



# Multnomah County

Emergency Management Training and Exercise Plan

Fiscal Year 2020 (July 1, 2019 – June 30, 2020)



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## PURPOSE

This Training and Exercise Plan (TEP) has been developed to provide emergency management organizations throughout Multnomah County, Oregon, a training and exercise opportunities/overview for Fiscal Year 2020.

This document outlines the emergency management/public safety training and exercise strategy for the Multnomah County. The Multnomah County Office of Emergency Management (MCEM) recommends this document be used as a tool for partner organizations when identifying training and exercise needs, scopes, timeframes, and participants during Fiscal Year 2020.

The MCEM developed this document with input and assistance from partners throughout the county. In January 2019, the MCEM disseminated a data collection survey to emergency management/public safety partners from: county government, city government, private industry, and non-profit organizations. The information received through that survey has directly influenced the content of this document.

This TEP only covers training and exercise opportunities for Fiscal Year 2020. It is the expectation of the MCEM to develop a collaborative Multi-Year Training and Exercise Plan (MYTEP) beginning in Fiscal Year 2021. A MYTEP enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one. Further, by including supportive training requirements in the planning process, organizations can address and strengthen known areas of improvement prior to exercising those capabilities.

Included in this TEP is a training and exercise schedule, which provides a graphic illustration of the proposed activities scheduled for Fiscal Year 2020. This living document is subject to amendments and revisions, to include additional priorities as identified by real world events or exercises. TEPWs will be held annually, and will allow for partners to suggest future trainings and exercises, so that new areas of improvement can be addressed and strengthened.

## COUNTY-WIDE TRAINING & EXERCISE PROGRAM

The Multnomah County Training and Exercise Program is a system of trainings and exercises dedicated to a whole community approach. This program addresses local government (*county and municipal*), supporting agencies, and critical groups that maintain a role in the preparedness throughout Multnomah County before, during, and after a disaster or emergency.

Trainings provided to County partners are hosted by a wide range of organizations, including: MCEM, local municipalities, private sector partners, non-profit sector partners, Oregon Office of Emergency Management (OEM), the National Domestic Preparedness Consortium (NDPC), and the Federal Emergency Management Agency's (FEMA) Emergency Management Institute (EMI). Consortium-generated training courses are funded and developed by the Department of Homeland Security. Ongoing independent study training courses can be found online via the FEMA's EMI website (<https://training.fema.gov/is/>).

## METHODOLOGY AND TRACKING

The County Office of Emergency Management hosted the 2019 County Training and Exercise Planning Workshop (TEPW) on February 5<sup>th</sup>, 2019 to collect training and exercise data, including: currently scheduled opportunities, desired future opportunities, and identify collective training and exercise priorities. Because this plan is written to address the needs of Multnomah County as a whole, it was important to involve a diverse group of stakeholders. Those invited to the TEPW are critical emergency management partners before, during, and following an emergency or disaster incident. In addition, community members representing a specific and/or essential sector(s) within the county participated, including non-profit entities, jurisdictional administrators, and school districts.

Training is selected in a way that allows an identified target audience to gradually build knowledge and skills to effectively implement certain actions or decisions, as related to identified areas of improvement. Following training opportunities are exercise events intended to progressively challenge participants through simulated scenarios that demonstrate current capabilities and potential areas in need of improvement.

Training notices are available to interested partners via the MCEM Training Calendar, the MCEM Monthly Newsletter, and e-mail communication from the MCEM Training & Exercise Coordinator. These opportunities are shared from training and extend regionally throughout the Northwest Oregon and Southwest Washington State.

A collective set of shared Core Capability priorities encourages local partners share necessary and relevant training and exercise event information with the all local partners. Sharing training and exercise information with the MCEM Training and Exercise Coordinator can assist with county-wide coordination, additional resource needs, and outreach/marketing efforts.

