

# Multnomah County

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Emergency Management Training and Exercise Plan  
Fiscal Year 2019



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## **PREFACE**

This Training and Exercise Plan (TEP) has been developed to provide emergency management organizations throughout Multnomah County, Oregon, an overview of the training and exercise opportunities/strategies for Fiscal Year 2019. The content included in this document will adhere to the Homeland Security Exercise and Evaluation Program (HSEEP) requirements as set by the Federal government.

This document outlines the emergency management/public safety training and exercise strategy for the Multnomah County government, and is only intended to be used as an awareness resource for our partners at the city government level, private industry, and non-profit sectors. The Multnomah County Office of Emergency Management (MCEM) does recommend this document be used as a tool for partner organizations when identifying training and exercise needs, scopes, timeframes, and participants during this Fiscal Year – 19.

The MCEM has developed this document with the input and assistance of partners throughout the county. In June 2018, the MCEM disseminated an informational survey to emergency management/public safety partners from: county government, city government, private industry, and non-profit organizations. The responses received through the survey help guide the content of this document.

This TEP only covers training and exercise opportunities for Fiscal Year 2019. It is the expectation of the MCEM to have a Multi-Year Training and Exercise Plan, developed collaboratively with county-wide partners, in upcoming years. A determination for Fiscal Year 20, will be identified during the next Multnomah County Training and Exercise Program Workshop (TEPW).

## PURPOSE

The purpose of this Training and Exercise Plan (TEP) is to document Multnomah County government's training and exercise program priorities for a Fiscal Year 2019 (FY19), and offer an awareness resource to the city government, private industry, and non-profit partners throughout the County. It is considered to be a living document that may be updated at any time. These priorities are linked to corresponding core capabilities, and, if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, or other factors. This TEP identifies the training and exercises that will help the organization build and sustain the core capabilities needed to address its training and exercise program priorities.

The TEP should lay out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). A progressive, exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Further, by including training requirements in the planning process, organizations can address known shortfalls prior to exercising capabilities.

A TEP may also serve as a follow-on companion document to the Multnomah County Office of Emergency Management (MCEM) Strategic Plan, and can provide a roadmap for the County to follow in accomplishing the priorities described therein.

Included in this TEP is a training and exercise schedule, which provides a graphic illustration of the proposed activities scheduled for FY 19 (July 1, 2018 – June 30, 2019).

## POINTS OF CONTACT (POCs)

### **County Emergency Management Training and Exercise Coordinator**

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## COUNTY-WIDE TRAINING AND EXERCISE SURVEY

In June 2018, 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. Collected information has helped 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 most common submission comments. To review the complete list of comments, reach out to the MCEM Training and Exercise Coordinator.

- Training Needs: *Please describe your organization's training needs/interests for the upcoming year:*
  1. Emergency Operations Center (EOC) & Incident Command Post (ICP) Training
  2. All-hazards Planning and Response
  3. Continuity of Operations
- 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. Public Information & Warning
  4. Infrastructure Systems
  5. Community Resilience
- 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

## 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 county-wide survey offered MCEM partners an opportunity to provide their training and exercise proposals, strategies, and needs. Through this information, the MCEM was able to identify commonly identified needs, and build the following strategy in an attempt to benefit a wide range of partners.

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. **Building Emergency Operations Center (EOC) Staff Skills & Competency:** Building the basic skills and competencies for Multnomah County staff to effectively function in the County EOC. (*Operational Coordination*)
2. **Resource Management Process:** As one of the main responsibilities of the Multnomah County Emergency Operations Center (EOC), it is critical for the management of resources during disaster situations be well developed, trained upon, and maintained. (*Logistics and Supply Chain Management*)
3. **Common Operating Picture (COP) & Situational Awareness:** The Multnomah County EOC plays an important role in both gathering and disseminating situational awareness information to county-wide partners. Ensuring an appropriate method of gathering and disseminating information is identified and followed is important to building an effective county-wide Common Operating Picture (COP). (*Situational Assessment*)
4. **Identifying emergency management partner training & exercise needs utilizing the Whole Community Approach:** The Multnomah County Office of Emergency Management (MCEM) is interested in expanding the inclusion of community partners in this Training and Exercise Plan (TEP).

