



# **MULTI-YEAR TRAINING AND EXERCISE PLAN**

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**FEDERAL EMERGENCY MANAGEMENT AGENCY  
REGION X**

FINAL VERSION  
OCTOBER 1, 2009



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### Introduction

The *Federal Emergency Management Agency (FEMA) Region X Multi-Year Training and Exercise Plan* provides a roadmap for FEMA Region X to address its Regional priorities through training and exercises. This document is the result of a two-part process consisting of an Improvement Planning Workshop (IPW) and a Training and Exercise Planning Workshop (TEPW); the Region X IPW and TEPW were held on June 23 and 24, 2009. The IPW provided an opportunity to review the Region’s improvement planning action items from the previous year’s exercises and real-world events to determine the target capability priorities for the Region. During the TEPW, the Region used these priority capabilities to coordinate all training and exercise activities occurring throughout the Region, including activities sponsored by Federal and State agencies and Urban Area Security Initiative (UASI) entities, and to define Regional exercises. This process helps the Region ensure that training and exercise schedules are coordinated to prevent duplication of efforts and overextension of resources.



## Regional Priorities

The Region agreed to focus on the following 10 priority areas for improvement. The following table lists associated target capabilities and the years in which those priorities should be addressed.

Priority Area for Improvement	Target Capability	Fiscal Year
Knowledge of Regional partners' resources and capabilities is needed to help locals to execute and plan for transition to emergency operations. Improvement areas from exercises need to be addressed, and moving them up the chain of command may help Regional partners find a way to help one another address the areas for improvement for their own agencies.	Respond mission area target capabilities	2010, 2011, 2012
The Region lacks a common operating picture as there is no one system (e.g., WebEOC) that all partners are using to communicate, causing partners to develop workarounds to capture all information.	Emergency Operations Center (EOC) Management, Communications	2010, 2011
There is a need to improve EOC management at all levels by increasing staffing levels and providing simplified job aids (e.g., checklists, roles, responsibilities). There is also a need to help the short-staffed EOCs on the local levels gain more practice in transitioning from everyday operations to emergency operations.	EOC Management, Onsite Incident Management	2010, 2011, 2012
There is a need for more Incident Command System (ICS)/EOC interface training.	EOC Management, Onsite Incident Management	2010, 2011, 2012
There is a need to create standards—regarding both architecture and protocols—for interoperable communications in the Region.	Communications	2010, 2011, 2012
Private-sector support and inclusion in exercises and events needs improvement.	Mass Care (Sheltering, Feeding, and Related Services), Volunteer Management and Donations, Critical Resource Logistics and Distribution, Economic and Community Recovery, Community Preparedness and Participation, Restoration of Lifelines, Critical Infrastructure Protection	2010, 2011, 2012
There is a need for a more robust resource management system.	Critical Resource Logistics and Distribution	2010, 2011, 2012



Priority Area for Improvement	Target Capability	Fiscal Year
Better plans and more training are needed for onsite incident management.	Onsite Incident Management	2010, 2011, 2012
There is a need to improve understanding in the Region of capabilities and roles of the FEMA Incident Management Assistance Teams (IMAT). IMATs need to understand State processes.	EOC Management	2010, 2011
Better coordination and information sharing is needed between law enforcement and emergency management during, for example, terrorism exercises.	Intelligence/Information Sharing and Dissemination, Intelligence Analysis and Production	2010, 2011



## Regional Training and Program Needs

Region X identified the following training opportunities to address the Regional priorities.

