

2026-2028 Integrated Preparedness Plan

Emergency Management Division
Washington Military Department



Integrated Preparedness Plan

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Integrated Preparedness Plan

Message from the Director

To the Washington Emergency Management Community:

It is my pleasure to present the Washington Emergency Management Division's 2026-2028 Integrated Preparedness Plan (IPP). This plan represents a multi-year forecast of state-supported preparedness activities designed to build and maintain a disaster-ready and resilient Washington.

Each activity outlined in the IPP aligns with the preparedness cycle and is intended to strengthen, maintain, or further develop community core capabilities.

Developed by EMD staff in collaboration with state agencies, Tribal emergency management agencies, homeland security regions, and local emergency management agencies, this year's IPP integrates assessments, priorities, and activities from state, Tribal, and local levels to enhance our ability to respond to and recover from disasters and incidents.

The plan outlines state-supported activities and offers greater clarity on statewide preparedness efforts. I encourage you to review the activity forecasts to identify opportunities that may benefit your jurisdiction or organization. Our Preparedness Section staff stand ready to support you through the delivery of these activities, projects, and technical assistance.

Robert Ezelle
Director
Washington Emergency Management Division



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Vision

A disaster-ready and resilient Washington State.

Goal

This Integrated Preparedness Plan (IPP) aims to ensure maximum participation among mission partners and to provide effective capability support for identified preparedness gaps through planned and coordinated activities.

Purpose

The purpose of this Integrated Preparedness Plan is to incorporate the Preparedness Lifecycle through a series of programmatic activities and processes designed to strengthen preparedness across Washington State's whole community.

Scope

The scope of this plan applies to the whole community and the Washington State Emergency Management program. This includes, but is not limited to state agencies, Tribal communities, and local jurisdictions (counties or cities). This inclusive IPP serves as a functional planning document designed to build and sustain capabilities at all levels. Throughout the integrated preparedness planning process, it is essential for contributing and supporting partners to participate in the collection, interpretation, prioritization, development, and delivery of the multi-year Integrated Preparedness Plan.

Authorities

The State Exercise Program Guide is predicated on federal, state and local guidance and direction provided through laws, regulations, and guidance, including but not limited to the following:

- Revised Code of Washington (RCW) 38.52 Emergency Management
<https://apps.leg.wa.gov/RCW/default.aspx?cite=38.52>
- Washington Administrative Code (WAC) 118-30
<https://apps.leg.wa.gov/wac/default.aspx?cite=118-30>
- Homeland Security Presidential Directive/HSPD-8 – National Preparedness (2003):
<https://www.govinfo.gov/content/pkg/PPP-2003-book2/pdf/PPP-2003-book2-doc-pg1745.pdf>
- National Preparedness Goal:
<https://www.fema.gov/emergency-managers/national-preparedness/goal>
- National Preparedness System:
<https://www.fema.gov/emergency-managers/national-preparedness/system>
- Homeland Security Exercise Evaluation Program (HSEEP)
<https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>
- Comprehensive Preparedness Guide (CPG) 201, 3rd Edition:
<https://www.fema.gov/sites/default/files/2020-04/CPG201Final20180525.pdf>
- DHS/FEMA Preparedness Grants Guidance and Requirements:



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<https://www.fema.gov/grants/preparedness>

- Emergency Management Standard 2022:

<https://emap.org/index.php/what-is-emap/the-emergency-management-standard>

Assumptions

This IPP represents the collaborative efforts of all mission partners in the natural progression of the six parts of the preparedness system that support grant requirements:

- Identifying and Assessing Risk
- Estimating Capability Requirements
- Building and Sustaining Capabilities
- Planning to Deliver Capabilities
- Validating Capabilities
- Reviewing and Updating

Every mission partner is encouraged, and afforded the opportunity, to participate in the integrated preparedness planning process. State agencies, Tribal partners, Homeland Security (HLS) Regions, and local jurisdictions are responsible for reporting their respective Stakeholder Preparedness Review (SPR) gaps to ensure they are meeting the needs of their organizations and communities. For details on Core Capability Development Worksheets, please see Appendix A.

Plan Maintenance

The Washington State Emergency Management program and State Emergency Operations Center (SEOC) including Emergency and Recovery Support Functions (ESF/RSF), state agencies, Tribal emergency management agencies, HLS Regions, and local emergency management agencies, are responsible for the development and maintenance of their Integrated Preparedness Plans.

