable, and effective information exchanges (both horizontally and vertically) between those responsible for gathering information and the analysts and consumers of threat-related information. It will also allow for feedback and other necessary communications in addition to the regular flow of information and intelligence.

Tier II

- **Community Preparedness and Participation.** This capability provides that everyone in the United States is fully aware, trained, and practiced on how to prevent, protect/mitigate, prepare for, and respond to all threats and hazards. This requires a role for citizens in personal preparedness, exercises, ongoing volunteer programs, and surge capacity response. Specific capabilities for universal preparedness, including knowledge of all hazards (technological, natural, and terrorist incidents) and related protective measures, skills, and supplies, will be determined through a collaborative process with emergency responders.
- **Critical Infrastructure Protection.** This capability enables public and private entities to identify, assess, prioritize, and protect critical infrastructure and key resources so they can detect, prevent, deter, de-value, and mitigate deliberate efforts to destroy, incapacitate, or exploit the Nation's critical infrastructure and key resources.
- **Economic and Community Recovery.** This is the capability to implement short- and long-term recovery and mitigation processes after an incident. This includes identifying the extent of damage caused by an incident, conducting thorough postevent assessments and determining and providing the support needed for recovery and restoration activities to minimize future loss from a similar event.
- **Emergency Public Information and Warning.** This capability includes public information, alert/warning, and notification. It involves developing, coordinating, and disseminating information to the public, coordinating officials, incident management personnel, and responders across all jurisdictions and disciplines effectively under all hazard conditions.



- **Onsite Incident Management.** This is the capability to effectively direct and control incident activities by using the Incident Command System (ICS) consistent with the National Incident Management System (NIMS).



Regional Training Schedule & Opportunities

Region X identified the following training events and opportunities.

Table 1: FEMA Region X Training Schedule		
Agency/Jurisdiction	Training	Proposed Date
U.S. Department of Homeland Security (DHS)	Disaster Emergency Communications Planning	2010
FEMA Region X	External Affairs Training	July 19–23, 2010
FEMA Region X	L292: Disaster Field Operations Management	August 10–13, 2010
FEMA Region X	Joint Field Office (JFO) Communications Course at Emergency Management Institute (EMI)	August 17–20, 2010
FEMA Region X	Information Technology (IT) Enterprise Systems at EMI	August 30–September 3, 2010
FEMA Region X	L778: JFO for Middle Managers	August 31–September 3, 2010
FEMA Region X	L269: Managing FEMA Staff	September 14–17, 2010 (TBD)
Alaska	Strategic Interoperable Communications Training and Exercise Plan	October 2010
Animal Plant and Health Inspection Service	Emergency Support Function (ESF) 11 Desk Officer Training	November 2010
Washington	IS197.EM: Special Needs Planning Considerations: Emergency Management	2011
Federal Aviation Administration	Department of Transportation Region X ESF-1 Cadre Training	January 2011
Washington	Logistic Orientation	January 2011
Washington	Search and Rescue Incident Management Training	January 2011
Washington	G358: Evacuation and Reentry Planning	January 2011
Washington	E388: Advanced Public Information Officer (PIO)	January 17–20, 2011
Washington	G775: Emergency Operations Center (EOC) Management and Operations	February 2011
Washington	Logistics Planning	February 2011



Table 1: FEMA Region X Training Schedule		
Agency/Jurisdiction	Training	Proposed Date
Washington	E202: Debris Management Planning for State, Tribal, and Local Officials	February 14–17, 2011
Washington	E361: Multi-Hazard Emergency Planning for Schools	February 28–March 3, 2011
Washington	E947: Integrated Emergency Management Course (IEMC): EOC/ Incident Management Team (IMT) Interface—EMI	February 28–March 3, 2011
Washington	G235: Emergency Planning (West Side)	March 2011
Washington	Mutual Aid/Emergency Management Assistance Compact (EMAC)/Pacific Northwest Emergency Management Arrangement (PNEMA)/Action Request Form (ARF)	March 2011
FEMA Region X	778: JFO for Middle Managers	March 2011
Washington	L-950: Incident Commander	March 7–11, 2011
Washington	G290: Basic PIO	March 15–17, 2011
Oregon	L-958: Operations Section Chief	March 21–25, 2011
Washington	State Logistics Workshop (G703/G26/State Staging Area [SSA]/Logistics Staging Area [LSA]/Mutual Aid)—Snohomish	April–June, 2011
Washington	State Logistics Workshop (G703/G26/SSA/LSA/Mutual Aid)—Spokane	April–June, 2011
Washington	SSA	April 2011
FEMA Region X	E201: Debris Operations	April 2011
Washington	E361: Multi-Hazard Emergency Planning for Schools	April 4–7, 2011
Washington	E431: Understanding the EMAC	April 4–7, 2011
Idaho	L-967: Logistics Section Chief	April 4–8, 2011
FEMA Region X	Regional Response Coordination Center (RRCC) IEMC	April 11–15, 2011
Washington	G291: Joint Information System (JIS)/Joint Information Center (JIC) Workshop	April 14, 2011



Table 1: FEMA Region X Training Schedule		
Agency/Jurisdiction	Training	Proposed Date
Washington	Port of Seattle IEMC	April 18–21, 2011
Oregon	L-962: Planning Section Chief	April 18–22, 2011
Washington	E550: Continuity of Operations (COOP) Planning Train-the-Trainer	April 19–21, 2011
Washington	E947: IEMC: EOC/IMT Interface—EMI	May 2011
Washington	G191: Incident Command System/EOC Interface Workshop Train-The-Trainer	May 2011
Washington	Movement Coordination	May 2011
Washington	Washington State Search and Rescue Conference	May 2011
Washington	G358: Evacuation and Reentry Planning	May 2011
FEMA Region X	660: Incident Support Base Operations	May 2011
Idaho	L-956: Liaison Officer	May 2–6, 2011
Washington	E427: Community Emergency Response Team (CERT) Program Manager	May 16–17, 2011
Washington	Thurston County IEMC	May 16–20, 2011
Idaho	L-952: PIO	May 16–20, 2011
Washington	G290: Basic PIO	May 17–19, 2011
Washington	E428: CERT Train-the-Trainer	May 18–20, 2011
Washington	E388: Advanced PIO	May 23–26, 2011
Washington	Team Briefing	June 2011
Washington	G288: Local Volunteer and Donations Management	June 2011
FEMA Region X	L-348: Orientation to Mission Assignments	June 2011
Oregon	L-954: Safety Officer	June 6–10, 2011
Washington	E361: Multi-Hazard Emergency Planning for Schools	June 20–23, 2011
Washington	L-973: Finance/Admin Section Chief	June 27–29, 2011
Washington	E388: Advanced PIO	June 27–30, 2011
Washington	E202: Debris Management Planning for State, Tribal, and Local Officials	June 27–30, 2011