The MCEM internally tracks training participation, provides evaluations to training participants, keeps records of hosted trainings, and participant training records. Individual emergency management partners are responsible for tracking the training records of their respective staff members.

Program progression will be accomplished through:

- Developing a structured training and exercise program that builds off previous events.
- Tracking participant training completion to identify additional training needs at an individual basis.
- Facilitate participant feedback opportunities following training and exercise opportunities to identify strengths and areas for improvement.
- Utilize lessons learned from previous exercise opportunities to identify future trainings and exercises needs.
- Utilize lessons learned from exercise opportunities to determine the scope and purpose of future exercise opportunities.
- Ensure lessons learned from all training and exercise opportunities are made available for review.

## POINTS OF CONTACT (POC)

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## COUNTY-WIDE TRAINING AND EXERCISE SURVEY

In January 2019, the MCEM disseminated a request for information survey to county-wide emergency management and public safety partners. This survey asked for information pertaining to upcoming training and exercise opportunities, and organizational training and exercise strategies. The collected information is used to guide this Training and Exercise Plan (TEP), and it is encouraged to be used during the development of, or updates to, organizational TEPs.

The content listed below identifies the submission data. To review the complete list of comments, reach out to the MCEM Training and Exercise Coordinator.

- Core Capabilities: *Prioritize the Federal Emergency Management Agency (FEMA) Core Capabilities in terms of importance from the perspective of your organization:*
  1. Operational Coordination
  2. Planning
  3. Infrastructure Systems
  4. Situational Assessment
  5. Mass Care Services
  6. Public Information & Warning

*Inclusion in County-Wide Exercises*: To build the county-wide emergency preparedness and response capabilities, it is critical we improve together. Building together requires a collective agreement to train and exercise within a similar focus.

The MCEM recognizes the varying focus for emergency management and public safety partners, and encourages partners to:

- Include at least one (1) Core Capability priorities identified above for the scope of each training and exercise opportunity.
- Training Needs: *Please describe your organization's training needs/interests for the upcoming year:*
  1. Emergency Operations Center (EOC) & Incident Command Post (ICP)
  2. All-hazards Planning and Response
  3. Continuity of Operations
- Exercises: *What plan, process, or procedure does your organization hope to exercise in 2018/2019?*
  1. Damage Assessment
  2. Organization Emergency Action/Response Plan
  3. Active Threat
  4. Continuity of Operations

## MULTNOMAH COUNTY PROGRAM PRIORITIES

The program priorities identified in this document will help guide the actions of the Multnomah County Office of Emergency Management (MCEM) regarding training and exercise. These priorities were identified through a county-wide survey to emergency management/public safety partners, the MCEM Training and Exercise Improvement Plan, and the State of Oregon *State Preparedness Report Heat Map*.

The MCEM Training and Exercise Improvement Plan consists of approximately five-hundred (500) improvement items identified through past exercise opportunities and real-world operations. Common themes from the Improvement Plan were included in the decision-making process of this Plan.

The State of Oregon *State Preparedness Report Heat Map* was developed from the data collected in the State Preparedness Report (SPR). This content was collected by the State of Oregon from emergency management/public safety partners throughout the state's governmental organizations, private industry, and the non-profit sector. The core capability estimations were included in the decision-making process of this Plan.

1. [Common Operating Picture \(COP\) & Situational Awareness](#)
2. [Coordination during Multi-Jurisdictional & Discipline Incident Response](#)
3. [Public Messages during Disaster Response](#)
4. [Resource Management Process](#)

### **Emergency Management Plans**

This section addresses the emergency preparedness/response plans that will be addressed in the Training and Exercise program this year. Plans are identified for inclusion by their maintenance schedules. Review *Appendix A: Training and Exercise Schedule Fiscal Year 2020*. Plans that will be addressed this year include:

1. County Damage Assessment Plan (*New*)
2. County Re-Unification Plan (*New*)
3. County Continuity of Operation Plan/Program (*Updated*)

## 1. Common Operating Picture (COP) & Situational Awareness

The Multnomah County Emergency Operations Center (EOC) plays an important role in maintaining a Common Operating Picture (COP) for incidents occurring throughout the County and overall Portland Metropolitan Area. Building, and maintaining, situational awareness of ongoing incident response activities is critical to maintaining an effective COP. This priority focuses on the development of maintaining a processes for acquiring situation information and maintain a COP throughout incident response operations.