## 1. Building Emergency Operations Center (EOC) Staff Skills & Competency

For Multnomah County government to effectively respond to incidents affecting its jurisdictions, the County Emergency Operations Center (EOC) needs to have trained and confident personnel. Topics related to this priority include: understanding the realities and expectations of being deployed, understanding the Incident Command System (ICS) and how the County EOC utilizes/fits into it, and EOC section/position-specific training. Building a skilled and competent staff through increased training and exercise opportunities will improve County emergency operations as well as county-wide partner operations as well.

### Corresponding Core Capabilities:

- Operational Coordination
- Community Resilience

### Rationale:

- 2018 Multnomah County Eagle Creek Fire Audit: In 2018, the Multnomah County Auditor's Office performed an audit on the Emergency Operations Center operations to the Eagle Creek wildfire. The audit identified incident staff as a gap, identifying a need for more trained staff.

### Supporting Training Courses and Exercises:

- Training:
  - Emergency Operations Center Basics – August 15, 2018, December 2018, April 2019
  - Deployment Basics – September 20, 2018, November 2018, March 2019
  - National Incident Management System 100 & 700 (in-person) – January 2019, June 2019
  - Emergency Operations Center (EOC) Technologies – October 2018, April 2019
  - Operations Section/Chief Training – May 2019
  - Planning Section/Chief Training – February 2019
  - Logistics Section/Chief Training – *To be determined 2019*
  - Finance Section/Chief Training – November 2018
- Exercise
  - Resource Management Drill – August 2018
  - Resource Management Workshop – September 2018
  - Portland Area Capabilities Exercise (PACE) – April/May 2019
  - Situational Awareness Workshop – *To be Determined 2019*

## 2. Resource Management Process

The Multnomah County Emergency Operations Center (EOC) plays a key role in requesting and managing incident resources. Incident resources are requested and managed to assist internal County EOC operations and external county-wide operations. To ensure resources are being managed effectively, the County needs to develop and maintain a Resource Management Process

### Corresponding Core Capabilities:

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

### Rationale:

- Multnomah County Training and Exercise Improvement Plan: Confusion related to the management of resource was identified in a number of exercise and real-world exercises, and re-occurring over a number of years.

### Supporting Training Courses and Exercises:

- Training:
  - Resource Request Process Awareness Training: *To be Determined 2018/2019* (x3)
  - Resource Management Training: *To be Determined 2018/2019* (x2)
- Exercise
  - Resource Request Process Drill: August 2018
  - Resource Management Workshop: September 2018
  - Resource Management Drill: *To be Determined 2018/2019* (x2)
  - Portland Area Capabilities Exercise (PACE) – April/May 2019

## 3. 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. Building and maintaining situational awareness of ongoing incident response activities and updates is critical to maintaining an effective COP. This priority focuses on the development of maintaining a processes for acquiring situational awareness and subsequently a COP, and offering training to build topic competencies.

### Corresponding Core Capabilities

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



**Rationale:**

- Multnomah County Training and Exercise Improvement Plan: 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.

**Supporting Training Courses and Exercises:**

- Training
  - External Situational Awareness Course: *To be Determined 2019*
  - Planning Section/Chief Training – February 2019
  - Multnomah County Emergency Operations Center (EOC) Situational Awareness Training – *To be Decided 2019*
- Exercises
  - Situational Awareness Workshop – *To be Determined 2019*
  - Portland Area Capabilities Exercise (PACE) – April/May 2019

**4. Identifying emergency management partner training & exercise needs utilizing the Whole Community Approach**

The Multnomah County Office of Emergency Management (MCEM) has the responsibility of building a collaborative training and exercise program that includes participation from county-wide partners such as: federal government, state government, county government, local government, private industry, and non-profit organizations. The MCEM would like to see this Training and Exercise Plan (TEP) reflect not just a county government strategy, but a county-wide strategy regarding training and exercise.

