

**City of Los Angeles**  
**2018-2020**  
**MULTI-YEAR TRAINING AND EXERCISE PLAN**

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City of Los Angeles  
Emergency Management Department



## PREFACE

The City of Los Angeles, in an effort to enhance the City's ability to respond to and recover from disasters both large and small, has conducted a Training and Exercise Plan Workshop (TEPW) and developed a Multi-Year Training and Exercise Plan (MYTEP). This MYTEP is the roadmap for the City of Los Angeles to execute a comprehensive training and exercise program that increases personnel understanding and ability to perform during stressful circumstances.

The purpose of the MYTEP is to document the City's overall training and exercise program priorities for a specific multi-year time period. The Multi-Year City of Los Angeles Training, Exercise, and Special Events Calendar (Attachment A) is considered a living document that is updated monthly and strategically refined annually at a TEPW. The MYTEP lays out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified during the TEPW. A progressive, multi-year exercise program enables the OA to participate in a series of increasingly complex trainings and exercises; each successive training or exercise builds upon the previous one until mastery is achieved.

The training and exercise agenda described in this plan is by no means binding for the City of Los Angeles nor its departments. Rather this plan is a living document that will be reviewed and updated annually or more often should the need arise.

## PURPOSE & METHODOLOGY

### Purpose

As evidenced by disasters like Hurricane Katrina and Superstorm Sandy, we respond to the level of our training and practice. A key part of any emergency management program is not only the training of personnel, but also exercising the plans, processes, and response capabilities the City has in place.

To that end, the purpose of the City of Los Angeles Multi-Year Training and Exercise Plan (MYTEP) is to outline training and exercise areas of focus for the emergency management program in the City of Los Angeles. This MYTEP will help to enhance capabilities by identifying the areas most in need of focus, reducing the duplication of efforts, and maximizing the efficacy of training and exercise time and appropriations.

In addition to the traditional MYTEP components, the City of Los Angeles' MYTEP will incorporate objectives for the Training and Exercise division to ensure that EMD's strategic direction is supporting the City's larger preparedness, response, and recovery goals.

The MYTEP is a living document that will be reviewed and updated annually. The MYTEP provides a roadmap for the City of Los Angeles to follow when planning and scheduling trainings and exercises.

Rolling

Included in the MYTEP is the training and exercise schedule for 2018-2020, which provides an illustration of the proposed activities. The MYTEP represents the natural progression of training and exercises that should take place in accordance with the building-block approach.

### Methodology

The MYTEP was developed through an extensive data gathering process to ensure the document adequately captures and portrays the training and exercise priorities and needs of the City of Los Angeles led by the Emergency Management Department (EMD). Several months before the MYTEP Workshop, EMD distributed a training and exercise survey to City personnel with emergency management roles and responsibilities. The survey received 10 responses, and these responses were presented to the MYTEP Workshop attendees. Core capabilities, hazards, and training and exercise needs were discussed at the MYTEP Workshop, and the feedback collected from the survey, the MYTEP Workshop, After Action Reports/Improvement Plans (AAR/IPs), real world incidents and events, and face-to-face personnel meetings were synthesized into this report.

The MYTEP Workshop in particular identified core capabilities and hazards that future trainings and exercises should focus on. These core capabilities and hazards are outlined in greater detail below. These priorities will not preclude the City from hosting or organizing additional trainings or exercises that do not touch upon these priorities; rather the Emergency Management Department will continue to work with all stakeholders to continuously identify training gaps and needs and adjust accordingly. Additionally, EMD will continue to encourage City departments to host their own trainings and exercises as needed and as frequently as is feasible.