### Corresponding Core Capabilities

- Situational Assessment
- Operational Coordination
- Operational Communication
- Public Information and Warning

### Fiscal Year '19 Priority Review

The following was listed in the Multnomah County Emergency Management Training and Exercise Plan – Fiscal Year 2019. This content is reviewed to demonstrate the progress, and areas still to address:

- Training
  - External Situational Awareness Course
    - *Did not occur*
  - County EOC Planning Section Training (March 28, 2019)

The County hosted a Planning Section training specific to the County EOC. This training provided participants an opportunity to learn about the section positions, followed by exercise opportunities to test the processes they were taught.
  - Multnomah County EOC Situational Awareness Training
    - *Did not occur*
- Exercises
  - Situational Awareness Workshop
    - *Did not occur*
  - Portland Area Capabilities Exercise (PACE) (April 30 – May 1, 2019)

The PACE exercises provided the situation unit an opportunity to practice their roles/responsibilities in a functional exercise environment. Findings specific to situational awareness and incident information can be found in the exercise *After-Action Report and Improvement Plan (AAR-IP)*

**Fiscal Year '20 Rationale**

- Multnomah County Master Improvement Plan (IP)

A need for improved COP and situational awareness during incident response was identified in a number of exercise and real-world operations, and re-occurring over a number of years.

- PACE 2019 Lessons Learned

The PACE exercise identified significant gaps in the ability for the EOC to gather effective situation information consistently. The exercise also raised questions regarding the type of information partners should be providing their operations centers. Additional findings can be found in the exercise *After-Action Report and Improvement Plan (AAR-IP)*.

**Supporting Training Courses and Exercise Events**

- Training
  - Multnomah County EOC Planning Section - Fall 2019 & Spring 2020
  - Situation Report Form Awareness Training – Winter/Spring 2020
- Exercises
  - Damage Assessment Workshop – Fall 2019
  - Damage Assessment Drill – Winter/Spring 2020
  - Hazardous Materials Tabletop Exercise – Winter 2019/2020
  - Re-Unification & Disaster Resource Center (DRC) Full-Scale Exercise – Spring 2020

## **2. Incident Coordination during Multi-Jurisdictional Incident Response Events**

Incident response operations can be complex in Multnomah County due to the large number of emergency response organizations sharing responsibilities within the Portland Metropolitan Area. Addressing incident management and coordination continues to be a focus for Multnomah County.

### **Corresponding Core Capabilities**

- Operational Coordination
- Situational Awareness

### **Fiscal Year '19 Priority Review**

This priority is new for the Fiscal Year '20 Training and Exercise Plan.

### **Rationale**

- Multnomah County Master Improvement Plan (IP)  
Evacuation coordination and response operation items received the top three (3) prioritization ratings for the MCEM Operations Section.
- Cully Scrapyard Fire Response Operations Lessons Learned  
The 2018 Cully Fire real-world response included a mandatory evacuation for affected residences, which helped identify areas for improvement in the decision-making and operations aspects of an evacuation. Challenges included recommendations to the public on response actions (*shelter-in-place*, “*voluntarily relocate*”, *etc.*), non-technological methods of communicating immediate needs to the public, transportation of affected populations, and much more. See the incident *After-Action Report and Improvement Plan (AAR-IP)* for additional incident information.
- Eagle Creek Response Operations Lessons Learned  
The 2017 Eagle Creek Fire real-world incident identified challenges in the evacuation actions and coordination. Challenges included communication with response staff in the field, identifying evacuation zones, understanding the population within an evacuation zone, responding to the needs of animals in the evacuation zone, and many more. See the incident *After-Action Report and Improvement Plan (AAR-IP)* for additional information.
- Oil No! Functional Exercise Lessons Learned  
This functional exercise identified gaps in the evacuation and movement of impacted individuals in response operations. The complexity of decision-making during evacuation and movement operations was challenging due to the levels of government and need for private industry assistance. Additional findings can be found in the exercise *After-Action Report and Improvement Plan (AAR-IP)*

