

MEDFORD EMERGENCY MANAGEMENT



TRAINING AND EXERCISE PLAN 2023-2027



MEDFORD
OREGON



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MESSAGE FROM THE MEDFORD EMERGENCY MANAGEMENT MANAGER

I am pleased to present Emergency Management's 2023-2027 Training and Exercise Plan. Emergency Management is committed to developing a coordinated and cooperative program that engages the "whole community" in all efforts possible to build and maintain a more resilient community. The program is based on the collaboration and coordinated efforts of all City departments and community agencies. This plan presents an opportunity to strengthen our foundation in preparing Medford for disaster resiliency.

This five-year plan identifies the intended direction for enhancing the City's training and exercise capabilities to plan for, respond to, mitigate against, and recover from any natural or human generated emergency or disaster. This direction requires a coordinated and committed effort of all staff, elected officials and citizens, as well as our local, state, federal, private, and non-profit partners.

Emergency Management's core mission is to ensure the City of Medford is ready when the next disaster strikes and resilient enough to recover to a sense of normalcy as quickly as possible. This can only be accomplished through continued outreach and education in personal preparedness, training and exercising of key staff, developing, and maintaining internal and external partnerships, and incorporation of the latest technologies into all phases of emergency management. The 2023-2027 Training and Exercise Plan identifies goals to provide training, education, and exercises to support staff and community partners before, during, and after emergencies and disasters.

To guide and document this process, the city uses a Multi-year Training and Exercise Plan (MYTEP). The MYTEP is a living document that outlines training and exercise areas of focus and is continuously reviewed and strategically refined on an annual basis. The MYTEP lays out a combination of training and educational opportunities along with progressive exercises to address the priorities identified by city management and elected officials.

The training and exercise schedule described in this plan is by no means binding for the City of Medford nor its departments. Rather, this plan represents a road map to strengthening the core capabilities that will lead to a more resilient City government.

Sincerely,
Aaron Ott
Emergency Manager



DISASTER TRAINING



This Training and Exercise Plan is designed to prepare, coordinate, and administer training that significantly increases the skills, knowledge, and abilities of City employees to respond effectively to disasters, thereby enhancing their ability to prepare for, respond to, and recover from incidents affecting City services. In addition, develop and conduct exercises that test and continually improve upon the plans, processes, and procedures of the City as they relate to emergency management and Federal Emergency Management Agency (FEMA) Core Capabilities.

The *Goals* of this plan include:



Goal #1: Implement Medford Fire Department Strategic Plan 2023 #8 - Strengthen operational readiness through planning, training, and community outreach.

Goal #2: Train City staff to effectively work within the Emergency Operations Center (EOC) during activations.

Goal #3: Train Staff to effectively work at the Emergency Operations Center (EOC) or Command Posts (CP) during incidents that negatively impact City services.

Goal #4: Design and conduct a Homeland Security Exercise and Evaluation Program (HSEEP) compliant and progressive exercise program that tests FEMA Core Capabilities and hazard specific annexes, identified in the MYTEP.



DEVELOPMENT OF TRAINING & EXERCISE PRIORITIES

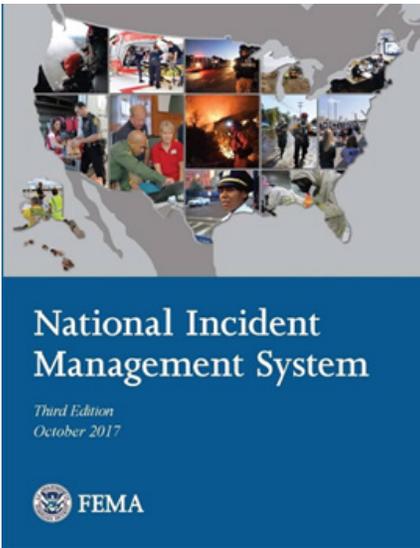
The Training and Exercise Plan is designed to address vulnerabilities and current capability gaps. The following factors are crucial in the development of priorities and training and exercise needs:

- Data, analyses, and outcomes of the Medford Hazard Vulnerability Analysis (MHVA), Medford Natural Hazard Mitigation Plan (MNHMP), Threat Hazard Identification and Risk Assessment (THIRA), Oregon Stakeholder Preparedness Review (SPR) and Oregon Capability Assessment.
- Areas for improvement captured from real-world and or exercise corrective actions, identified and/or perceived areas for improvement.
- Training and exercise planning workshops / Integrated Preparedness Planning workshops.
- Internal and external sources that include local, regional, state, and federal plans, strategies, or reports including those from private and or non- profit sectors.
- Input from key stakeholders.
- Standards and regulations that include requirements for grants, accreditation, mandates, and or regulations.
- Includes an all-hazards, whole of community approach.

Program Priorities and Objectives

The National Preparedness Goal identifies five mission areas (prevention, protection, mitigation, response, and recovery) and 32 core capabilities. While broad in nature, the core capabilities are useful in tracking the City's progress within each mission area. For a full listing of the 32 Core Capabilities from the National Preparedness Goal, see **Appendix A**.





TRAININGS

The city uses a systems approach to training, adopting the National Incident Management System (NIMS) Training Program. The NIMS Training Program is a critical component of a comprehensive training program, which requires a continuous cycle of planning, equipping, training, exercising, evaluating, and correcting. The allows Emergency Management to determine instructional needs and priorities, develop solutions, implement those solutions, and assess training effectiveness.

Training records related to NIMS, ICS, and the EOC are collected, maintained, and preserved by the City Emergency Manager. Departments will provide training records and documentation related to training that is relevant to the City's Emergency Management Program. Refer to **Appendix B External Training**.



EXERCISES

Emergency Management follows Homeland Security Exercise and Evaluation Program (HSEEP) principles in its approach to exercises and evaluations. HSEEP provides a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning. HSEEP allows for the development, execution, and evaluation of exercises that address the priorities established in this plan.

Exercises are designed to assess and validate plans, equipment, tools, systems, facilities, personnel skills and knowledge, and address areas for improvement. Exercise evaluation assesses the ability to meet exercise objectives and capabilities by documenting strengths, areas for improvement, and corrective actions.

Training records related to NIMS, ICS, and the EOC are collected, maintained, and preserved by the City's Emergency Manager. Documentation for exercises and or real-world incidents is provided to the Oregon Department of Emergency Management for regulatory compliance.





AFTER-ACTION REPORT/IMPROVEMENT PLAN (AAR/IP)

Corrective action and improvement planning are the cornerstone of the City's ability to build and develop effective and robust plans and capabilities. Through improvement planning in an After-Action Report/Improvement Plan (AAR/IP), Emergency Management and City departments can take the corrective actions needed to improve plans, build, and sustain capabilities, and maintain readiness. Observing and collecting data during and after exercises, EOC activations, and real-world events provides for effective evaluation. The AAR/IP is developed with direct input from involved personnel, stakeholders, and partner agencies.

The Improvement Plan (IP) portion of the After-Action Report (AAR) will:

- Identify corrective actions for improvement.
- Recommend actions for correction.
- Designate lead agency responsible for oversight of the corrective action.
- Establish timeline for implementation and assignment to responsible party(ies).
- Establish priority level for each item.
- Document completion status of the corrective action.

MULTI-YEAR TRAINING & EXERCISE PLAN (MYTEP)

Medford utilizes a Multi-year Training and Exercise Plan (MYTEP). The MYTEP is an important tool to assist the City in identifying the capabilities necessary for effective preparation, mitigation, response, and recovery and develop a training and exercise schedule to meet this need. The MYTEP is also required to maintain consistency with best practices outlined in the Homeland Security Exercise and Evaluation Program (HSEEP).