Priority Area for Improvement	Training
Knowledge of Regional partners' resources and capabilities is needed to help locals to execute and plan for transition to emergency operations. Improvement areas from exercises need to be addressed, and moving them up the chain of command may help Regional partners find a way to help one another address the areas for improvement for their own agencies.	State Department of Health courses; in 2010, Washington is offering G108 and G191
The Region lacks a common operating picture as there is no one system (e.g., WebEOC) that all partners are using to communicate, causing partners to develop workarounds to capture all information.	Situation Unit Leader, Oregon – quarterly Improvement Progress Report (IPR), Washington State WebEOC training for 2010 Olympics
There is a need to improve EOC management at all levels by increasing staffing levels and providing simplified job aids (e.g., checklists, roles, responsibilities). There is also a need to help the short-staffed EOCs on the local levels gain more practice in transitioning from everyday operations to emergency operations.	G775, G191, Integrated Emergency Management Course (IEMC) will be offered by Alaska, Idaho, and Washington and Oregon local training (Region 1); multiple IEMC courses offered at EMI annually; NIMS ICS position-specific courses available through EMI; ICS Train-the-Trainer available at EMI annually
There is a need for more ICS/EOC interface training.	G191, G575
There is a need to create standards—regarding both architecture and protocols—for interoperable communications in the Region.	G575, National Domestic Preparedness Consortium, Communications Unit Leader
Private-sector support and inclusion in exercises and events needs improvement.	ICS 402, workshops/seminars
A more robust resource management system is needed.	Logistics Chief, Resource Unit Leader, National Incident Management System (NIMS) Resource Management, IS-26 (Guide to Points of Distribution [PODs]); newly revised E660: Incident Support Base available at EMI at no cost
Better plans and more training are needed for onsite incident management.	ICS courses, command staff, agency executive training, National Domestic Preparedness Consortium, G191, community-specific IEMC
There is a need to improve understanding in the Region of capabilities and roles of FEMA IMATs. IMATs need to understand State processes.	L315: Orientation to the Regional Response Coordination Center (RRCC) covers this information (typically offered annually through FEMA Region X); L779: Introduction to Disaster Response Operations (currently being revised)
Better coordination and information sharing is needed between law enforcement and emergency management during, for example, terrorism exercises.	Fusion Center training needed, Federal Bureau of Investigation (FBI)



Region X identified the following training and program needs, along with the level of government responsible for those needs.

<b>Training and Program Needs</b>	<b>Responsibility</b>	<b>Comments</b>
The Region should work toward integrating communications systems used by the Regional partners (e.g., some use WebEOC and others OpsCenter) to facilitate a common operating picture.	National, Regional, State, National Emergency Management Association (NEMA)	
There is a need for interagency training for senior-level officials regarding leadership decision making and collaboration in disasters, liability management, and roles and responsibilities. The training should depict how decisions made in one area impact other areas, jurisdictions, or agencies.	State, local	Emergency Management Institute (EMI) State directors training, IEMC
There is a need to create a condensed version of the Homeland Security Exercise and Evaluation Program (HSEEP) and Toolkit trainings for exercise design team members who are not exercise officers.	National	
There is a need to create a Unified Command/ Multiagency Coordination Center (MACC) observer program and to consider developing curriculum from the program.	National	
Position-specific training for the EOC is needed.	National, State	
In evacuation planning, there is a need to consider legal issues, geography, sheltering, acceptance of evacuees, animals, and special needs.	State, local, coordinate Regionally	Planning
There is a need for Regional support in identifying a cadre of subject matter experts (SMEs) to deliver training on evacuation and reentry.	Regional	EMI training – G358
There is a need to create a Regional resource pool of individuals to deliver training. There is a need to consider different methods of training delivery (e.g., Webinar, video teleconference, L-course) and quality of trainings in terms of time considerations, prerequisites, and hands-on components. The courses could be offered in the Region instead of at EMI.	Regional	
Awareness training on the processes and capabilities of the National Disaster Medical System (NDMS) is needed.	National, State, local	Training
There is a need to consider plans and develop training on handling animals in disasters, including their evacuation and who is responsible for them.	State, local	Planning and training
The Region X RRCC course should be continued.	Regional	Training
The Region X Mission Assignment and other Regional driven courses should be continued.	Regional, State	Training





<b>Training and Program Needs</b>	<b>Responsibility</b>	<b>Comments</b>
Integrate all preparedness cycle components—planning, training, systems, staffing, and exercises—into preparedness efforts.	National, Regional, State	
There is a need to develop and refine the process for forming and deploying Type III Incident Management Teams (IMTs).	Regional, State	
A better understanding is needed by medical surge partners on how to ramp up operations, as well as the public health systems and capabilities within the Region.	National, State, local	
Training for interstate patient movement during incidents is needed.	National, State, local	
Continue the integration effort to coordinate training and exercises within the Region.	Regional, State	
Sharing or trading evaluators among States should be considered.	Regional, State, local	

Region X also identified nonexercise training that could help address Regional priorities and the sponsors who offer that training