State agency, Tribal emergency management agencies, HLS Regions, and local emergency management agency IPP(s) are scheduled for evaluation during the annual SPR. An annual review and revision are conducted during Integrated Preparedness Planning Workshops (IPPWs) by state agencies (including EMD and the SEOC), Tribal emergency management agencies, HLS Regions, and local emergency management agencies prior to their annual IPP promulgation. Plan submissions, and specific requests for state support contained within IPPW worksheets, form the foundation of data collection and analysis for this plan.



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Concept of Operations

Capabilities-Based Planning – An All-Hazards Approach

The National Preparedness Goal (NPG), released in September 2015, defines the preparedness expectations of the whole community for all types of disasters and emergencies. The NPG provides a framework for establishing “a secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

This includes, but is not limited to, the following program areas:

- All-Hazards Planning
- Catastrophic Planning
- Continuity Planning
- Strategic Planning
- Continuous Improvement Program (CIP)
- Corrective Action Program (CAP)
- County Emergency Preparedness Assessment (CEPA) Program
- Radiological Emergency Preparedness Program (REPP)
- State Exercise Program
- State Training Program
- Technological Hazards Program
- Emergency Management Accreditation Program (EMAP)

The NPG identifies five Mission Areas (Prevention, Protection, Mitigation, Response, and Recovery) and 32 preparedness Core Capabilities (Appendix A) designed to assist all mission partners involved in achieving the objectives of the NPG. Each Core Capability is aligned with a specific capability target, giving mission partners flexibility in decision-making and resource allocation to deliver Core Capabilities to meet their unique needs.

The Washington State Integrated Preparedness Plan methodology organizes and prioritizes the five mission areas, 32 core capabilities, and five Planning, Organizing, Equipping, Training, and Exercising (POETE) elements for each Core Capability. This process is informed by capability gaps identified during County Emergency Preparedness Assessment (CEPA), the tri-annual Threat Hazard Identification Risk Assessment (THIRA), the annual Stakeholder Preparedness Review (SPR), After Action Report(s) and Improvement Plan(s) (AAR/IP), gap analyses, and plan reviews.



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Integrated Preparedness Process

The planning process and methodology for the annual development of mission partner and Emergency Management Division IPP(s) are conducted in four phases:

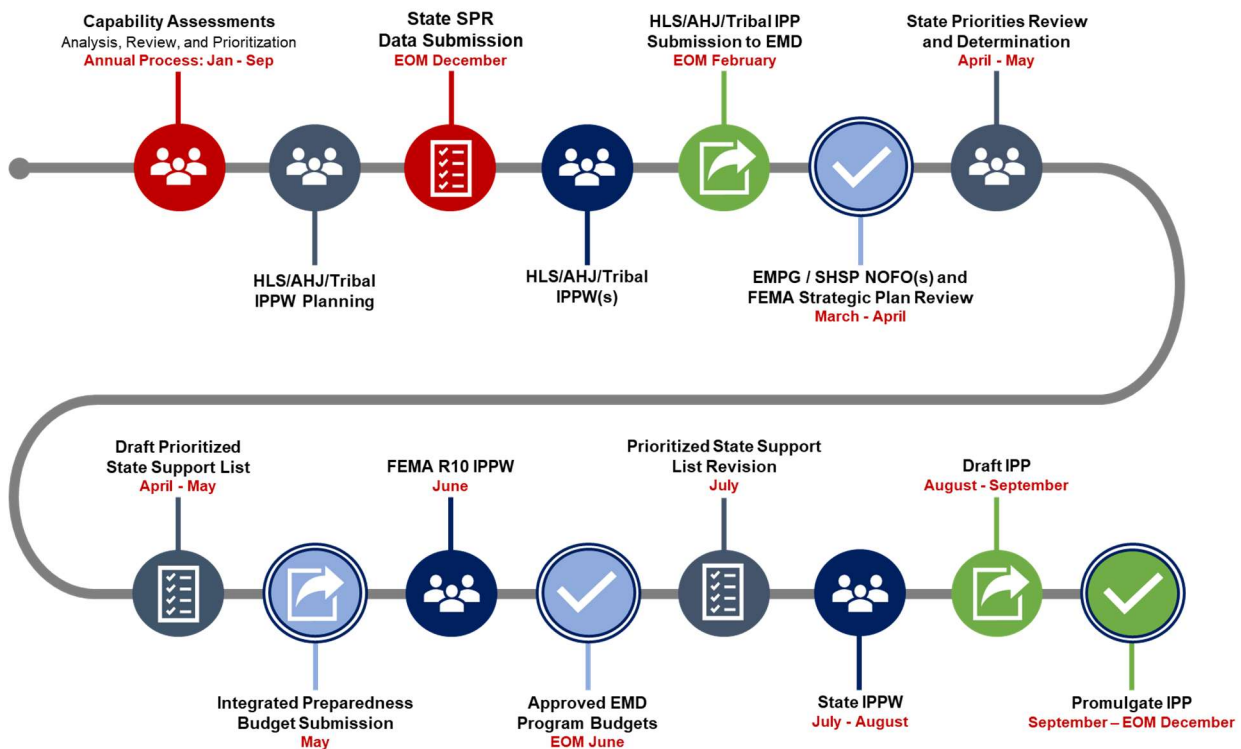
- Capabilities Assessment(s)
- Prioritization
- Integrated Preparedness Planning Workshop(s)
- Integrated Preparedness Plan(s)