### **Supporting Training Courses and Exercise Events**

- Training
  - Evacuation Procedure Training – Winter 2019
- Exercises
  - Hazardous Materials & Evacuation Workshop – Quarter 1 (*multiple*)
  - Hazardous Materials & Evacuation Tabletop Exercise – Quarter 3

### 3. Public Messages during Disaster Response

Providing public messaging to communities throughout Multnomah County during incident response operations has seen challenges due to the diverse population of our county. Building public messaging that are accessible and equitable for all our communities/individuals has been a priority for emergency response public messaging.

#### **Corresponding Core Capabilities**

- Public Information & Warning
- Situational Assessment
- Operational Coordination

#### **Fiscal Year '19 Priority Review**

This priority is new for the Fiscal Year '20 Training and Exercise Plan.

#### **Fiscal Year '20 Rationale**

- Multnomah County Master Improvement Plan (IP)

The Emergency Support Function (ESF) #14: Public Information currently has the most items to address in the *Master Improvement Plan*. The items have a wide range of focus areas, however ensuring communications are accessible by everyone is a consistent theme.

- Cully Scrapyard Fire Response Operations Lessons Learned

The 2018 Cully Fire real-world response operations provided an opportunity for response organizations to complete emergency messaging to the affected populations, where a number of areas for improvement were identified. Areas for improvement included the platforms, accessibility, and content. Additional information can be found in the incident *After-Action Report and Improvement Plan (AAR-IP)*.

- Eagle Creek Fire Response Operations Lessons Learned

The 2017 Eagle Creek response operations assisted in identifying a number of areas for improvement with public messaging. Challenges during operations included messaging needs during immediate response operations (*evacuation in this response*), and information available at public resource sites (*Disaster Resource Centers [DRC] or community meetings*). Additional findings can be found in the exercise *After-Action Report and Improvement Plan (AAR-IP)*.

- Oil No! Functional Exercise Lessons Learned

The 2018 *Oil No!* functional exercise provided insight into challenges that may arise during expanding incidents. Challenges included the use of messaging tools (*Everbridge*), ability to communicate with translation services, lack of language accessibility for social media content, etc. Additional findings can be found in the exercise *After-Action Report and Improvement Plan (AAR-IP)*.

- PACE 2019 Functional Exercise Lessons Learned

The 2019 PACE functional exercise provided an opportunity for the County Joint Information Center (JIC) to practice their processes in a public health emergency scenario. This exercise identified a number of areas for improvement with public messaging including the importance of a regional JIC, general JIC training, etc. Additional findings can be found in the exercise *After-Action Report and Improvement Plan (AAR-IP)*

### **Supporting Training Courses and Exercise Events**

- Training
  - County Public Information Officer (PIO) Workgroup
  - Independent Study-29: Public Information Officer Awareness
  - Basics Public Information Officer – Winter 2020
  - Joint Information System/Joint Information Center Planning for Tribal, State, and Local PIOs – Spring 2020
- Exercise Events
  - Public Information Officer/Joint Information Center Seminar – Fall 2019
  - FBI Radiological Awareness & Response Workshop – Fall 2019
  - Hazardous Materials & Evacuation Workshop – Fall 2019
  - Hazardous Materials & Evacuation Tabletop Exercise – Winter 2019
  - Re-Unification & Disaster Resource Center (DRC) Full-Scale Exercise – Spring 2020

#### 4. **Resource Management Process**

The Multnomah County Emergency Operations Center (EOC) plays a key role in requesting and managing incident resources for disaster response organizations throughout the county and region. Incident resources are requested, and managed, to assist internal County EOC operations and the ongoing incident-related field operations. The County developed a Resource Management Process to address requesting, ordering, mobilizing, tracking, and demobilizing of resources through Fiscal Year '19.