In summary, the City of Los Angeles implemented the following process to develop the City's MYTEP:

1. Developed a strategic planning document outlining objectives for the T&E Division for 2018-2020.

2. Developed and distributed a training and exercise survey to City personnel involved in emergency management.
3. Synthesized the survey results.
4. Reviewed AARs/IPs from exercises and developed a rolling summary report.
5. Reviewed AARs/IPs from real world events.
6. Hosted a MYTEP Workshop wherein a draft 2018-2020 MYTEP and calendar was reviewed and feedback collected.
7. Incorporated feedback into the 2018-2020 MYTEP.
8. Finalized, distributed, and presented the MYTEP to stakeholders and the Emergency Management Committee.
9. Will regularly review and update as needed, no less than annually.

## EMD TRAINING AND EXERCISE DIVISION MISSION STATEMENT AND OBJECTIVES

### Mission Statement

Our mission is 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, we 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 FEMA Core Capabilities.

### Goal #1: Train Citywide responders to effectively work at the Emergency Operations Center (EOC) during activations.

- **Objective 1:** 80% of identified City department EOC responders have completed EOC 101/201, 301, WebEOC, 401 Advanced Positions Specific training, and ICS 100, 200, 700, 800 by December 31, 2020
- **Objective 2:** At least 3 City responders are credentialed for each of the 46 EOC Type III positions identified by CSTI
- **Objective 3:** EOC Director and Section Coordinators (Ops, P&I, Logs, F&A) are staffed at least 3 deep from each Department that have a position responsibility within that role. The breakdown is as follows:
  - EOC Director/Deputy: EMD (3); LAPD (3); LAFD (3)
  - Operations Section Coordinator/Deputy: EMD (3); LAPD (3); LAFD (3)
  - Planning and Intelligence Section Coordinator/Deputy: EMD (3); LAPD (3); LAFD (3)
  - Logistics Section Coordinator/Deputy: GSD (3)
  - Finance and Administration Section Coordinator/Deputy: CAO (3)

*Task 1:* Total, 33 responders within EOC Director and Section Coordinator/Deputy roles will be trained to CalOES Type III standards in their position by December 31, 2019.

*Task 2:* Total, 33 responders within EOC Director and Section Coordinator/Deputy roles will be trained to CalOES Type II standards in their position by December 31, 2020.

### Goal #2: Train EMD Staff to effectively work at the Emergency Operations Center (EOC) or Command Posts during incidents that negatively impact City services.

By December 31, 2020, 100% of EMD Emergency Management Coordinators (EMCs) will:

- **Objective 1:** Complete EOC 101/201, 301, WebEOC, 401 All Advanced Positions training, and ICS 100, 200, 700, 800.
- **Objective 2:** Become EOC Type III certified in at least one EOC position.
- **Objective 3:** Trained in the skills, knowledge, and abilities identified by the Department as necessary to effectively function in the role of Agency Representative (ARep) or Liaison Officer at a Command Post.

**Goal #3: Design and conduct an HSEEP compliant, progressive exercise program that tests FEMA Core Capabilities and hazard specific annexes, identified in the MYTEP.**

The T&E Division will:

- **Objective 1:** Develop one Functional Exercise annually that tests the hazards and core capabilities identified for that year within the MYTEP.
- **Objective 2:** Develop at least one Seminar/Workshop, one Tabletop Exercise, and one Drill annually that build on the core capabilities and/or relate to the hazards identified for that year within the MYTEP.
- **Objective 3:** Work with Department management and the Operations Division to ensure a 75% completion rate annually for Improvement Plan corrective actions where EMD is identified as the responsible department.

## CITY OF LOS ANGELES PROGRAM PRIORITIES AND GOALS

The City of Los Angeles MYTEP for years 2018 – 2020 is a living document designed to provide strategic focus for all-hazards training and exercises, and will be reviewed annually and revised as needed. The following core capabilities were identified as being of high priority for the City. Priorities were identified using the following methodologies:

- A widely distributed survey
- Face-to-face meetings
- MYTEP Workshop
- 2017 rolling summary report of exercises
- Review of AARs/IPs from real world events