For further information on the five mission areas, associated Core Capabilities, and guidance on how to effectively identify and plan to address capability gaps, please see Appendix A.

Annual Integrated Preparedness Process

The annual Integrated Preparedness Process is conducted at multiple levels: Mission Partners (e.g., state agencies, Tribal emergency management agencies, HLS Regions, and local emergency management agencies) and Washington Emergency Management Division. Using the four phases outlined above, each level conducts the Integrated Preparedness Process consistent with the timeline illustrated in the graphic and milestones below.

Annual Integrated Preparedness Process Flow





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Annual Integrated Preparedness Process Flow Milestones organized for Screen Reader Accessibility

Milestone:

1. Capability Assessments
2. HLS/AHJ/Tribal IPPW Planning
3. State SPR Data Submission
4. HLS/AHJ/Tribal IPPW(s)
5. HLS/AHJ/Tribal IPP Submission to EMD
6. EMPG / SHSP NOFO(s) and FEMA Strategic Plan Review
7. State Priorities Review and Determination
8. Draft Prioritized State Support List
9. Integrated Preparedness Budget Submission
10. FEMA Region 10 IPPW
11. Approved EMD Program Budgets
12. Prioritized State Support List Revision
13. State IPPW
14. Draft IPP
15. Promulgate IPP

Anticipated Timeline:

- January – September
- September – December
- End of Month (EOM) December
- January – February
- EOM February
- March – April
- April – May
- April – May
- May
- June
- EOM June
- July
- July – August
- August – September
- September – EOM December

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Mission Partner – Annual Integrated Preparedness Process

Phase I: Capabilities Assessment

A capabilities assessment includes a gap analysis by Mission Area, Core Capability, and POETE element, for each of the 32 core capabilities identified by FEMA. CEPA is the methodology used to collect information that informs the tri-annual THIRA and the annual SPR.

The CEPA is an assessment completed once every three years by every county in Washington State. THIRA establishes the scenarios and capability targets, which are reported in the SPR. The SPR is completed annually.

The capability assessment helps communities answer the following questions:

- What threats and hazards could affect our community?
- What impact would those threats and hazards have on our community?
- What capabilities should our community have to respond to the identified impact?

CEPA helps communities understand their risks and determine their capability level to address those risks. Information gathered through the CEPA process is reflected in the Washington State THIRA and SPR.

Phase II: Prioritization

During the capability assessment, key contributing and supporting partners (local emergency management, community partners, state agencies, Tribal partners, etc.) prioritize their relative risks and capability gaps. Mission partners must ensure that the prioritization process adequately addresses primary missions.

Phase III: Integrated Preparedness Planning Workshop(s)

The purpose of Mission Partner Integrated Preparedness Planning Workshops is to develop an Integrated Preparedness Plan for each agency, Tribe, Region, or jurisdiction.

IPPW participants should have a thorough understanding of jurisdictional or organizational preparedness factors and program requirements, including:

- Threats, Hazards, and Risks
- Capabilities, Targets, and Gaps
- Areas for Improvement
- External Sources and Requirements
- Accreditation Standards and Regulations
- Have authority to represent and make decisions for their agency or organization



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Conduct of an IPPW includes four steps:

- Identify Preparedness Priority Factors
- Establish Preparedness Priorities
- Develop a Multi-Year Schedule
- Establish Program Reporting (tracking and corrective action methodology)

Multi-Year Schedule: The IPPW promotes a collaborative review of the aggregated priorities, which are then modified and/or approved to forecast the POETE activities for the next one to three years.