Table 1: FEMA Region X Training Schedule		
Agency/Jurisdiction	Training	Proposed Date
Washington	State Logistics Workshop (G703/G26/SSA/LSA/Mutual Aid)—Clark County	July–September 2011
Washington	State Logistics Workshop (G703/G26/SSA/LSA/Mutual Aid)—Yakima or Ellensburg	July–September 2011
Washington	Logistic Orientation	July 2011
Washington	L388: Advanced PIO	July 12–14, 2011
Washington	E361: Multi-Hazard Emergency Planning for Schools	July 18–21, 2011
Washington	E947 IEMC: EOC/IMT Interface—EMI	August 2011
Washington	Logistics Planning	August 2011
Washington	E361: Multi-Hazard Emergency Planning for Schools	August 1–4, 2011
Washington	E388: Advanced PIO	August 1–4, 2011
Washington	G291: JIS/JIC Workshop	August 18, 2011
Washington	Mutual Aid/EMAC/PNEMA/ARF	September 2011
Washington	Green River Valley IEMC	September 2011
Washington	E388: Advanced PIO	September 12–15, 2011
FEMA Region X	Howard Hanson Dam IEMC	September 12–16, 2011
Washington	E550: COOP Planning Train-the-Trainer	September 13–15, 2011
Washington	G235: Emergency Planning (East Side)	September–October 2011
Alaska	E911	October 2011
Washington	SSA	October 2011
Washington	G290: Basic PIO	October 18–20, 2011
Washington	Movement Coordination	November 2011
Washington	Team Briefing	December 2011
Washington	G235: Emergency Planning (West Side)	January–March 2012
Washington	G775: EOC Management and Operations	January–March 2012



Table 1: FEMA Region X Training Schedule		
Agency/Jurisdiction	Training	Proposed Date
Washington	Search and Rescue Incident Management Training	January–March 2012
Washington	Logistic Orientation	January 2012
Washington	Logistics Planning	February 2012
Washington	Mutual Aid/EMAC/PNEMA/ARF	March 2012
Washington	G290: Basic PIO	March 20–22, 2012
Washington	G250.7: Rapid Assessment Planning Workshop	April–June 2012
Washington	State Logistics Workshop (Topics TBD)—West Side	April–June 2012
Washington	State Logistics Workshop (Topics TBD)—East Side	April–June 2012
Washington	Washington State Search and Rescue Conference	April–June 2012
Washington	SSA	April 2012
Washington	G291: JIS/JIC Workshop	April 17, 2012
U.S. Department of Energy (DOE)	Responder Training	April/May
Washington	Movement Coordination	May 2012
Washington	G290: Basic PIO	May 15–17, 2012
Washington	Team Briefing	June 2012
Washington	G291: JIS/JIC Workshop	June 14, 2012
Washington	G235: Emergency Planning (East Side)	July–September 2012
Washington	State Logistics Workshop (Topics TBD)—West Side	July–September 2012
Washington	State Logistics Workshop (Topics TBD)—East Side	July–September 2012
Washington	G358: Evacuation and Reentry Planning	July–September 2012
Washington	Logistic Orientation	July 2012
Washington	Logistics Planning	August 2012
Washington	G290: Basic PIO	August 6–9, 2012
Washington	Mutual Aid/EMAC/PNEMA/ARF	September 2012



Table 1: FEMA Region X Training Schedule		
Agency/Jurisdiction	Training	Proposed Date
Washington	G291: JIS/JIC Workshop	September 19, 2012
U.S. Forest Service	Radio Technology-Related Courses	Annually
U.S. Forest Service	Safety Officer Courses	Annually
U.S. Forest Service	Risk Management Courses	Annually
FEMA Region X	Point of Distribution (POD) Training	TBD
Alaska	POD Training	TBD

Participants identified the following desired training opportunities:

- Response and recovery oriented trainings and exercises
- ARF pilot training (Mission Assignment Training) scheduled for late September 2010, with a 2011 request made from two States, ESFs, and internal FEMA personnel
- CERT (October 2010 and May 2011 training scheduled through EMI)
- COOP
- Disaster management training with the goal to expand to ESFs
- EMAC training; EMI has EMAC and National Emergency Management Association training opportunities available for State and local participation
- Individual ESF training
- April 2011 2-day RRCC and IEMC followed by a 2-day exercise
- Ham radio training
- IS-26: Guide to PODs training (Alaska held an August 2010 pilot course)
- Basic NIMS training for ESFs beyond IS-100, 200, 700, and 800 that support the Region
- American Red Cross training
- Provision of EMI mobile training course list to the West Coast to address unmet needs; regional-level entities should apprise the Region of unmet training needs to assist the Region with taking advantage of last-minute training opportunities offered through EMI

FEMA Region X participants discussed unmet needs that would improve priorities and target capabilities. The following points were captured:

- Alaska requested a 2-day U.S. Northern Command (USNORTHCOM) or Washington, DC, Defense Support of Civil Authorities Executive Seminar providing an executive-level overview to a GS-15+ level audience (e.g., lieutenant governor, adjutant general).



- The Bureau of Reclamation identified the need for a broader spectrum of training (e.g., NIMS, ICS) and G191: ICS/EOC Interface course as the State-instructed course is unavailable.
- Preliminary damage assessment training is needed prior to a JFO or FEMA response, or if an incident does not satisfy the requirements to be declared a disaster. Washington offered preliminary damage assessment training—developed in spring 2010—to Idaho through the Reserves Corps, focusing on individual assistance through a train-the-trainer course.



Regional Exercise Schedule

Region X identified the following exercises as part of the regional-level schedule.