<b>Course</b>	<b>Sponsor</b>
Chemical Stockpile Emergency Preparedness Program (CSEPP) Control/Simulation Cell	CSEPP
HSEEP	FEMA Region X, Washington, Idaho
Radiological Emergency Preparedness (REP) Evaluators Course	FEMA Region X, Washington, Idaho
Controller/Simulation Cell	FEMA Region X, Alaska
Evaluator	FEMA Region X, Alaska
HSEEP Toolkit	Alaska, Oregon, Washington
Exercise Design/Development	FEMA Region X



### Multi-Year Exercise Schedule Fiscal Years 2010–2014

Region X identified the following exercises as part of the Regional-level calendar. Any HSEEP-based exercise where the host/lead is a State, Federal jurisdiction, or a Federal/State partnership and engages with at least one State and/or Federal agency (primarily Emergency Support Function [ESF] partners) within FEMA Region X may be placed on the Regional-level calendar. In addition, associated training courses available, or needed, to prepare exercise participants for the identified Regional-level exercises are included in the following table.

#### Fiscal Year 2010

Event	Proposed Date	Sponsor/Location	Training Needs
Eastport Border Full-Scale Exercise (FSE)	October 2009	U.S. Department of Homeland Security (DHS) Customs and Border Protection (CBP)/Idaho	ICS 300
Alaska Shield Tabletop Exercise (TTX)	October 2009	Alaska/Alaska	
Interagency Biological Restoration Demonstration TTX	October 6–7, 2009	Washington, DHS Science and Technology Directorate/Defense Threat Reduction Agency	
Strategic National Stockpile (SNS) Receiving, Staging, and Storage FSE	October 20–21, 2009	Washington State Department of Health/Washington	
Vigilant Shield FSE	November 2009	U.S. Northern Command (NORTHCOM)/Washington, Alaska	TTX (Arctic Resolve)
2010 Olympics Prism Functional Exercise (FE)	November 4, 2009	Washington, Federal/Washington	WebEOC, Independent Study (IS) 701
NDMS (Federal Coordination Center [FCC])/Workshop	December 2009	FCC/Washington	FCC 101 seminars; IS 1900 (NDMS overview); Hospital Incident Command System (HICS) 100, 200, and 300
Cold Weather FE	February 2010	U.S. Army Corps of Engineers (USACE)/Alaska	
IEMC	February 2010	Alaska/Alaska	
Solid Curtain-Citadel Shield Anti-Terrorism Force Protection (ATFP)/Emergency Preparedness FSE	February/March 2010	U.S. Navy/Region	
NDMS (FCC) TTX	March 2010	FCC/Washington	NDMS Workshop (December 2009)



<b>Event</b>	<b>Proposed Date</b>	<b>Sponsor/Location</b>	<b>Training Needs</b>
Alaska Shield TTX	April 2010	Alaska/Alaska	
Alaska Shield/Arctic Edge/Vigilant Guard FSE (linked to NDMS FSE and NDMS [FCC] FE–Arctic Spring)	April/May 2010	Alaska, U.S. Department of Defense (DoD)/Alaska	
NDMS FSE (linked to Alaska Shield/Arctic Edge/Vigilant Guard FSE and NDMS (FCC) FE–Arctic Spring)	May 2010	NDMS, U.S. Department of Health and Human Services (HHS)/TBD	
NDMS (FCC) FE–Arctic Spring (linked to Alaska Shield/Arctic Edge/Vigilant Guard FSE and NDMS FSE)	May 2010	FCC/Washington	Workshop/TTX prior
CSEPP FSE	May 2010	U.S. Army/Oregon, Washington	CSEPP seminar at State level
U.S. Department of Energy–Richland (USDOE-RL) FSE	June 2010	USDOE/Washington	USDOE seminar at State level
Citadel Rumble Emergency Preparedness FSE	Summer 2010	U.S. Navy/Washington	
Columbia Generating Station Practice Plume/Ingestion Drill (REP)	July 13–14, 2010	REP	REP seminar at State level
Canada U.S. (CanUS) North FE	August 2010	U.S. Coast Guard (USCG)/Alaska	ICS 300, TTX prior
Columbia Generating Station Graded Exercise Plume/Ingestion FSE (REP)	August 31–September 1, 2010	REP	
IEMC	September 2010	Idaho/Idaho	G191, G775, G358, ICS 300 (private sector), Communications Leader, Applied Technology Council (ATC) courses, Rapid Visual Screening class, Preliminary Damage Assessment, Debris Management
CanUS Dixon Entrance FE	September 2010	USCG/Alaska	ICS 300, TTX prior
Continuity of Operations (COOP) FSE	September 2010	USCG/Alaska	
Debt Collection Exercise Evaluation 2010	September 2010	U.S. Army/TBD	G348, Debt Collection Assistance Officer
Anthrax TTX	Summer 2010	DHS Office of Health Affairs/HHS	