City Core Capability Priorities	Focus Year
Operational Coordination	Every year
Situational Assessment	Every year
Public Information & Warning	2018
Infrastructure Systems	2018
Logistics & Supply Chain Management	2019
Public Health, Healthcare, and Emergency Medical Services	2019
Economic Recovery	2020
Mass Care Services	2020

Table 1: City Core Capability Priorities

### Hazard Focuses for Trainings and Exercises

Hazard	Focus Year
Terrorism	2018
Critical Infrastructure Disruption/Outage	2018
Cybersecurity	2018
Public Health/Pandemic/Emerging Infectious Disease	2019
Radiological/Hazardous Materials	2019
Earthquake	2020
Brushfire	2020

Table 2: City Hazard Priorities

### City Training Priorities

The following disaster or emergency management trainings were identified in face-to-face meetings and the MYTEP Workshop as being of high priority for the City to continue to host and/or make available.

City Training Needs
EOC 101/201/301
Unified Command
Active Shooter
Continuity Planning
EOC 400-level Section Specific Trainings
DOC Training
Situational Awareness
CSTI Type III Position Credentialing Baseline Coursework <sup>1</sup>

Table 3: City Training Priorities

### Other Areas of Concern

In addition to specific core capabilities, hazards, or trainings, other areas of concern were identified and should be incorporated into future trainings and exercises. These areas of concern included:

- All exercises conducted should strive to include the whole community. This includes, particularly for Emergency Operations Center (EOC) exercises, the Business Operations Center
- The handoff between EOC shifts should be exercised
- All exercises should include whole community considerations, both through exercise objectives and through scenarios that are reflective of the Los Angeles community
- Departments should be encouraged and assisted in developing their own drills and exercises

### Implementation

In order to enhance the capacity of the City to respond to both the hazards identified above and other potential hazards the City could face, EMD will endeavor to:

- Regularly conduct existing EOC trainings, including EOC 101/201/301 (no less than quarterly), and WebEOC
- Regularly conduct advanced section-specific EOC trainings (the EOC 400-level series), with a delivery of each specific section no less than once a year
- Support Type III EOC Responder credentialing by advertising baseline course offerings within the State or working to provide them within the Operational Area
- Quarterly City exercises, with varying participant groups dependent upon the identified capabilities. This would likely include a minimum of two table top exercises (TTX), and a continuation of the yearly Emergency Operations Center (EOC) functional exercise
- Twice-yearly AAR/IP reviews to track corrective actions and ensure lessons learned are being trained and exercised to
- Conduct an annual MYTEP Workshop to review and confirm or adjust the identified priorities for Citywide trainings and exercises
- Regularly working with and assisting City departments to design and deliver their own trainings and exercises to their staff members

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<sup>1</sup> Baseline coursework includes: IS-100, IS-200, IS-230.d, IS-700, IS-706, IS-800, G-606, G-626E, G-775, G-191 , G-611

### Annual Training and Exercise Workshop

At the end of each calendar year, the City will conduct an annual Multi-Year Training and Exercise Workshop that will:

- Review the progress of the past year with regards to trainings and exercises
- Review the corrective actions and/or gaps found through conducted exercises and real-world incidents
- Assess, modify, or add to strategies that have been developed for the upcoming three calendar years
- Review exercise commitments that have been captured, both internally to the City and regionally, and ensure these are reflected in plans
- Input is then incorporated in the MYTEP