Table 2: FEMA Region X Exercise Schedule		
Agency/Jurisdiction	Exercise	Proposed Date
Radiological Emergency Preparedness (REP) Program, Washington and Oregon	Columbia Generating Station (CGS) Ingestion Drill (Dress Rehearsal)	July 20, 2010
Industry-led	Polar Tanker Puget Sound Tabletop Exercise (TTX)	August 10–12, 2010
U.S. Environmental Protection Agency	Environmental Laboratory Network Exercise	August 20–27, 2010
Alaska	Alaska Mutual Aid Drill	August 24, 2010
U.S. Navy	Citadel Rumble (Earthquake) Full-Scale Exercise (FSE)	August 30–September 2, 2010
REP Program, Washington and Oregon	CGS Ingestion Evaluation	August 31, 2010
Animal and Plant Health Inspection Service	Washington Department of Agriculture/ Food and Drug Administration Food Emergency Rapid Response Team TTX	September 2010
Bureau of Reclamation, Upper Snake Field Office	Little Wood River Dam, Little Wood River, Blaine County, Idaho TTX	September 2, 2010
Alaska	Recovery TTX	September 9, 2010
Oregon	Resilient Accord Workshop (Cyber Security)	September 9, 2010
U.S. Coast Guard	Maritime Transportation Security Act 2010 TTX	September 14, 2010
Oregon	Anthrax Response TTX Exercise Series	September 15, 2010
Bureau of Reclamation	Yakima Field Office (Upper Yakima River Functional Exercise [FE])	September 29–30, 2010
Alaska	Recovery TTX (Post Alaska Shield) #2	October–December 2010
Alaska	Emergency Alert System FE	January–March 2011
Defense Coordinating Element (DCE)	Region X DCE Certification Exercise	January 24–28, 2011
Washington	CGS FSE	January 2011
Washington	Washington State Department of Health and Washington State Homeland Security Region 2 Health FSE	January 2011



Table 2: FEMA Region X Exercise Schedule		
Agency/Jurisdiction	Exercise	Proposed Date
Washington	Wild Land Fire TTX	January 2011
U.S. Department of Health and Human Services	Receiving, Staging, and Storing (RSS) Exercise	February 2011
Washington	Pacific Tsunami Response TTX	February 2011
U.S. Coast Guard	Sea Barrier 11 FSE	February 14–18, 2011
Navy	Solid Curtain, Citadel Shield FSE	February 28–March 4, 2011
REP Program	River Corridor Monitoring Station Dress Rehearsal	March 2011
Bureau of Reclamation, Upper Snake Field Office	Jackson Lake Dam, Snake River, Western Wyoming TTX	March 1, 2011
Bureau of Reclamation, Upper Snake Field Office	Grassy Lake and Island Park Dams, Henry's Fork and Upper Snake River, East Idaho TTX	March 2, 2011
Bureau of Reclamation, Upper Snake Field Office	Palisades and Ririe Dams, Upper Snake River Exercise	March 3, 2011
U.S. Coast Guard	Mount Rainier Rumbles FE	March 16, 2011
Alaska	River Watch FSE	April–June 2011
Alaska	Metropolitan Medical Response System Equipment Movement Exercise	April–May 2011
Bureau of Reclamation, Middle Snake Field Office	Thief Valley, Mason and Unity Dams, Lower Powder River, Baker City, Oregon TTX	April 2011
Washington	Wild Land Fire TTX	April 2011
Washington and Oregon	Chemical Stockpile Emergency Preparedness Program (CSEPP) FSE	April 13, 2011
REP Program	River Corridor Monitoring Station Exercise	April 16, 2011
U.S. Coast Guard	Portland Medical Review Officer (MRO) 2011 FE	April 26, 2011
U.S. Coast Guard	North Bend MRO 2011 FE	May 5, 2011
U.S. Coast Guard	Canada-United States Pacific (CANUSPAC) 2011 FSE	May 16–20, 2011
REP Program	Oregon and Washington Dress Rehearsal Laboratory	May 17, 19, 2011
U.S. Coast Guard	Area Maritime Security Committee Challenge 2011 Seminar	May 18, 2011



Table 2: FEMA Region X Exercise Schedule		
Agency/Jurisdiction	Exercise	Proposed Date
REP Program	Oregon and Washington Exercise Laboratory	May 31–June 2, 2011
Washington	DOE—Hanford FSE	June 2011
U.S. Coast Guard	Captain of the Port (COTP) Zone Portland 2011 Area Maritime Security Training and Exercise Program (AMSTEP) FSE—Exercise Credit Sought	June 1, 2011
Alaskan Command	Northern Edge 2011 FSE	June 6–17, 2011
U.S. Coast Guard	National Preparedness for Response Exercise Program (PREP) 11 Government-Led Oil Spill Catastrophe FSE	June 20–24, 2011
Alaska	Hazardous Materials Symposium	July–September 2011
Navy	Citadel Rumble (Earthquake) FSE	August 2011
U.S. Coast Guard	Rescue 2011 TTX	September 27, 2011
U.S. Environmental Protection Agency	Incident Management Team Exercise	Fall 2011
Alaska	Evacuation TTX	October–December 2011
Bureau of Reclamation, Middle Snake Field Office	Anderson Ranch, Arrowrock, and Boise River Diversion Dams TTX	November 2011
Washington	Flood TTX	November 2011
U.S. Coast Guard	Coast Guard Sector Seattle Mass Rescue 12 TTX	December 6, 2011
Bureau of Reclamation, Middle Snake Field Office	Cascade, Deadwood and Black Canyon Dams/Payette River, Cascade to Ontario TTX	January 2012
Washington	Washington State Department of Health and Washington State Homeland Security Region 2 Health FSE	January 2012
Washington	Wild Land Fire TTX	January 2012
U.S. Coast Guard	Sector Military Out Load (MOL) Detachment 12 FE	January 12, 2012
Bureau of Reclamation, Upper Snake Field Office	American Falls and Minidoka Dams, Snake River, Central to Western Idaho TTX	February 2012
Washington	Pacific Tsunami Response TTX	February 2012