- Year 1: POETE activities identified by month
- Year 2: POETE activities identified by quarter
- Year 3: POETE activities identified by year

Requests for State Support: Using the three-year forecasts, the agency, Tribe, region, or jurisdiction identifies planning, training, and exercise activities that require state support. These requests are documented on the IPPW worksheet for submission to EMD.

The EMD Preparedness Section compiles the IPPW worksheets to aggregate requests for state-supported activities for further analysis and prioritization. Prioritized activities may be approved or incorporated into resource requests for further action. The management of Planning, Training, and Exercise Programs, combined with mission partner input and senior leadership oversight, provides the methodology to sustain the activities over time.

Phase IV: Integrated Preparedness Plan (IPP)

The agency's annual Integrated Preparedness Plan is a culmination of Phases I through III and serves as a functional document to guide Planning, Organizing, Equipping, Training, and Exercise (POETE) efforts over a one-to-three-year time frame.

The IPP should be incorporated into agency and organizational strategic planning efforts and reviewed periodically by the state agency, Tribe, HLS Region, or local jurisdiction to ensure compliance with POETE activities. It should also inform and adjust priorities as needed. The goal is to publish the IPP within 90 days of completing the annual IPPW.

Emergency Management Division – Annual Integrated Preparedness Process

Phase I: Capabilities Assessment

The Capabilities Assessments, developed with mission partners through the CEPA process and SPR, result in mission partner Integrated Preparedness Plans which form the foundation for the EMD Integrated Preparedness Process. Data developed by mission partners in their IPPW worksheets will be collected and analyzed by EMD.



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Before prioritization, WA EMD will collect, aggregate, and analyze the data to develop a heat map, illustrating commonalities by state agencies, Tribes, regions, and local jurisdictions. This analysis allows for influencing the strategic statewide priorities and provides time for the state to review, evaluate, and determine resource needs to support the gaps prior to prioritization in Phase II.

Phase II: Prioritization

The projects and activities identified in the aggregated heat map will be used by the Training, Exercise, and Planning Programs to influence strategic statewide priorities and develop a prioritized list to aid in state support decision-making. Prioritization and decision-making will be guided by the following factors:

- Whether the forecasted activities fulfill the priority gaps identified through the statewide prioritization of those capabilities
- Whether the activity aligns with strategic statewide priorities
- Whether the activity aligns with FEMA national strategic plan priorities, preparedness grant funding priorities and cooperative agreements, and FEMA regional priorities
- Does the request nest within ongoing or forecasted Preparedness Section programmatic priorities or planned activities
- What resources are needed to fulfill the request for state support
- What activities can be consolidated, or collaborated on, to eliminate redundancies and efficiently utilize limited funding and resources
- Are there other agencies or programs that may be better suited to fulfill the request for state support

Aggregated data will then be shared with mission partners to ensure they understand how planning, training, and exercise priorities for the upcoming year are focused before the statewide IPPW.

Selected activities that align with available resources may be approved prior to the IPPW. Prioritized activities requiring additional resources will be used to develop programmatic requests to seek funding and resources prior to the IPPW. This will allow a more streamlined approach to decision making by reviewing requested activities against approved resources.

Phase III: Integrated Preparedness Planning Workshop(s)

The purpose of the annual Washington State Integrated Preparedness Planning Workshop is to develop an Integrated Preparedness Plan for Washington State Emergency Management Division and outline state-supported preparedness activities.

The Preparedness Section's Training, Exercise, and Planning Programs will lead the annual IPPW planning team. The IPPW planning team will support and deliver state-level workshops to



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review statewide planning, training, and exercise requests and make final support decisions. Decisions on support, timing, and location will inform development of the Integrated Preparedness Plan (IPP). The IPP will guide the state training calendar, annual exercise calendar, multi-year exercise plan, SEOC training and exercise plan and multi-year calendar, and allocation of planning technical assistance resources.

These efforts will provide further insight into mission partner priorities, gaps, and needs ensuring that projects and planned activities build and sustain statewide capabilities.