Fiscal Year '20 will see adjustments come from exercise and real-world events that occurred last year, each of which identified gaps/areas for improvement that need to be addressed.

##### **Corresponding Core Capabilities:**

- Logistics and Supply Chain Management
- Operational Coordination
- Operational Communication

##### **Fiscal Year '19 Priority Review**

The following was listed in the Multnomah County *Emergency Management Training and Exercise Plan – Fiscal Year 2019*. This content is reviewed to demonstrate the progress, and areas still to address:

- Training Opportunities
  - Resource Request Form Awareness Training
    - Health Preparedness Organization (HPO) Steering Committee – March 11, 2019
    - County EOC Logistics Section – April 18, 2019
  - Resource Management Training
    - *Did not Occur*
- Exercise Events
  - Resource Request Process Drill (August 2, 2018): Following this workshop, the County hosted a drill in August 2018 with representation from the County EOC Planning, Logistics, and Finance/Administration Sections to test the adjustments made during workshop discussions.
  - Resource Management Workshop (July 5, 2018): The County hosted a workshop with representation from the County EOC Planning, Logistics, and Finance/Administration Sections to adjust the County Resource Request Form following the regional resource management functional exercise. This workshop focused on how to adjust the resource request form included in the RDPO Resource Management Handbook to be more applicable to the processes within Multnomah County.

- Resource Management Drill (November 8, 2018): The County held *OpsCenter* 2018, an exercise that addressed the logistical and financial responsibilities of a resource request from a municipality/special district through the County EOC. The findings from this exercise can be found in the *OpsCenter* 2018 After-Action Report and Improvement Plan (AAR-IP).
- Portland Area Capabilities Exercise (PACE) (April 30 – May 1, 2019): The regional PACE exercise provided an opportunity to test the Resource Management Process in a functional exercise environment. The findings from this exercise can be found in the Portland Area Capabilities Exercise (PACE) After-Action Report and Improvement Plan (AAR-IP).

### **Fiscal Year '20 Rationale**

- Fiscal Year '19 Training and Exercise Plan (TEP): Included as a priority last year, this focus remains an important focus for county-wide partners. As the county develops and improves processes, training and exercise opportunities for partners remains critical.
- County Master Improvement Plan (IP): The improvement plan addresses specific processes and documents related to the resource management process. The IP also addresses the need to identify the resources available in our county from both the public and private sector
- 2019 Severe Winter Weather Lessons Learned: This real-world response demonstrated the need to address how the resource management process is used during the “enhanced” and “partial activation” operations from the County EOC. Additional findings can be found in the After-Action Report and Improvement Plan (AAR-IP)
- OpsCenter 2018 Lessons Learned: The “*OpsCenter* 2018” exercise identified areas for improvement for the process of submitting and tracking resources to the State Emergency Coordination Center (ECC), and in the lack of guidance regarding the logistical and financial responsibilities of resource requests submitted to the County EOC up to the State ECC. Note: Additional findings can be found in the Exercise After-Action Report and Improvement Plan (AAR).
- PACE 2019 Lessons Learned: The County Resource Management Process was developed in FY 2019, and is at a level of content completion the county is pleased with. The PACE exercise identified significant gaps in partner awareness to, and understanding of the process and included documentation.