Table 2: FEMA Region X Exercise Schedule		
Agency/Jurisdiction	Exercise	Proposed Date
U.S. Coast Guard	Sea Barrier 12 FSE	February 20–24, 2012
Bureau of Reclamation, Middle Snake Field Office	Reservoir A and Soldiers Meadow Dams TTX	March 2012
Washington	Wild Land Fire TTX	April 2012
Washington	CSEPP FSE	April 2012
U.S. Coast Guard	Portland PREP 2012 FSE	April 24, 2012
Idaho	Earthquake Exercise	April–May 2012
Oregon	Vigilant Guard	April–June, 2012
Alaska, U.S. Department of Defense	Alaska Shield/Arctic Edge Exercise	May 2012
USNORTHCOM	Ardent Sentry (Cyber Focus) Exercise	May 2012
Washington, FEMA Region X	Evergreen Quake Exercise (Logistics Drill)	May 2012
U.S. Coast Guard	Portland MRO 2012 FE	May 3, 2012
U.S. Coast Guard	CANUSPAC 2012 FSE	May 14–18, 2012
U.S. Coast Guard	North Bend MRO 2012 FSE	May 15, 2012
Washington	DOE, Hanford FSE	June 2012
Washington, FEMA Region X	Evergreen Quake FE	June 2012
U.S. Coast Guard	MRO/COOP/Natural Disaster 2012 FSE	June 10, 2012
Washington	CGS Plume Dress Rehearsal FSE	July 2012
Washington, FEMA Region X	Evergreen Quake Exercise Recovery	July 2012
U.S. Coast Guard	COTP Zone Portland 2012 AMSTEP Drill	July 1, 2012
REP Program	CGS Practice Plume Drill	July 10–11, 2012
REP Program	CGS Plume Graded Exercise Plume FSE	August 28–29, 2012
U.S. Coast Guard	Recovery 2012 FSE	September 11, 2012
Bureau of Reclamation, Middle Snake Field Office	Agency Valley, Bully Creek and Warm Springs, Owyhee, and Mann Creek Dam FE	December 2012
U.S. Environmental Protection Agency	BioWatch Exercise	Annually
US Army Corps of Engineers (USACE)	USACE Alaska Environmental Quality Exercise	TBD



Appendix A: FEMA Region X Training & Exercise Planning Workshop (TEPW) Summary

Executive Summary

The Federal Emergency Management Agency (FEMA) Region X Training and Exercise Planning Workshop (TEPW) was held on July 14, 2010, in Seattle, WA. The TEPW provides an opportunity to update the Multi-Year Training and Exercise Plan (TEP) and incorporate the capabilities prioritized by State and Federal partners, as identified in surveys provided before the TEPW. The purpose of the TEPW is to bring together State and Federal Partners to validate regional training and exercise priorities, share information, provide an opportunity for collaboration, and to promote the sharing of resources. The TEPW is part of the overall program management within the Homeland Security Exercise and Evaluation Program (HSEEP) cycle.

Workshop participants took part in the following activities during the workshop:

- **Activity 1: Review, Discuss, and Validate Regional Priority Target Capabilities.** Participants reviewed the results of the surveys and discussed and validated regional-level priority target capabilities.
- **Activity 2: Identify Training Opportunities.** Participants recommended training courses that may be necessary in the preparation of TEPW-identified exercises.
- **Activity 3: Update Regional-Level Exercise Schedule.** Participants reviewed and validated regional-level exercises identified through the Pre-TEPW Survey. Participants were able to maintain, modify, or delete exercises. Additional inputs were also received after the TEPW by regional exercise and training partners.

Activity 1: Review, Discuss, and Validate Regional Priority Target Capabilities

Before the FEMA Region X TEPW, surveys were distributed to State and Federal partners in lieu of a formalized Improvement Planning Workshop (IPW) to identify 2010–2012 regional-level training and exercise priorities through a capabilities-based needs assessment. State partners noted that communications were both a strength and an area for improvement; therefore, this target capability necessitates continued prioritization and emphasis. Planning, Emergency Operations Center (EOC) Management, and Intelligence and Information Sharing and Dissemination represented the other top priority target capabilities identified by State partners. The Federal partners also identified these same target capabilities as top priorities. Survey results are provided in Appendix A.

Participants, working in six groups, used the survey results as a foundation to identify the priority target capabilities for the Region. Discussion emphasized strengths, best practices, and



challenges derived from training events, preparedness exercises, and real-world incidents in an effort to focus on proposed regional-level training and exercise opportunities.

Participants decided to focus on the following target capabilities. These target capabilities were separated into two tiers, with the first tier containing target capabilities that were identified as a priority by more than one group. The number following the target capability identifies the number of groups that selected that target capability as a priority.

Tier I

- Communications (6)
- EOC Management (6)
- Planning (6)
- Critical Resource Logistics and Distribution (5)
- Intelligence and Information Sharing and Dissemination (3)

Tier II

- Community Preparedness and Participation (1)
- Critical Infrastructure Protection (1)
- Economic and Community Recovery (1)
- Emergency Public Information and Warning (1)
- Onsite Incident Management (1)

Participants highlighted a broad spectrum of best practices and challenges for select target capabilities and from a regional-level perspective (see **Table 1**). In addition, participants highlighted best practices and challenges from a regional perspective, not specific to any one target capability (see **Table 2**).

Table 1: Identification of FEMA Region X Priority Target Capabilities			
Target Capability	Target Capability Rationale	Best Practices	Challenges
Communications	<ul style="list-style-type: none"> ▪ Need for hardware, repeaters, identification of towers, and eliminating dead zones 	<ul style="list-style-type: none"> ▪ Proper training on functioning equipment 	<ul style="list-style-type: none"> ▪ Existing variable equipment and standards ▪ Poor interoperable communication media during certain exercises did not enable systems to cross-transmit or utilize alternate communication methods ▪ Competing interjurisdictional systems with limited resources to remedy issue (e.g., funding and utilizing the National Alert and Warning System during exercise conduct as it is a real-world communications system, which can only be trained on)