**Fiscal Year 2011**

<b>Event</b>	<b>Proposed Date</b>	<b>Sponsor/Location</b>	<b>Training Needs</b>
Vigilant Shield FSE	November 2010	U.S. Army/Alaska	
Solid Curtain-Citadel Shield ATFP/Emergency Preparedness FSE	February/March 2011	U.S. Navy/Region	
NDMS (FCC) FE–Arctic Spring	May 2011	FCC/Washington	
USDOE-RL FSE	June 2011	USDOE/Washington	USDOE seminar at State level
Citadel Rumble Emergency Preparedness FSE	Summer 2011	U.S. Navy/Washington	
Alaska Shield TTX	October 2011	Alaska/Alaska	
Vigilant Shield FSE	November 2011	U.S. Army/Alaska	
Solid Curtain-Citadel Shield ATFP/Emergency Preparedness FSE	February/March 2011	U.S. Navy/Region	
Alaska Shield/Arctic Edge/Vigilant Guard	April 2011	Alaska, DoD/Alaska	TBD
Alaska Shield TTX	April 2011	Alaska/Alaska	
NDMS (FCC) FE–Arctic Spring	May 2011	FCC/Washington	Workshop/TTX prior
USDOE-RL FSE	June 2011	USDOE/Washington	USDOE seminar at State level
Citadel Rumble Emergency Preparedness FSE	Summer 2011	U.S. Navy/Washington	
Columbia Generating Station Practice Plume Drill (REP)	July 10, 2011	REP	REP seminar at State level
Columbia Generating Station Graded Exercise Plume FSE (REP)	August 28, 2011	REP	REP seminar at State level



### Fiscal Year 2012

Event	Proposed Date	Sponsor/Location	Training Needs
Alaska Shield TTX	October 2011	Alaska/Alaska	
Vigilant Shield FSE	November 2011	U.S. Army/Alaska	
Puget Sound Regional Earthquake Response FE	TBD 2012	FEMA/Seattle	TBD, Resource Management, POD
Solid Curtain-Citadel Shield ATFP/Emergency Preparedness FSE	February/March 2012	U.S. Navy/Region	
Mt. Rainer Rumbles FE	March 2011	USCG Sector Seattle	
Alaska Shield/Arctic Edge/Vigilant Guard	April 2012	Alaska, DoD/Alaska	TBD
Alaska Shield TTX	April 2012	Alaska/Alaska	
NDMS (FCC) FE–Arctic Spring	May 2012	FCC/Washington	Workshop/TTX prior
USDOE-RL FSE	June 2012	USDOE/Washington	USDOE seminar at State level
Citadel Rumble Emergency Preparedness FSE	Summer 2012	U.S. Navy/Washington	
Columbia Generating Station Practice Plume Drill (REP)	July 10, 2012	REP	REP seminar at State level
Columbia Generating Station Graded Exercise Plume FSE (REP)	August 28, 2012	REP	REP seminar at State level



### Fiscal Year 2013

Event	Proposed Date	Sponsor/Location	Training Needs
Vigilant Shield FSE	November 2012	U.S. Army/Alaska	TBD
Nuclear Weapon Accident Exercise	2013	U.S. Navy/Washington (TBD)	TBD
Solid Curtain-Citadel Shield ATEP/Emergency Preparedness FSE	February/March 2013	U.S. Navy/Region	
NDMS (FCC) FE–Arctic Spring	May 2013	FCC/Washington	Workshop/TTX prior
USDOE-RL FSE	June 2013	USDOE/Washington	USDOE seminar at State level
Citadel Rumble Emergency Preparedness FSE	Summer 2013	U.S. Navy/Washington	