## Supporting Training Courses and Exercise Events

- Training Opportunities
  - Resource Management Processes Awareness Training (*multiple*)
  - County EOC Logistics Section Training – Fall 2019
  - County EOC Section Training, Content Inclusion (*Planning, Operations, Finance/Administration*) (*multiple*)
- Exercise Events
  - Logistics Section Seminar – Fall 2019
  - Mission Request Workshop – Winter 2019
  - *OpsCenter* Drill – Winter 2019/Spring 2020
  - Disaster Resource Center/Family Re-Unification Workshop – Quarter 2
  - Disaster Resource Center/Family Re-Unification Full-Scale Exercise – Quarter 4

## APPENDIX A: TRAINING AND EXERCISE SCHEDULE FISCAL YEAR 2020

	Key	Gray = Exercise	White = Training								
Fiscal Year 2020 - Quarter 1			Fiscal Year 2020 - Quarter 2			Fiscal Year 2020 - Quarter 3			Fiscal Year 2020 - Quarter 4		
July - 19	August - 19	September - 19	October - 19	November - 19	December - 19	January - 20	February - 20	March - 20	April - 20	May - 20	June - 20
Push Partner Call-Down Drill (CRI)	EarthEx Cybersecurity Exercise (PBEM)	FBI/Public Health Radiation Workshop (MCHD)	BTS Cybersecurity Tabletop Exercise (PBEM)	Disaster Resource Center Worker Engagement Seminar (DCHS)	Quarterly VHF Radio Exercise (MCEM)	Psychological & Emotional First Aid (MCHD)	Centers for Medicare & Medicaid Tabletop Exercise (HPO)	Quarterly VHF Radio Exercise (MCEM)	Disaster Resource Center Worker Engagement Seminar (DCHS)	Psychological & Emotional First Aid (MCHD)	Disaster Resource Center Manager Training (DCHS & MCEM)
	Radiological Screening Response Plan Seminar (MCHD)	Psychological & Emotional First Aid (MCHD)	EOC Logistics Section & Chief Training (PBEM)	Quarterly OEM OpsCenter Drill (MCEM)		Communications Drill - HAN/HOSCAP (HPO)	Pandemic Flu Workshop (CRI)	IMT Training or Exercise (MCHD)	Quarterly County Government COOP Training (MCEM)	IMT Training or Exercise (MCHD)	Quarterly VHF Radio Exercise (MCEM)
	Quarterly OEM OpsCenter Drill (MCEM)	Quarterly VHF Radio Exercise (MCEM)	Disaster Resource Center Manager Training (DCHS & MCEM)	BEECN Resource Request Drill (PBEM)		COOP Tabletop Exercise (MCEM)		Tentative - COOP TTX/Drill (DCS)	Push Partner Call-Down Drill (CRI)	Communications Drill - HAN/HOSCAP (HPO)	Coalition Surge Exercise (HPO)
	Communicable Disease 101 & 303 (OHA)	Health/Medical MAC Group Virtual Exercise (HPO)	ShakeOut, Drop, Cover, & Hold Drill (ALL)	IMT Training or Exercise (MCHD)		Push Partner Call-Down Drill (CRI)				Health/Medical MAC Group Tabletop Exercise (HPO)	
			Push Partner Call-Down Drill (CRI)	Re-Unification Functional Exercise (Gresham Schools)		Cyber Tabletop Exercise (Portland of Portland)				Airport Triennial Exercise (Port of Portland)	
			The Coming Storm Table Top 2nd (Gresham)	District-Wide Lockdown Drill (Gresham Schools)							
				Construction Tabletop Exercise (Port of Portland)							
Damage Assessment Plan - Infrastructure			Damage Assessment Plan - Buildings (Gresham)			Damage Assessment Tabletop Exercise			Damage Assessment Full-Scale Exercise		
MCEM Quarterly Hosted Drill: Hazardous Materials & Evacuation Function Workshop(s)			MCEM Quarterly Hosted Drill: Disaster Resource Center/Family Re-Unification Workshop (Focus on Mass Care Services)			MCEM Quarterly Hosted Drill: Hazardous Materials & Evacuation Tabletop			MCEM Quarterly Hosted Drill: Disaster Resource Center/Family Re-Unification Full-Scale Exercise (Focus on Mass Care Services)		