Table 1: Identification of FEMA Region X Priority Target Capabilities

Target Capability	Target Capability Rationale	Best Practices	Challenges
Intelligence and Information Sharing and Dissemination	<ul style="list-style-type: none"> Maintenance of a consistent operating picture 	<ul style="list-style-type: none"> Washington State Patrol's lear video transmission interface with the EOC 	<ul style="list-style-type: none"> The common operating picture varies across the Region
Planning	<ul style="list-style-type: none"> Multiphase integration Aligning Federal, State, and local plans to ensure continuity of operational plans represents a constant focus 	<ul style="list-style-type: none"> Risk serving as a focal point at the State level 	<ul style="list-style-type: none"> Competing schedules Lack of expertise on planning logistics Information sharing between nonplanners and planners Prioritization of planning efforts are problematic due to staffing cuts and the continued need to update calendars and plans Despite the reduced need for catastrophic planning, all-hazards target capabilities should be exercised and sustained
Critical Resource Logistics and Distribution		<ul style="list-style-type: none"> The Logistics Section supports locals and counties with resource requirements 	<ul style="list-style-type: none"> Resource deployment to receiving States and the incident area Difficult for States to access Federal resources—and allocate effectively—in response to large-scale events
EOC Management	<ul style="list-style-type: none"> EOC Management linked with Onsite Incident Management to emphasize the importance of exercising both target capabilities together to mitigate confusion at the local level between EOCs and Incident Commands 	<ul style="list-style-type: none"> Cross-training personnel in EOC positions Region conducts functional exercises 	<ul style="list-style-type: none"> Frequent personnel turnover and rotations contribute to a lack of continuity Limited resources
Economic and Community Recovery			<ul style="list-style-type: none"> This target capability is not trained or exercised on a consistent basis
Community Preparedness and Participation			<ul style="list-style-type: none"> Loss of funding might negate support of this target capability



Table 2: FEMA Region X Best Practices and Challenges

Best Practices	Challenges
<ul style="list-style-type: none">▪ Effective planning for the 2010 Winter Olympics (Vancouver, BC) and Howard Hanson Dam real-world events▪ Benchmarking exemplary ideas and incorporating as regional-level best practices▪ Incorporation of multimedia platforms to include greater participation and expanded feedback solicitation▪ Standardization of planning and hiring contract support to standardize reports▪ Concretely establishing priorities within a target capability to ensure that the proper target capability is validated▪ Continued improving and building on the planning process; a solid plan provides leverage for sustaining and securing resources and funding	<ul style="list-style-type: none">▪ Resources and personnel need to be streamlined to maximize limited allocations▪ Target capabilities (written at a Federal level) are generic, requiring the Region and States to establish the focus and scope of each target capability▪ Incorporation of multimedia platforms to include greater participation and expand feedback solicitation▪ Balancing the divergent approach and response actions for Onsite Incident Management and EOC Management▪ Need to continue to focus on long-term plans and collaboration at the regional level



Recommended Improvement of Regional Information Sharing and Collaboration

FEMA Region X TEPW participants recommended the following methods to improve and enhance regional-level information sharing and collaboration:

- Monthly FEMA Region X meetings for State training officers and regional exercise officers
- Development and maintenance of an accessible regional training and exercise calendar. Development of a single web site or calendar that is continually updated with regional partner exercises and training, one stop shop of information.
- Quarterly Regional Interagency Steering Committee (RISC) exercise subcommittee meetings to focus on training and exercising and updating the regional-level calendar
- Enhance accessibility to State training calendars
- Access to the Law Enforcement Online (LEO) communications portal hosted by the Federal Bureau of Investigation (FBI)
- Utilize the Homeland Security Information Network (HSIN) to offer additional training opportunities
- Utilization of Lessons Learned Information Sharing (LLIS) System to share information and review and post best practices, lessons learned, and good stories
- FEMA-hosted, concentrated ESF training specific to each Federal ESF
- Review and validation of the current regional-level training and exercise calendars in advance of the TEPW to maximize time spent during the TEPW updating and modifying the calendar
- Schedule flexible exercise conduct dates (e.g., nights, weekends) to increase participation from Red Cross volunteers
- Utilization of social media during exercise conduct (e.g., Fedbook)
- Development of an integrated FEMA Region X section on the FEMA Facebook page (maintenance and updates would need regional-level ownership)
- Development and frequent use of an e-mail listserv



Next Steps

FEMA Region X intends to further develop the TEPW process into a comprehensive training and exercise preparedness cycle. Plans include;

- Developing a Multi-Year Training and Exercise Plan
- Updating the regional training and exercise calendar on a quarterly basis
- Utilizing the quarterly RISC Exercise Subcommittee meetings to continue collaboration
- Conducting a mid-year review of the progress towards the identified priority target capabilities
- Continuing efforts to integrate Region X priorities and target capabilities into the National Preparedness Cycle, directly linking Region X priorities and target capabilities to National Preparedness priorities and funding
- Further developing target capabilities and priorities to reflect Region X needs at the State and Federal partner level. Nationally developed target capabilities and priorities do not completely synchronize with Region X.



Hot Wash Summary

Participants proposed the following recommendations for future TEPWs:

- Leverage video teleconferencing to increase participation from distant regional partners (e.g., Alaska).
- Shorten the TEPW to less than a day, or conduct multiple regional-level meetings in conjunction with the TEPW.
- Promote the TEPW as a forum for sharing expertise, such as providing greater detail on proposed exercises.
- Conduct the annual TEPW in alternate regional locations.
- Share benchmarks in a format that aligns with DOE workshops (the DOE uses a TTX format).
- Federal and State partners should provide a 1 to 2 sentence overview detailing proposed exercises.

A high-level summary of FEMA Region X TEPW participants' comments, captured in participant feedback forms, are listed below.

Strengths

- Handouts and presentations
- Viewing and updating the regional exercise calendar
- Great forum for discussions with State and Federal partners
- Networking
- Collaborating with regional-level State and Federal partners