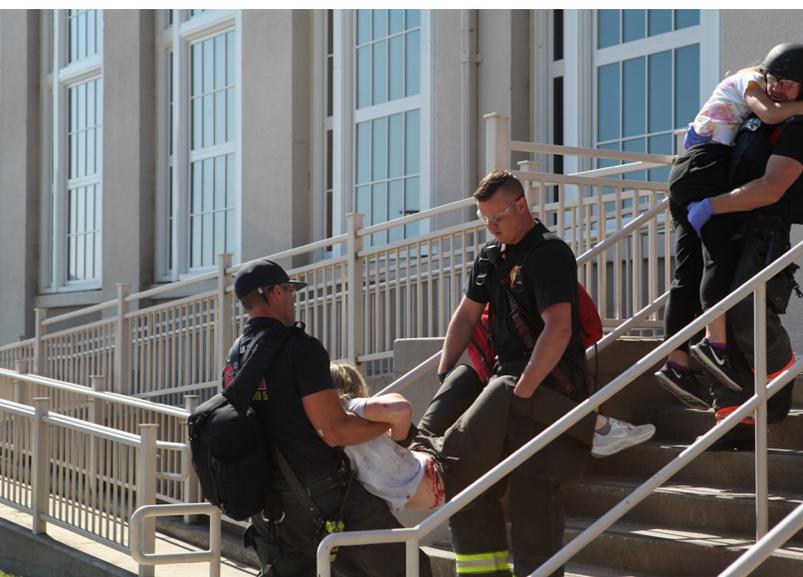
The MYTEP is focused on the following elements:

- A progressive planning approach.
- Capability and objective-based planning informed by risk.
- A cycle of continual improvement
- A schedule of trainings and exercises

The MYTEP is developed through an extensive data gathering process to ensure the document adequately captures and portrays training and exercise priorities of Medford. Focus is placed on addressing gaps identified within improvement plans and after-action reports of both real-world events and exercises.

The priorities identified do not preclude the City from hosting or organizing additional trainings or exercises that do not touch upon these priorities; rather Emergency Management will continue to work with all stakeholders to continuously identify training gaps and needs and adjust accordingly. Additionally, City departments are encouraged to host their own training and exercises as needed and as frequently as is feasible.

Refer to **Appendix C** for MYTEP.



APPENDIX A: CORE CAPABILITIES



CORE CAPABILITIES BY MISSION AREA

PREVENTION	PROTECTION	MITIGATION	RESPONSE	RECOVERY
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	Updated Class Dates
Interdiction and Disruption		Long-Term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cyber security		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-Scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	



OREGON DEPARTMENT OF EMERGENCY MANAGEMENT (ODEM)

The Oregon Department of Emergency Management (ODEM) maintains a State Preparedness Calendar intended for members of state, local, tribal agencies. It serves as a critical communication tool for tracking trainings and exercises currently offered in the State of Oregon as well as important preparedness-related dates. Emergency Management Institute (EMI) serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of federal, state, local, and tribal government officials, volunteer organizations, and the public and private sectors to minimize the impact of disasters.

<https://www.oregon.gov/oem>

EMERGENCY MANAGEMENT INSTITUTE (EMI)

The Emergency Management Institute (EMI) serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of federal, state, local, and tribal government officials, volunteer organizations, and the public and private sectors to minimize the impact of disasters.

EMI programs and activities include State and local delivery of courses, the Independent Study program, the Virtual Tabletop Exercise series (VTTX), and many functional certifications such as the Master Exercise Practitioner Program (MEP) and the Emergency Management Professional Program (EMP).

NATIONAL TRAINING AND EDUCATION DIVISION (TEI/TO)

Training and Exercise Integration/ Training Operations (TEI/TO) serves the nation's first responder community, offering more than 125 courses to help build critical skills that responders need to function effectively in mass consequence events. NTED primarily serves state, local, and tribal entities in 10 professional disciplines, but has expanded to serve the private sector and citizens in recognition of their significant role in domestic preparedness.