Phase IV: Integrated Preparedness Plan (IPP)

Once the statewide IPPW(s) are completed, the information is compiled by the IPPW planning team into a draft IPP. The draft IPP is collaboratively developed and incorporates activities from:

- Emergency Communications Unit
- Disaster Resilience Unit
- Operations Unit
 - Preparedness Section
 - Recovery Section
 - Response Section
 - State Emergency Operations Center

The Preparedness Section Manager, Training and Exercise Programs Supervisor, and Planning Program Supervisor will brief senior leadership, outlining how the proposed activities will address preparedness gaps over the next year. They will seek senior leadership feedback and approval of the plan. Once approved, the IPP will be shared with the emergency management program, mission partners, and the broader community.



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Appendix A:

Appendix A: Core Capabilities

The IPP process strives for maximum support for the five Mission Areas of Prevention, Protection, Mitigation, Response, and Recovery and their respective thirty-two (32) Core Capabilities. Federally developed Core Capability Development Worksheets can be found on FEMA's website: <https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities/development-sheets>

Core Capabilities

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



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Appendix B:

Appendix B: Activity Descriptions

Reference Appendix C: Activity by Core Capability, which lists the activities, projects, and supported requests for assistance identified in the 2025 SPR and the 2026-2028 IPPW through the IPP(s) and IPPW worksheets.

Table containing the legend of color-coded and alphabetic identifiers with corresponding explanations.

Identifier	Explanation
	Proposed activity timelines to address capability gaps.
	Activities with specific timelines or delivery date ranges.
S	State coordinated in-person delivery.
V	State coordinated virtual delivery.
TBD	Activities subject to scheduling and availability yet to be determined by the proponent.

State-supported activities or deliveries are coordinated, hosted, or managed by WA EMD or represent cooperative projects including technical assistance.

Training Courses

General training offerings are provided to address training gaps identified by multiple jurisdictions and will be available statewide. Local jurisdictions are encouraged to host courses to fill capability gaps as needed, provided they follow State Training Program guidance:

<https://mil.wa.gov/training-and-exercise>.

Course Naming Descriptions

National Disaster and Emergency Management University (NDEMU):

Course numbers that begin with a letter indicate the course delivery type and certification agency:

- E** Emergency Management Institute (EMI) resident courses held at the National Emergency Training Center (NETC) campus.
- G** Washington State delivered courses (field delivery)
- IS** Independent Study courses
- K** EMI resident courses held virtually
- L** EMI resident courses held offsite (local delivery)
- V** EMI resident courses held via video teleconference
- WEM** Workshop in Emergency Management



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Appendix B:

National Domestic Preparedness Consortium:

Course numbers that begin with an acronym indicate consortium delivered courses by type:

- AWR** Awareness
- MGT** Management
- PER** Performance
- ATC** Applied Technology Council

United States Fire Academy (USFA) / National Fire Academy (NFA):

Course numbers that begin with an acronym indicate consortium delivered courses by type:

- C** FESHE Initiative - recognized college courses
- F** 2-day off-campus NFA-sponsored delivery
- M** Online instructor-led delivery
- N** 6-day off-campus NFA-sponsored delivery
- O** State- and local partner-sponsored training system delivery
- P** Pilot delivery
- Q** Self-study course
- R** 10-day and 6-day on-campus delivery
- S** Virtual offering
- W** 2-day on-campus delivery
- Y** NFA-approved state-developed course delivery



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Appendix C:

Appendix C: Activity by Core Capability

Table containing data illustrating Preparedness Activities. Organized by Core Capability, activity type (planning, training, or exercise), and anticipated scheduling. Reference Appendix F: Preparedness Activities organized for Screen Reader Accessibility for a textual narrative.