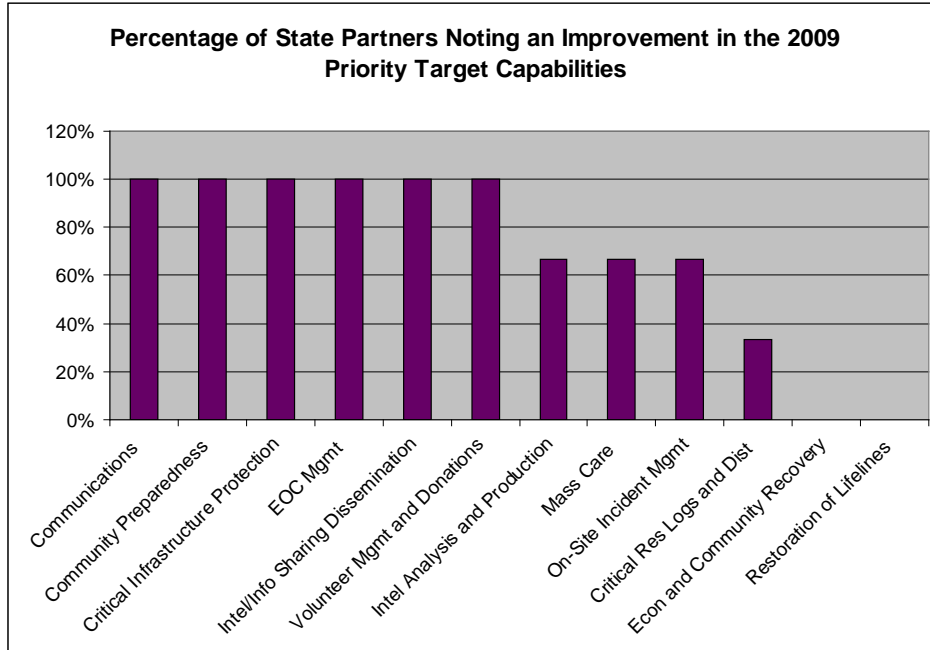
Areas for Improvement

- Schedule the RISC and the TEPW concurrently in an effort to save time and money.
- Disseminate more information expeditiously (e.g., shorten lunch or collect funds to have a working lunch; provide participants with pre-TEPW work).
- Ensure that all exercise calendars are completed before the TEPW and that calendar adjustments, modifications, or updates are not "live."
- Provide refreshments to participants.
- Create an online regional planning calendar.
- Rotate TEPW locations throughout FEMA Region X.
- There was a lack of clearly defined interagency opportunities.
- Combine the TEPW with a half-day of training.



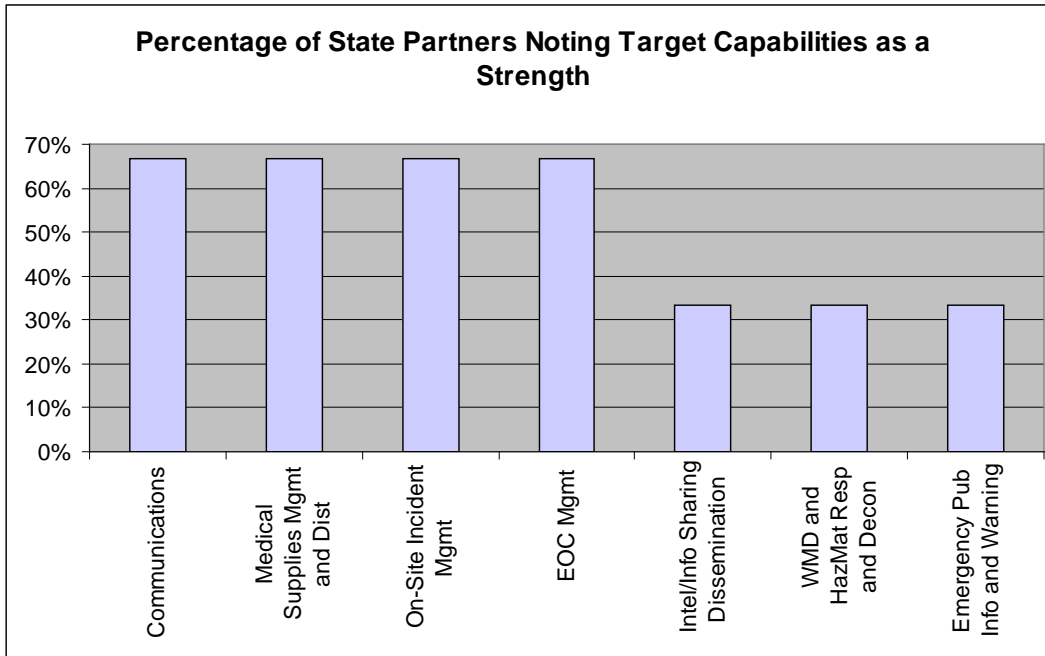
FEMA Region X Pre-TEPW Survey Results

State. Of the following target capabilities identified as priorities during the 2009 regional Training and Exercise Planning Workshop (TEPW), please select the level of improvement within your State over the past year.

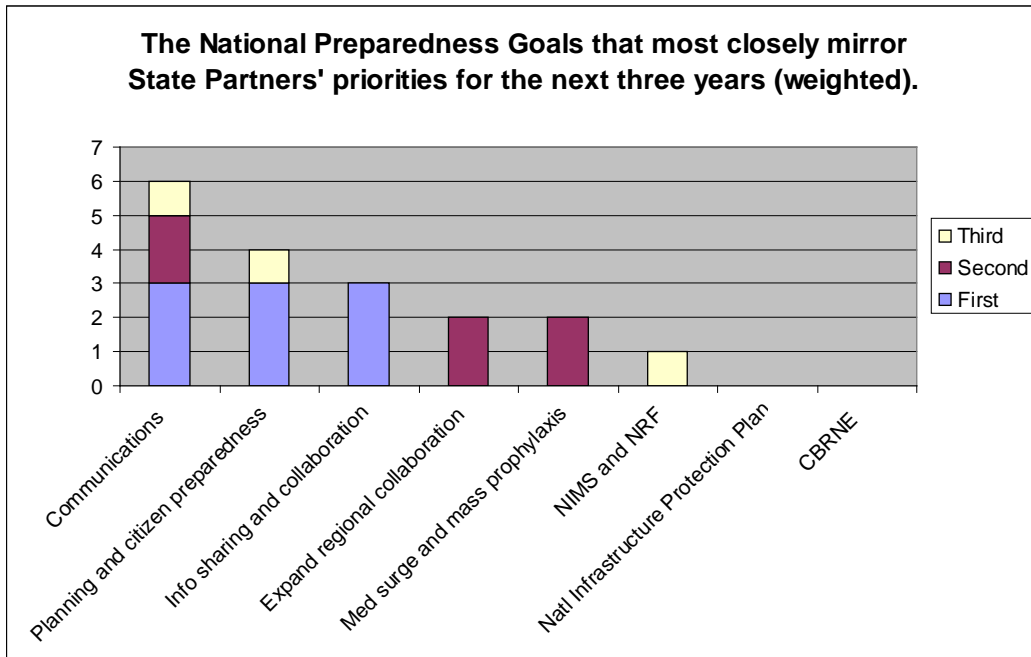




State. Please select three target capabilities that are major strengths for your State.