NATIONAL DOMESTIC PREPAREDNESS CONSORTIUM (NDPC)

The NDPC is a DHS/FEMA training partner providing high-quality training to emergency responders throughout the United States and its territories under DHS/FEMA's Homeland Security National Training Program Cooperative Agreement. Training and exercises provided by consortium members may be leveraged to meet some of the City's training and exercise goals.

Center for Domestic Preparedness

The Center for Domestic Preparedness (CDP) develops and delivers advanced training for emergency response providers, emergency managers, and other government officials from state, local, and tribal governments. The CDP offers more than 50 training courses at its resident campus in Anniston, Alabama focusing on incident management, mass casualty response, and emergency response to a catastrophic natural disaster or terrorist act. Training at the CDP campus is federally funded at no cost to state, local, and tribal emergency response professionals, or their agency.



APPENDIX B: EXTERNAL TRAINING & EXERCISE OFFERINGS

Columbia University – National Center for Domestic Preparedness

The National Center for Disaster Preparedness at the Earth Institute works to understand and improve the nation's capacity to prepare for, respond to and recover from disasters. NCDP focuses on the readiness of governmental and non-governmental systems; the complexities of population recovery; the power of community engagement; and the risks of human vulnerability, with a particular focus on children.

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

The National Center for Biomedical Research and Training at Louisiana State University offers DHS- certified courses covered under DHS's Homeland Security National Training Program.

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

Training courses and exercises conducted at the NSSS, municipality-hosted locations, and online, provide state and local first responders with the tools they need to protect their communities from nuclear and radiological threats. With FEMA/NPD concurrence, CTOS coordinates the development and delivery of preventive radiological/nuclear detection and interdiction training with the Domestic Nuclear Detection Office (DNDO), the DHS entity charged with this responsibility.

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

The Energetic Materials Research and Testing Center (EMRTC), a major research and training division of New Mexico Tech, is internationally recognized and has over 60 years of experience in explosives research and testing. EMRTC specializes in the research, development, testing, and analysis of energetic materials for both corporate and government clients.

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

NERRTC assists and plays a major role in DHS/FEMA's establishing and maintaining the concept of a culture of preparedness and has sharpened its focus on that concept by incorporating an all-of-nation / whole community, risk-driven, capabilities-based approach to preparedness. NERRTC provides training in eleven core competency areas across the community: cybersecurity, crisis communications, executive and elected officials education, hazardous materials awareness and operations, health and medical services, incident management, infrastructure protection, search and rescue, threat and risk assessment, and training gap analyses and public works.

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

Uniquely positioned geographically and culturally, the NDPTC works collaboratively to develop and deliver training and education in the areas of disaster preparedness, response, and recovery to governmental, private, tribal, non-profit entities, and under-represented/under-served communities. It incorporates urban planning and environmental management, emphasizing community preparedness and addressing the needs of vulnerable at-risk populations.