**Rationale:**

- Homeland Security Exercise and Evaluation Program (HSEEP): The Federal Emergency Management Agency (FEMA) HSEEP guidelines encourage the utilization of a whole community approach to the Training and Exercise Plan and Program.
- MCEM Strategic 2017-2020 Plan: This Strategic Plan identifies the need for an inclusive Training and Exercise Plan, to include participation from throughout Multnomah County.

**Supporting Actions:**

- Identify Partners
  - Understand county-wide partners who play a role in emergency management and public safety that are currently not involved in this process.
- Training and Exercise Gap Analysis
  - Acquire information from identified partners regarding their current and future training and exercise needs

## METHODOLOGY AND TRACKING

It is a high priority for the Multnomah County Office of Emergency Management (MCEM) to build off previous training and exercise opportunities to ensure program progression and improvement. This will be accomplished through:

- Tracking of participants training completion to identify additional training needs on an individual basis.
- Develop feedback opportunities from training and exercise opportunities to identify strengths and areas for improvement related to administrative, instruction, facilitation, and content to help guide future training and exercise opportunities.
- Utilize lessons learned from exercise opportunities to identify future trainings and exercises.
- 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.

## TRAINING & EXERCISE PROGRAM OUTREACH STRATEGY

The Multnomah County Office of Emergency Management (MCEM) wants to ensure the content included in this document is socialized with emergency management and public safety partners around the County and ensure future documents become more collaborative. To do this will require active and involved outreach to County partners regarding this document and activities. This section will address how the MCEM will build awareness of the included strategies and related activities.

Partner Training and Exercise Plans & Strategies: The MCEM encourages organizations to provide us their Fiscal Year 2019 training and exercise opportunities and strategies. This information can improve county-wide awareness of ongoing opportunities and assist in building a collaborative strategy.

Training and Exercise Planning Workshop (TEPW): The MCEM will host a TEPW in late 2018 or early 2019 to begin developing a strategy for Fiscal Year 2020. This TEPW will be open to all emergency management and public safety-related partners. The date for this event will be publicized through the *MCEM Monthly Newsletter*, included in the *MCEM Training Calendar*, and included in the *MCEM Exercise Calendar*.

Multnomah County Training and Exercise Calendars: The MCEM hosts a training and a separate exercise calendar through the Multnomah County website, where organizations can advertise their upcoming events. To have your events posted on the MCEM website, please contact the MCEM Training and Exercise Coordinator.

## APPENDIX A: TRAINING AND EXERCISE SCHEDULE FISCAL YEAR 2019

Multnomah County Training and Exercise Program (TEP) Calendar - Fiscal Year 2019											
July '18	August '18	September '18	October '18	November '18	December '18	January '19	February '19	March '19	April '19	May '19	June '19
18 - Deployment Basics (MCEM)	2 - Resource Request Form Drill (MCEM)	3 - Corrections Exercise Full-Scale (MCSSO)	18 - Shelter Training (DCHS/MCEM)	3 - Shelter Training (DCHS/MCEM)	? - Emergency Operations Center Basics (MCEM)	? - National Incident Management System 100 & 700 (MCEM)	14 - EOC Planning Section Training (MCEM)	? - Earthquake Functional (PBEM)	30 - Portland Area Capabilities Assessment, Medical Countermeasures FSE (ALL)	1, 2 - Portland Area Capabilities Assessment, Medical Countermeasures FSE (ALL)	? - National Incident Management System 100 & 700 Training (MCEM)
26 - ATC-20 SAP	15 - ICS for School Officials (MCEM)	10 - PACE '19 TTX	23 - Shelter Training (DCHS/MCEM)	? - Communications Annex TTX (PBEM)			? - Cities and Unincorporated Training (MCEM)	? - Deployment Basics	? - Emergency Operations Center Basics (MCEM)	? - Operations Section/Chief Course	
	15 - Emergency Operations Center Basics (MCEM)	12/13 - Phillips 66 Oil Spill Functional Exercise	24 - Deployment Basics (MCEM)	? - Deployment Basics Course (MCEM)					? - WebEOC Advanced Training: OpsCenter & Raptor (MCEM)		
	16 - FEMA Procurement Course (MCEM)	20 - Deployment Basics (MCEM)		? - Finance Section/Chief Course (MCEM)							
	? - RSS-ICP Interface TTX (Health)	21 - Resource Management Workshop (MCEM)									
		? - Advanced Planning active shooter functional EOC (PBEM)									
	Fall TBD - Emergency Flood Response (MCDD)										
	? - Emergency Management for City Leadership (PBEM)										
Resource Request Workshop (MCEM Training & Exercise Plan [TEP]) Core Capability: Operational Coordination & Logistics & Supply Chain Management			Natural Hazards Tabletop Exercise (MCEM Training & Exercise Plan [TEP]) Core Capability: Operational Coordination			Natural Hazards Tabletop Exercise (MCEM Training & Exercise Plan [TEP]) Core Capability: Operational Coordination			Natural Hazards Tabletop Exercise (MCEM Training & Exercise Plan [TEP]) Core Capability: Operational Coordination		