### Fiscal Year 2014

Event	Proposed Date	Sponsor/Location	Training Needs
Vigilant Shield FSE	November 2013	U.S. Army/Alaska	TBD
Solid Curtain-Citadel Shield ATFP/Emergency Preparedness FSE	February/March 2014	U.S. Navy/Region	
Alaska Shield/Arctic Edge/Vigilant Guard	April 2014	Alaska, DoD/Alaska	TBD
Alaska Shield TTX	April 2014	Alaska/Alaska	
NDMS (FCC) FE–Arctic Spring	May 2014	FCC/Washington	Workshop/TTX prior
USDOE-RL FSE	June 2014	USDOE/Washington, Oregon	USDOE seminar at State level
Citadel Rumble Emergency Preparedness FSE	Summer 2014	U.S. Navy/Washington	
Columbia Generating Station Graded Exercise Ingestion FSE (REP)	August 26–27, 2014	REP	REP seminar at State level



## Appendix A: IPW/TEPW Agenda

### Day 1: June 23, 2009

- 7:30 a.m. Registration
- 8:00 a.m. Welcome and Introductions
- 8:15 a.m. Overview of the combined IPW and TEPW
- Improvement Planning Workshop**
- 8:30 a.m. State presentations on internal IPWs/TEPWs conducted earlier in the year
- 9:30 a.m. Break
- 9:45 a.m. Activity 1: Identify Areas for Improvement
- 10:45 a.m. Activity 2: Identify Training and Program Needs
- 12:00 p.m. Lunch
- 1:15 p.m. Activity 2: Identify Training and Program Needs (continued)
- 1:45 p.m. Activity 3: Identify Priorities/Target Capabilities
- 2:45 p.m. Activity 4: Rank Priorities/Target Capabilities
- 3:00 p.m. Break
- 3:15 p.m. Activity 5: Link Priorities to Fiscal Years
- Training and Exercise Planning Workshop**
- 3:30 p.m. National Exercise Program Overview
- 4:00 p.m. Activity 6: Identify Training Needs for Priorities
- 5:00 p.m. End of Day 1

### Day 2: June 24, 2009

- 7:30 a.m. Registration
- 8:00 a.m. Recap from Day 1
- 8:15 a.m. Activity 7: Identify Regional Exercises
- 9:15 a.m. Break
- 9:30 a.m. Activity 8: Identify Training Needs for Regional Exercises
- 10:45 a.m. Activity 9: Review Training and Exercise Plan Inputs
- 11:45 a.m. Closing Remarks
- 12:00 p.m. Adjourn





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# FEMA

## Region X Multi-Year Training and Exercise Plan Fiscal Years 2010–2014

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## Appendix C: Acronym List

Acronym	Definition
ATC	Applied Technology Council
ATFP	Anti-Terrorism Force Protection
CanUS	Canada U.S.
CBP	Customs and Border Protection (DHS)
COOP	continuity of operations
CSEPP	Chemical Stockpile Emergency Preparedness Program
DHS	U.S. Department of Homeland Security
DoD	U.S. Department of Defense
EMI	Emergency Management Institute
EOC	Emergency Operations Center
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FCC	Federal Coordination Center
FE	functional exercise
FEMA	Federal Emergency Management Agency
FSE	full-scale exercise
HHS	U.S. Department of Health and Human Services
HICS	Hospital Incident Command System
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IEMC	Integrated Emergency Management Course
IMAT	Incident Management Assistance Team
IMT	Incident Management Team
IPR	Improvement Progress Report
IPW	Improvement Planning Workshop
IS	Independent Study
MACC	Multiagency Coordination Center
NDMS	National Disaster Management System
NEMA	National Emergency Management Association
NIMS	National Incident Management System
NORTHCOM	U.S. Northern Command
POD	point of distribution
REP	Radiological Emergency Preparedness (Program)
RL	Richland
RRCC	Regional Response Coordination Center



Acronym	Definition
SME	subject matter expert
SNS	Strategic National Stockpile
TEP	Training and Exercise Plan
TEPW	Training and Exercise Planning Workshop
TTX	tabletop exercise
UASI	Urban Area Security Initiative
USACE	U.S. Army Corps of Engineers
USCG	U.S. Coast Guard
USDOE	U.S. Department of Energy