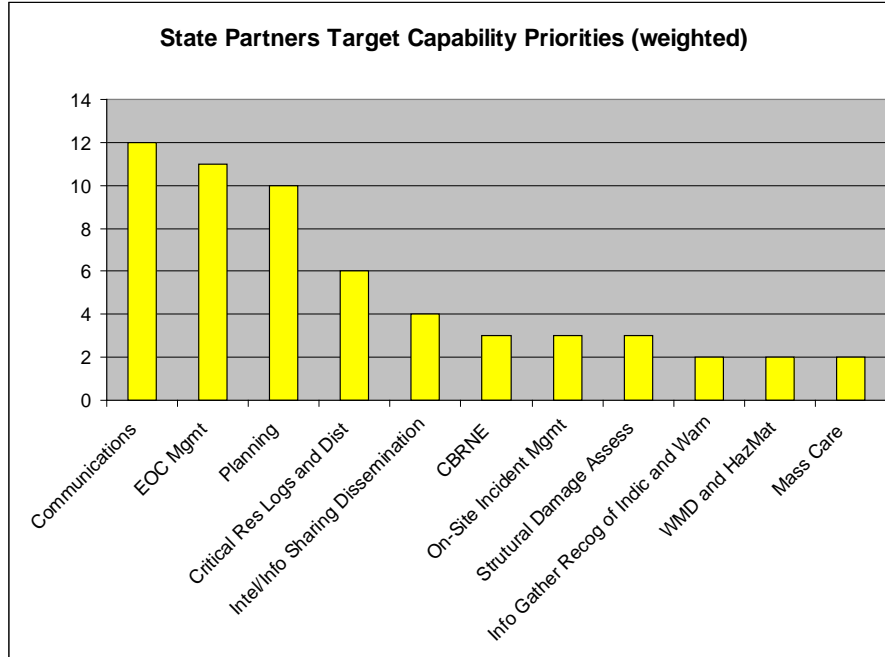


State. Please select and rank in order the three National Preparedness Goals that most closely mirror your State's priorities for the next 3 years.

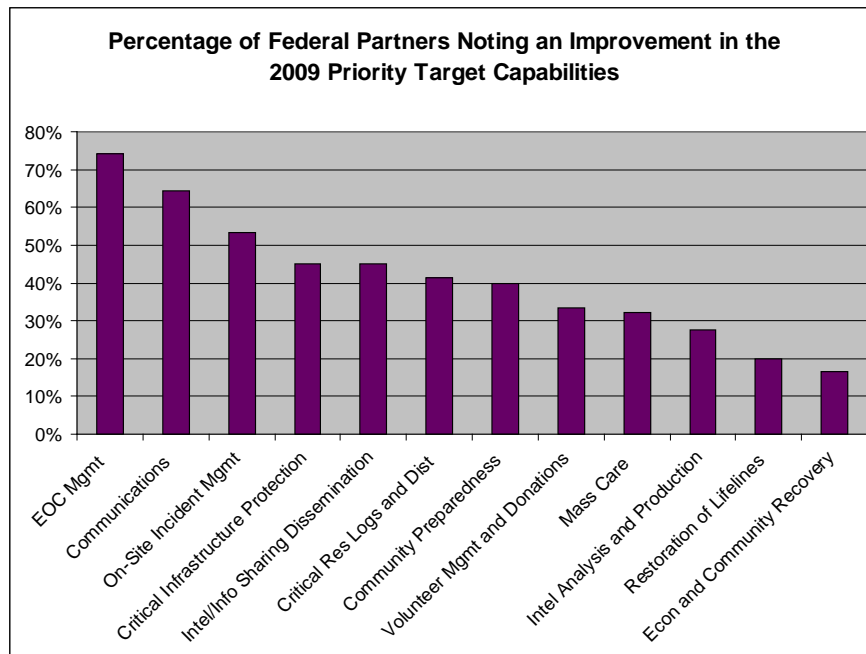




State. Based on your State’s needs to sustain and improve your capabilities, please select the five target capabilities that have been identified as the highest priority areas of improvement to enhance over the next 3 years.

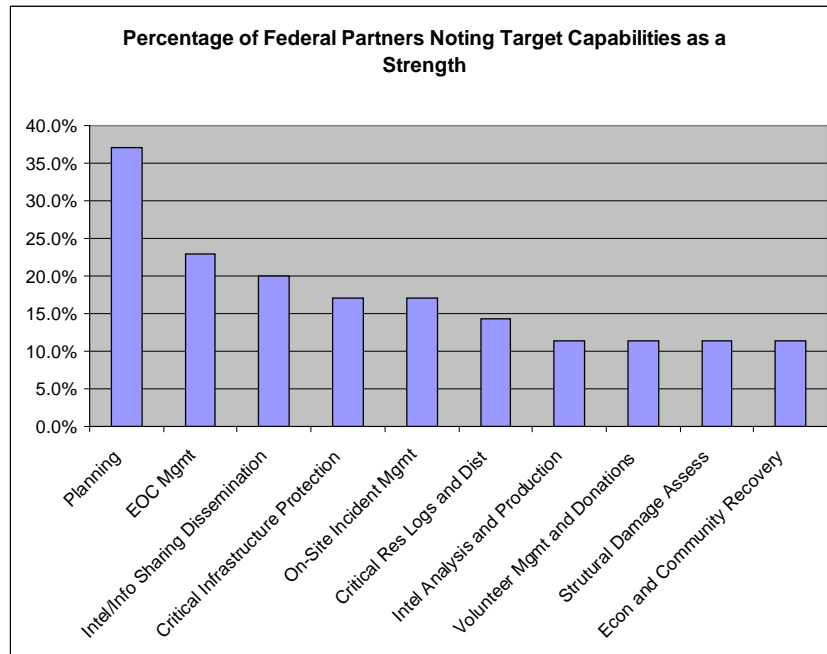


Federal. Of the following target capabilities identified as priorities during the 2009 Regional TEPW, select the level of improvement within your organization over the past year.