Updated as of 08.01.18. For most up-to-date content, see the Multnomah County Training & Exercise Calendar at [www.multco.us/em/emergency-management-training](http://www.multco.us/em/emergency-management-training)

<b>Grey = Exercises</b>	<b>White = Trainings</b>
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## APPENDIX B: ANNUAL TRAINING CALENDAR

This calendar provides a structured annual schedule for training opportunities provided by the Multnomah County Office of Emergency Management (MCEM). The events on this calendar shall be flexible with program/County priorities and potential response operations. The included content will be reviewed on an annual basis for inclusion in the Emergency Management Training and Exercise Plan (TEP).

<b>January</b>	Psychological First Aid	Deployment Basics	
<b>February</b>	Disaster Resource Center Training	Planning Section & Chief Course	City & Unincorporated Training
<b>March</b>	National Incident Management System 100 & 700	Basic Radio Use	
<b>April</b>	Emergency Operations Center (EOC) Basics	<del>WebEOC Advanced: OpsCenter &amp; RAPTOR</del>	
<b>May</b>	Psychological First Aid	Deployment Basics	
<b>June</b>	Disaster Resource Center Training	National Incident Management System 100 & 700	
<b>July</b>	Operations Section & Chief Course		
<b>August</b>	Logistics Section & Chief Course		
<b>September</b>	Psychological First Aid	Deployment Basics	Snow School
<b>October</b>	Disaster Resource Center Training	<del>WebEOC Advanced: OpsCenter &amp; RAPTOR</del>	Snow School
<b>November</b>	Finance Section & Chief Course	Basic Radio Use	
<b>December</b>	City & Unincorporated Training		

Comments/questions can be directed to the Office of Emergency Management Training & Exercise Coordinator: <https://multco.us/em/emergency-management-training>

## Course Descriptions (*Listed in Alphabetical Order*):

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**Cities and Unincorporated Training:** This training offers Multnomah County cities and unincorporated area staff an opportunity to become more familiar with the county's Emergency Management Office and their plans, processes, and procedures.

- *Duration:* Two (2) Hours
  - *Intended Audience:* Executive officials and individuals with emergency management responsibilities from Multnomah County cities and unincorporated areas.
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**Basic Radio Use:** Students will learn to use various types of radios available at the County. Students will learn the basic physical components, radio communication styles, and be provided practice opportunities. This training will help response staff become more comfortable with the use of radios.

- *Duration:* Two (2) Hours
  - *Intended Audience:* Individuals interested in performing response operations for the county during local emergencies or disasters.
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**Deployment Basics:** This course will prepare individuals for being deployed by the Multnomah County Office of Emergency Management (MCEM) during emergencies or disaster situations. Students will build an understanding of emergency management operations, the Incident Command System (ICS), disaster environments, expectations of disaster service workers, and their safety and well-being during deployment. Students will leave this training with the tools to be deployed.

- *Duration:* Four (4) Hours
  - *Intended Audience:* Individuals interested in performing response operations for the county during local emergencies or disasters
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**Finance Section & Chief:** This course is designed to provide students a robust understanding of the duties, responsibilities, and capabilities of an effective Finance Section in the Emergency Operations Center (EOC). This course is separated into two sections, the first covering general Finance Section staff and the second detailing the Section Chief.