## APPENDIX B: 2019 TRAINING & EXERCISE SURVEY DATA

1. Total number of organizations that provided data = 22
2. Does your Organization have a current or Multi-Year Training & Exercise Plan?
  - Yes = 33%
  - No = 66%
3. Identify the three (3) Federal Emergency Management Agency (FEMA) Core Capabilities your organization has prioritized for Fiscal Year 2020.

Core Capability	# of Mentions
Operational Coordination	9
Planning	5
Situational Assessment	5
Situational Assessment	5
Mass Care Services	3
Public Information & Warning	3
Public Health, Healthcare	2
Threat & Hazard Identification	2
Access & Identification Verification	2
Operational Communications	2
Critical Transportation	2
Community Resilience	2
Logistics & Supply Chain Management	2
Long-Term Vulnerability Reduction	1
Housing	1
Intelligence & Information Sharing	1
On-Scene Security	1
Cybersecurity	1
Risk Management for Protection Programs & Activities	1
Economic Recovery	1
Environmental Response	1

4. Identify the natural hazards your organization is prioritizing preparedness activities for in Fiscal Year 2020.

Hazard	# of Mentions
Drought	0
Earthquake	20
Fire ( <i>Wild-Urban Interface</i> )	2
Flood	8
Landslide/Debris Flow	3
Volcanic	0
Windstorm	3
Winter Weather	18
Disease Outbreak: Human	9
Disease Outbreak: Animal	0

5. Identify the human-caused hazards your organization is prioritizing preparedness activities for in Fiscal Year 2020.

Hazard	# of Mentions
Cybersecurity	12
Civil Disorder/Disturbance ( <i>Riot/Strike</i> )	7
Active Threat Incidents	13
Acts of Terrorism	10

6. Identify the technological hazards your organization is prioritizing preparedness activities for in Fiscal Year 2020

Hazard	# of Mentions
Dam/Levee Failure	2
Hazardous Material Incidents	9
Urban Conflagration	0
Pipeline Incident	0
Fuel/Resources Shortage	4
Power Failure/Outage	13
Telecommunications Failure	8

Radiological Incidents	0
Water Quality Issues	7
Air Quality Issues	4

## APPENDIX C: EXERCISE TYPES

### Discussion-Based

Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises can be used to familiarize players with, or develop new, plans, policies, agreements, and procedures. Discussion-based exercises focus on strategic, policy-oriented issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track towards meeting exercise objectives.

- Seminars

Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas. As a discussion-based exercise, seminars can be valuable for entities that are developing or making major changes to existing plans or procedures. Seminars can be similarly helpful when attempting to assess or gain awareness of the capabilities of interagency or inter-jurisdictional operations.

- Workshops

Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is placed on achieving or building a product. Effective workshops entail the broadest attendance by relevant stakeholders.

Products produced from a workshop can include new standard operating procedures (SOPs), emergency operations plans, continuity of operations plans, or mutual aid agreements. To be effective, workshops should have clearly defined objectives, products, or goals, and should focus on a specific issue.

- Tabletop Exercises

A TTX is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident. Generally,

TTXs are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions.

During a TTX, players are encouraged to discuss issues in depth, collaboratively examining areas of concern and solving problems. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTXs can range from basic to complex. In a basic TTX (such as a Facilitated Discussion), the scenario is presented and remains constant—it describes an emergency and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the facilitator; problems are discussed as a group; and resolution is reached and documented for later analysis.

In a more advanced TTX, play advances as players receive pre-scripted messages that alter the original scenario. A facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Players discuss the issues raised by each problem, referencing established authorities, plans, and procedures for guidance. Player decisions are incorporated as the scenario continues to unfold.