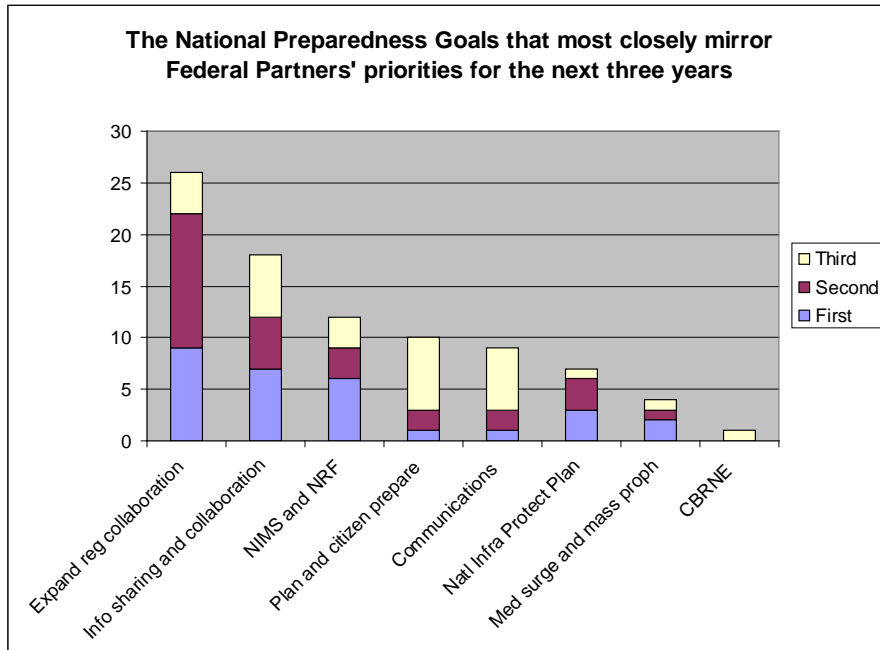




Federal. Please select three target capabilities that are major strengths for your organization.

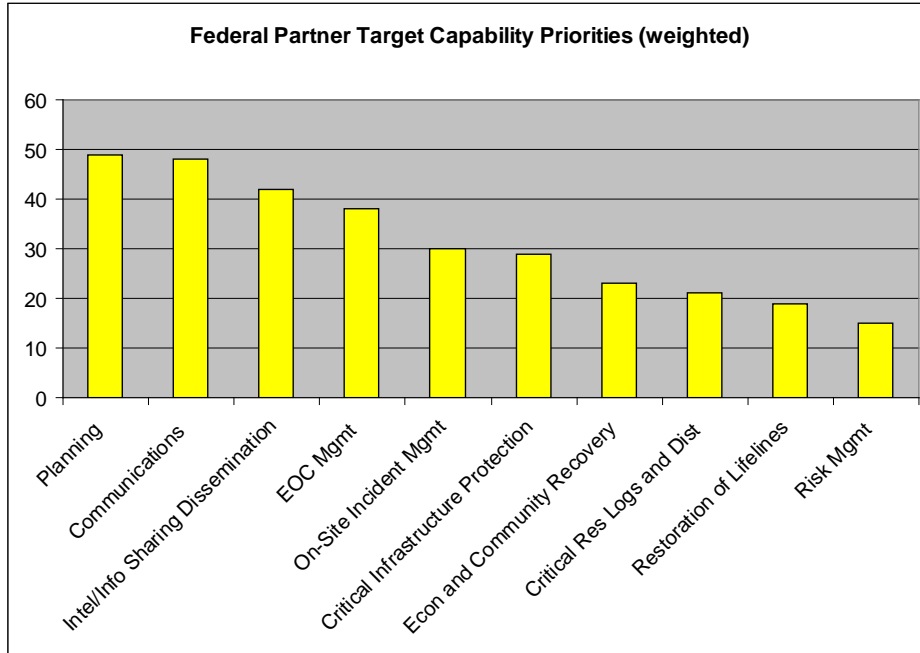


Federal. Please select and rank in order the three National Preparedness Goals that most closely mirror your organization’s priorities for the next 3 years.





Federal. Based on your organization’s needs to sustain and improve your capabilities, please select the five target capabilities that have been identified as the highest priority areas of improvement to enhance over the next 3 years.



Federal. Please select which activities of the Emergency Operations Center (EOC) Management target capability have been identified as areas of improvement for your organization.

EOC Management Activities	Percent of Federal Agencies Identifying Activity as an Area for Improvement
Develop and Maintain Plans, Procedures, Programs, and Systems	69%
Gather and Provide Information	68%
Develop and Maintain Training and Exercise Programs	65%
Support and Coordinate Response	60%
Activate EOC/MACC/IOF	44%
Identify and Address Issues	44%
Provide EOC/MACC/IOF Connectivity	40%
Direct EOC Tactical Operations	32%
Demobilize EOC Management	28%



Federal. Please indicate which of the following tasks involved in Regional Response Coordination Center (RRCC) operations have been identified as areas of improvement for your organization.

Regional Response Coordination Center (RRCC) Tasks	Percent of Federal Agencies Identifying Activity as an Area for Improvement
Resource Tracking	74%
Mission Assignment Processing	70%
Internal Information Sharing	67%
Situational Awareness	67%
Emergency Notification Procedures	65%
Logistics and Resource Staging	62%
Emergency Support Function Capabilities	59%
Incident Action Plan Process	54%
Incident Command System (ICS) Form Completions	54%



Appendix B: Participant List

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Appendix C: Acronym List

Acronym	Definition
AMSTEP	Area Maritime Security Training and Exercise Program
ARF	Action Request Form
CANUSPAC	Canada-United States Pacific
CERT	Community Emergency Response Team
CGS	Columbia Generating Station
COOP	Continuity of Operations
COTP	Captain of the Port
CSEPP	Chemical Stockpile Emergency Preparedness Program
DCE	Defense Coordinating Element
DHS	U.S. Department of Homeland Security
DOE	U.S. Department of Energy
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Function
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-Scale Exercise
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IEMC	Integrated Emergency Management Course
IMT	Incident Management Team
IOF	Initial Operating Facility
IPW	Improvement Planning Workshop
IT	Information Technology
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
LSA	Logistics Staging Area
MACC	Multiagency Coordination Center
MOL	Military Out Load
MRO	Medical Review Officer
MYTEP	Multi-Year Training and Exercise Plan



Acronym	Definition
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NOC	National Operating Center
NRCC	National Response Coordination Center
PIO	Public Information Officer
PNEMA	Pacific Northwest Emergency Management Arrangement
POD	Point Of Distribution
PREP	Preparedness for Response Exercise Program
REP	Radiological Emergency Preparedness (Program)
RISC	Regional Interagency Steering Committee
RRCC	Regional Response Coordination Center
RSS	Receiving, Staging, and Storing
SSA	State Staging Area
TCL	Target Capabilities List
TEPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise
USACE	U.S. Army Corps of Engineers
USNORTHCOM	U.S. Northern Command