APPENDIX B: EXTERNAL TRAINING & EXERCISE OFFERINGS

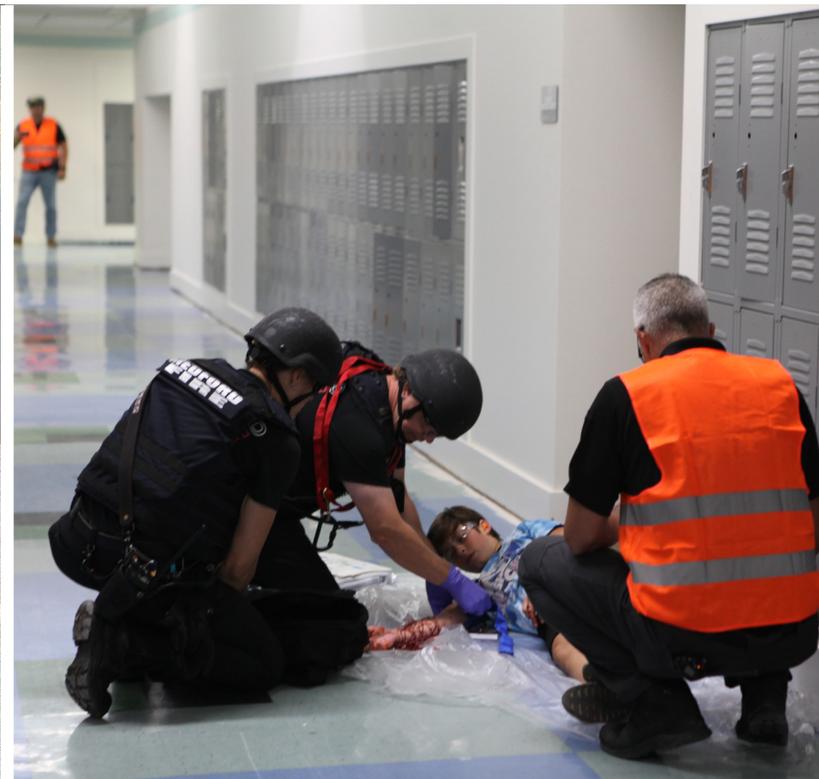
NATIONAL FIRE ACADEMY (NFA)

The National Fire Academy (NFA) is the nation's premier provider of leadership skills and advanced technical training fostering a solid foundation for local fire and emergency services stakeholders in prevention, preparedness, and response. The NFA employs resident and off-campus classroom, blended and distance learning options – including a national distribution system of accredited state and metropolitan fire training systems and colleges and universities to reach America's first responders. All NFA courses receive college credit recommendation through the American Council on Education and continuing education units through the International Association for Continuing Education and Training.

OREGON DEPARTMENT OF EMERGENCY MANAGEMENT

Oregon Department of Emergency Management's (ODEM) comprehensive training program improves operational readiness, reveals planning gaps and resource limitations, improves coordination, clarifies roles and responsibilities, and improves individual performance and professional development. The ODEM State Training Program coordinates national training programs and provides training services throughout the state. These instructional programs enhance capabilities of the response communities for all hazards, through:

- ODEM directed training delivery
- National provider residential training program coordination
- National provider direct local delivery coordination.



APPENDIX D: COURSE DESCRIPTIONS

AR 111 Emergency Management Standards & Training

- IS-100 - Introduction to the Incident Command System
- IS-700 - Introduction to the National Incident Management System
- IS-200 - Basic Incident Command System (Medford Fire Department Only)
- IS-800 - Introduction National Response Framework

Core Courses

- ICS 300 - Intermediate ICS for Expanding Incidents
- ICS 400 - Advanced ICS for Command and General Staff-Complex Incidents
- G0191 - ICS EOC Interface
- G0402 - NIMS Overview for Senior Officials (Executives, Elected, & Appointed)
- G2300 - Intermediate Emergency Operations Center Functions

TEEX Infrastructure Disaster Management Certification

- MGT 317 - Disaster Management for Public Services
- MGT 341 - Disaster Preparedness for Healthcare Organizations
- MGT 343 - Disaster Management for Water & Wastewater Utilities
- MGT 345 - Disaster Management for Electric Power Systems

TEEX Infrastructure Protection Certificate Program

- MGT 310 - Threat & Hazard Identification & Risk Assessment
- MGT 315 - Conducting Risk Assessments for Critical Community Assets
- MGT 414 - Critical Infrastructure Resilience & Community Lifelines
- MGT 452 - Physical & Cybersecurity for Critical Infrastructure
- AWR 213 - Critical Infrastructure Security & Resilience

Specialized Courses

- MGT 318 - Public Information in an All-Hazards Incident
- MGT 340 - Crisis Leadership
- MGT 346 - EOC O&P All-Hazards Events
- MGT 384 - Preparing for Cyber Attacks and Incidents
- MGT 404 - Sports/Special Events Incident Management
- MGT 465 - Recovering from Cybersecurity Incidents





City of Medford | Fire Department
200 South Ivy Street, Medford, OR 97501