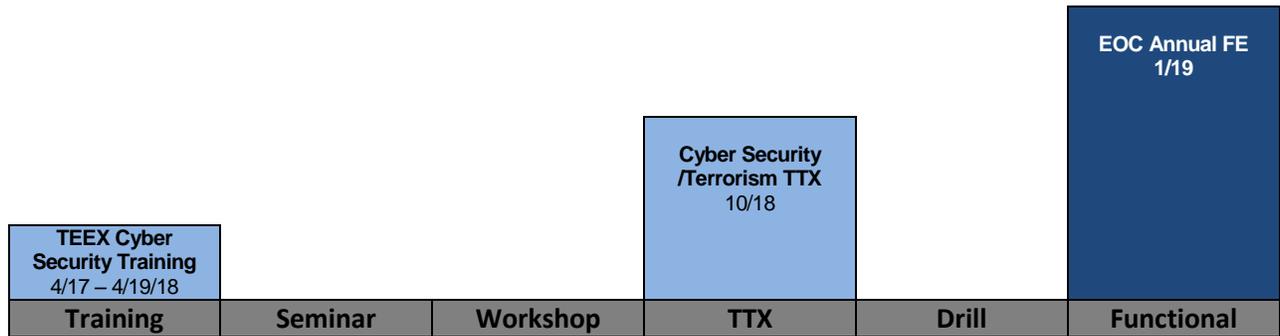
### Progressive Training and Exercise Program

In accordance with HSEEP, a MYTEP employs a building-block approach in which training and exercise activities focus on specific capabilities in a cycle of escalating complexity.

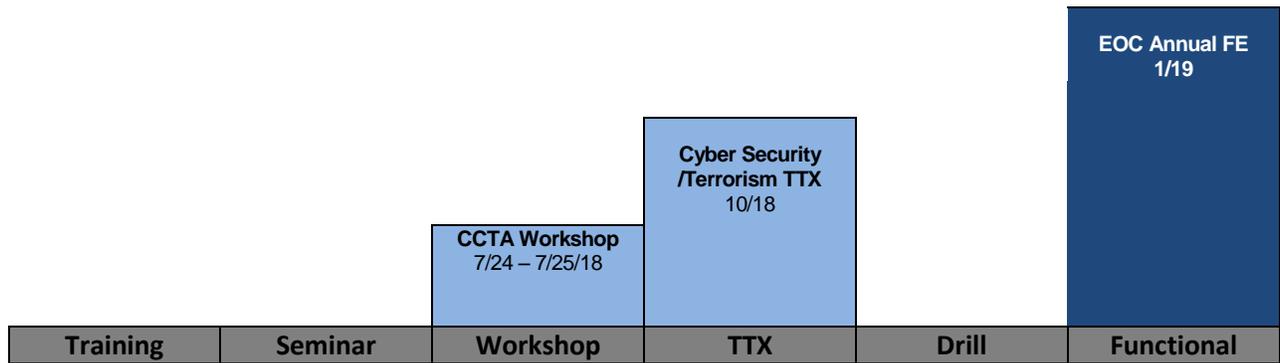


Image 1: HSEEP Building-Block Exercise Model

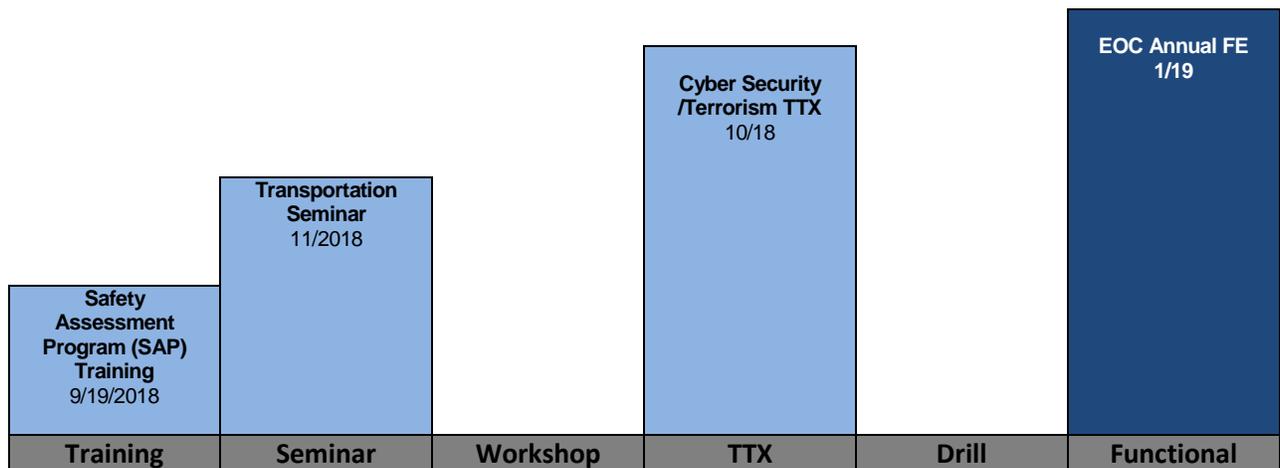
Consistent with HSEEP, the City's training and exercise program has been developed so that each core capability is first trained to before response personnel are provided instructive seminars or tabletops designed to reveal gaps between operational practice and developed plans. Finally, current plans are tested during a functional exercise. The progressive design for each of the 2018 core capabilities are listed in the tables below:



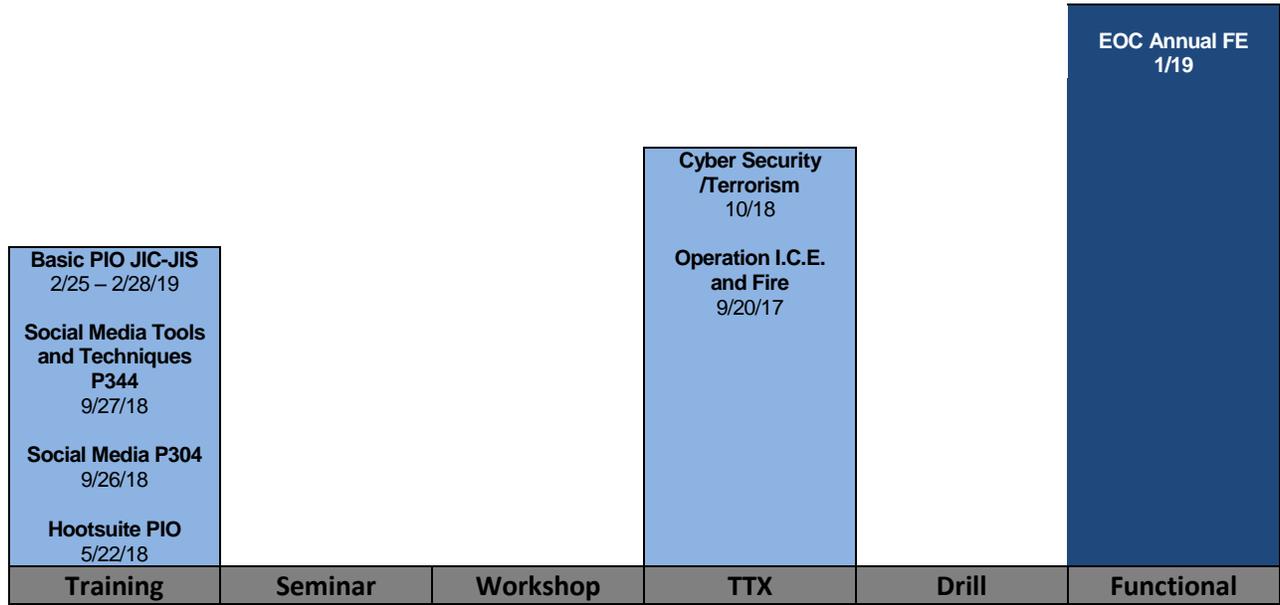
Cyber Security



Terrorism



Critical Infrastructure



Public Information and Warning

## POINTS OF CONTACT

Any questions, concerns, or inquiries regarding this MYTEP should be directed to

Robbie Spears  
City of Los Angeles Emergency Management Department  
(213) 484-4806  
robbie.spears@lacity.org

Gary Singer  
City of Los Angeles Emergency Management Department  
(213) 484-4803  
gary.singer@lacity.org