During a TTX, all participants should be encouraged to contribute to the discussion and be reminded that they are making decisions in a no-fault environment. Effective TTX facilitation is critical to keeping participants focused on exercise objectives and associated capability targets.

- Games

A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions. They are useful tools for validating plans and procedures or evaluating resource requirements.

During game play, decision-making may be either slow and deliberate or rapid and more stressful, depending on the exercise design and objectives. The open, decision-based format of a game can incorporate “what if” questions that expand exercise benefits. Depending on the game’s design, the consequences of player actions can be either pre-scripted or decided dynamically. Identifying critical decision-making points is a major factor in the success of evaluating a game.

## **Operations-Based**

Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). These exercises can be used to validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps. Operations-based exercises are characterized by actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resources.

- Drills

A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills. For example, drills may be appropriate for establishing a community-designated disaster receiving center or shelter.

Drills can also be used to determine if plans can be executed as designed, to assess whether more training is required, or to reinforce best practices. A drill is useful as a stand-alone tool, but a series of drills can be used to prepare several organizations to collaborate in an FSE.

For every drill, clearly defined plans, procedures, and protocols need to be in place. Personnel need to be familiar with those plans and trained in the processes and procedures to be drilled.

- Functional Exercises (FEs)

FEs are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level. An FE is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.

FE controllers typically use a Master Scenario Events List (MSEL) to ensure participant activity remains within predefined boundaries and ensure exercise objectives are accomplished. Simulators in a Simulation Cell (SimCell) can inject scenario elements to simulate real events.

- Full-Scale Exercises (FSEs)

FSEs are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command.

In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

The level of support needed to conduct an FSE is greater than that needed for other types of exercises. The exercise site for an FSE is usually large, and site logistics require close monitoring. Safety issues, particularly regarding the use of props and special effects, must be monitored. Throughout the duration of the exercise, many activities occur simultaneously.

## APPENDIX D: TRAINING & EXERCISE PLAN (TEP)

### PARTICIPATING ORGANIZATIONS

Participating Organizations
<i>Multnomah County</i>
• Office of Emergency Management (MCEM)
• Health Department (MCHD)
• Department of Community Services (DCS)
• Sheriff (MCSO)
• Department of County Assets (DCA)
• Joint Office of Homeless Services (JOHS)
<i>Municipalities</i>
• City of Portland
• City of Gresham
• City of Wood Village
• City of Troutdale
• City of Fairview
• Community of Corbett
• Community of Sauvie Island
<i>Regional Partners</i>
• TriMet
• Metro
<i>Special Districts</i>
• Multnomah County Drainage District (MCDD)
• Port of Portland
<i>K-12 Schools</i>
• Portland Public Schools (PPS)
• Gresham Barlow School District (GBSD)
• David Douglas School District (DDSD)

<i>Higher Education</i>
<ul style="list-style-type: none"><li>• Portland State University (PSU)</li></ul>
<ul style="list-style-type: none"><li>• Multnomah University</li></ul>
<ul style="list-style-type: none"><li>• Portland Community College (PCC)</li></ul>
<ul style="list-style-type: none"><li>• Concordia University</li></ul>
<ul style="list-style-type: none"><li>• Mount Hood Community College (MHCC)</li></ul>
<ul style="list-style-type: none"><li>• Warner Pacific University</li></ul>
<ul style="list-style-type: none"><li>• Portland Community College (PCC)</li></ul>
<i>Healthcare Organizations</i>
<ul style="list-style-type: none"><li>• Health Preparedness Organization (HPO)</li></ul>
<i>State of Oregon</i>
<ul style="list-style-type: none"><li>• Oregon Office of Emergency Management (OEM)</li></ul>
<ul style="list-style-type: none"><li>• Oregon Health Authority (OHA)</li></ul>