- *Duration:* Four (4) Hours
  - *Intended Audience:* Individuals interested in working in the Finance Section and potentially leading the Finance Section during a Multnomah County EOC activation.
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**Logistics Section & Chief:** This course is designed to provide students a robust understanding of the duties, responsibilities, and capabilities of an effective Logistics Section Chief and staff in the Emergency Operations Center (EOC). This course is separated into two sections, the first covering general Logistics Section staff and the second detailing the Section Chief.

- *Duration:* Four (4) Hours
  - *Intended Audience:* Individuals interested in working in the Logistics Section and potentially leading the Logistics Section during a Multnomah County EOC activation.
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**National Incident Management System (NIMS) 100 & 700:** *This course is taught in-person to offer students a more interactive NIMS training opportunity.*

ICS 100 introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).

ICS 700 provides an overview of the National Incident Management System (NIMS). The National Incident Management System defines the comprehensive approach guiding the whole community - all levels of government, nongovernmental organizations (NGO), and the private sector - to work together seamlessly to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. The course provides learners with a basic understanding of NIMS concepts, principles, and components.

- *Duration:* Eight (8) Hours
- *Intended Audience:* Open to all

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**Operations Section & Chief:** This course is designed to provide students a robust understanding of the duties, responsibilities, and capabilities of an effective Operations Section Chief and staff in the Emergency Operations Center (EOC). This course is separated into two sections, the first covering general Operations Section staff and the second detailing the Section Chief.

- *Duration:* Four (4) Hours
- *Intended Audience:* Individuals interested in working in the Operations Section and potentially leading the Operations Section during a Multnomah County EOC activation

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**Planning Section & Chief:** This course is designed to provide students a robust understanding of the duties, responsibilities, and capabilities of an effective Planning Section Chief and staff in the Emergency Operations Center (EOC). This course is separated into two sections, the first covering general Operations Section staff and the second detailing the Section Chief.

- *Duration:* Four (4) Hours
- *Intended Audience:* Individuals interested in working in the Planning Section and potentially leading the Planning Section during a Multnomah County EOC activation.

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**Psychological First Aid:** This training will introduce participants to emotional/psychological first aid, which is an evidence-informed approach for assisting people in the immediate aftermath of disaster and terrorism to reduce initial distress and to foster short and long-term adaptive functioning. Following this class, participants will be able to identify signs of trauma/distress as well as understand and deliver the core actions of psych first aid. The training will include an opportunity to practice psych first aid skills.

- *Duration:* Eight (8) Hours
- *Intended Audience:* This class is for staff who want to provide behavioral health response following a disaster. Staff able to volunteer with very short notice are ideal for this training. No previous clinical or behavioral health experience is required.

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**Disaster Resource Center Training:** This training course will introduce students to working in a Disaster Resource Center (DRC). DRCs are used in the response to incidents that may affect family well-being. DRCs offer families a wide range of services to help mitigate and/or improve their response to disaster situations. An effective DRC requires a large number of volunteers to help meet the needs of the county's population. The training will address: general shelter overview, roles and responsibilities, vision and values, and shelter services.

- *Duration:* Four (4) Hours
- *Intended Audience:* Individuals interested in assisting with shelter operations during day-to-day or disaster/emergency shelter activations.

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**WebEOC Advanced, OpsCenter, & RAPTOR:** This course will offer a more extensive training on the Emergency Operations Center (EOC) tools and systems. The course is very interactive with students working through the system components as directed. This training will cover WebEOC, the situational awareness tool used by Regional partners; *OpsCenter* – the situational awareness tool used by the State Office of Emergency Management (OEM); and, *RAPTOR* – the Geographic Information System tool used by the State OEM.

- *Duration:* Two (2) Hours
- *Intended Audience:* Individuals to be activated with the County Emergency Operations Center (EOC). Emergency Management recommends individuals planning to work in the Planning and Logistics Section of the EOC.
- *Prerequisites:*
  - Deployment Basics
  - Emergency Operations Center Basics
  - [FEMA Independent Study-100](#)
  - [FEMA Independent Study-700](#)