Activity	2026												2027				2028
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Year
Planning																	
Planning																	
Cities of Auburn, Bainbridge Island, Bellevue, Clyde Hill, Kent, Oak Harbor, Rainier, Tacoma, Tukwila, Yakima, and Yelm CEMP Review (2025)																	
Counties of Asotin, Chelan, Clark, Cowlitz, Lewis, San Juan, and Yakima CEMP Review (2025)																	
Cities of Algona, Kirkland, Normandy Park, Pacific, Everett, Sequim, Tenino, Bucoda CEMP Review (2026)																	
Counties of Adams, King, Pierce, Skagit, Skamania, and Snohomish CEMP Review (2026)																	
Cities of Beaux Arts, Burien, Carnation, Des Moines, Issaquah, Lake Forest Park, Newcastle, North Bend, Redmond, Seattle, Shoreline, Olympia and West Pierce Emergency Management Coalition CEMP Review (2027)																	
Counties of Benton, Clallam, Franklin, Grays Harbor, Whatcom, and Whitman CEMP Review (2027)																	
Plan Maintenance Guide - EMAP																	
Training																	
G0141: Instructional Presentation and Evaluation Skills																	
G0300: ICS 300 Intermediate Incident Command System for Expanding Incidents																	
G0400: ICS 400 Advanced Incident Command System for Complex Incidents																	
G0205: Recovery from Disaster: Local Community Roles																	
G0318: Local Mitigation Planning Training																	
G0372: Flood Response Operations																	
G0418: Mass Care/Emergency Assistance Planning and Operations																	
G0489: Management of Spontaneous Volunteers in Disasters																	
G2304: Emergency Operations Center Planning Skillsets																	
L0103: Planning Emergency Operations																	
L1301: Continuity Planning																	
L1302: Continuity of Operations Program Management																	
MGT-346: EOC Operations and Planning for All-Hazards Events																	
MGT-412: Sport and Special Event Evacuation and Protective Actions																	
Public Information and Warning																	
Planning																	
State ESF 15: External Communications Update																	
Training																	
G0272: Warning Coordination																	
G0358: Evacuation and Re-Entry Planning Course																	
L0105: Public Information Basics																	
MGT-467: Sport and Special Event Public Information and Emergency Notification																	



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Appendix C:

Activity	2026												2027				2028
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Year
Operational Coordination																	
Planning																	
State ESF 5: Emergency Management Update																	
Training																	
EMD0001: SEOC Foundations					TBD					TBD			TBD		TBD		TBD
EMD0002: SEOC Foundations for Senior Leaders								TBD							TBD		TBD
G0191: EOC / ICS Interface					TBD					TBD			TBD		TBD		TBD
G0557: Rapid Needs Assessment		TBD													TBD		
G2300: Intermediate Emergency Operations Center Functions					TBD					TBD			TBD		TBD		TBD
G2302: Emergency Operations Center (EOC) Leaders Skillset Course	S												TBD				TBD
G2306: EOC Resource Skillsets		TBD								TBD			TBD		TBD		TBD
G2308: EOC Operations and Situational Awareness Skillsets		TBD								TBD			TBD		TBD		TBD
L0101: Foundations of Emergency Management										TBD			TBD		TBD		TBD
L0110: Basic Academy Train the Trainer											TBD				TBD		TBD
L0449: Incident Command System (ICS) Curricula Train-the-Trainer										S					TBD		TBD
L0958: NIMS ICS All-Hazards Operations Section Chief Course															TBD		TBD
L0962: NIMS ICS All-Hazards Planning Section Chief Course															TBD		TBD
L0969: NIMS ICS All-Hazards Communications Unit Leader Course										TBD						TBD	TBD
MGT-456: Integration of Cybersecurity Personnel into the Emergency Operations Center for Cyber Incidents				S											TBD		TBD
AWR-345: Uncrewed Aircraft Systems in Disaster Management													TBD				TBD
Exercise																	
Columbia Generating Station Off Year Exercise																	
Columbia Generating Station ERO Drill															TBD	TBD	TBD
Columbia Generating Station HAB Combined Functional Drill (Dress Reh.)																	
Columbia Generating Station HAB Evaluated Exercise																	
Columbia Generating Station Relocation Area Drill																	
Columbia Generating Station Food Area Control Drill																	
Columbia Generating Station Relocation, Reentry, Reoccupancy, and Return (Quad R) TTX																	
Department of Energy Annual FTX																	
World Cup 2026 Lead Up: Seattle PD FSE																	
World Cup 2026 Lead Up: UCG TTX																	
World Cup 2026 King County IEMC																	
United States Coast Guard World Cup 26 Active Shooter (Ferry)																	
Navy Nuclear Propulsion Program CADB																	
Navy Nuclear Propulsion Program TTX																	
EMD COOP Exercise																	
State Emergency Operation Center Credentialing Exercises																	
Intelligence and Information Sharing																	
Training																	
MGT-348: Medical Preparedness and Response to Bombing Incidents (MPRBI)				S													



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Appendix C:

Activity	2026												2027				2028
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Year
Cybersecurity																	
Training																	
MGT-303: Cybersecurity Vulnerability Assessment			TBD										TBD				TBD
MGT-452: Physical & Cybersecurity for Critical Infrastructure			TBD										TBD			TBD	TBD
AWR-136: Developing Cyber Security Resiliency for Everyone																TBD	
AWR-366: Developing a Cyber Security Annex for Incident Response																TBD	
AWR-376: Understanding Targeted Cyber Attacks			TBD										TBD			TBD	TBD
AWR-383: Cybersecurity Risk Awareness for Official and Senior Management			TBD										TBD			TBD	TBD
AWR-418: Cybersecurity Fundamentals																TBD	
PER-371: Cybersecurity Incident Response and Management																TBD	
PER-398: Cybersecurity Resiliency in Industrial Control Systems			TBD										TBD				TBD
Community Resilience																	
Training																	
MGT-414: Critical Infrastructure Resilience and Community Lifelines			TBD										TBD				TBD
Risk and Disaster Resilience Assessment																	
Training																	
MGT-315: Conducting Risk Assessments for Critical Community Assets																TBD	
Threats and Hazards Identification																	
Planning																	
Prevention / Protection Framework																	
Training																	
G0271: Hazardous Weather and Flooding Preparedness													TBD				
L0102: Fundamentals of Threats and Hazards													TBD			TBD	TBD
L0146: Homeland Security Exercise and Evaluation Program (HSEEP) Training Course			TBD			TBD			TBD				TBD			S	S
MGT-310: Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review																	TBD
AWR-407: Drone Assessment and Response Tactics																	TBD
Infrastructure Systems																	
Planning																	
State ESF 3: Public Works and Engineering Update																	
Training																	
AWR-213: Critical Infrastructure Security and Resilience Awareness			TBD														TBD
Environmental Response / Health and Safety																	
Planning																	
State ESF 10: Oil and Hazardous Materials Update																	
State ESF 11: Agriculture and Natural Resources Update																	
Training																	
ATC-20: Post Earthquake Safety Evaluation of Buildings																	TBD
P2055: Post Disaster Safety Assessments																	TBD
Fatality Management																	
Planning																	
Publish TAB E to Catastrophic Incident Annex; Fatality Management Services																	
Training																	
G0386: Mass Fatalities Incident Response Course			TBD														



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Appendix C:

Activity	2026												2027				2028
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Year
Fire Management and Suppression																	
Planning																	
State ESF 4: Firefighting Update																	TBD
Logistics and Supply Chain Management																	
Planning																	
State ESF 7: Logistics Management and Resource Support Update																	
Training																	
G0288: Local Volunteer and Donations Management																	TBD
E0967: NIMS ICS All-Hazards Logistics Section Chief Course																	TBD
Mass Care Services																	
Training																	
G0108: Community Mass Care and Emergency Assistance																	TBD
Exercise																	
Reception Care Center (EWAC)																	TBD
World Cup 2026 Lead Up: King County MCI FSE																	TBD
World Cup 2026 Lead Up: Renton MCI FSE																	TBD
Mass Search and Rescue Operations																	
Planning																	
State ESF 9: Search and Rescue Update																	
On-Scene Security, Protection, and Law Enforcement																	
Planning																	
State ESF 13: Public Safety, Law Enforcement, and Security Update																	
Operational Communications																	
Planning																	
State ESF 2: Communications Update																	
Operational Communications Assessment (OP-ASMT)																	TBD
Standard Operating Procedures/Standard Operating Guidelines/Communications Plan Review and Development (SOP-DEV)																	TBD
Training																	
G0251: WEM Amateur Radio Resources																	TBD
AUXCOM: Auxiliary Communicator																	TBD
COMT Train with the Trainer																	TBD
ITSL Train with the Trainer																	TBD
Communications Assets Survey Mapping Tool Training (CASM-TRAIN)																	TBD
Exercise																	
World Cup 2026 COMMEEX																	TBD
Public Health, Healthcare, and Emergency Medical Services																	
Planning																	
Publish TAB D to Catastrophic Incident Annex; Public Health, Healthcare, and EMS																	
State ESF 8: Public Health, Medical, and Mortuary Services Update																	
State RSF 6: Health Services Update																	
Economic Recovery																	
Training																	
G0556: Local Damage Assessment																	TBD



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Appendix D:

Appendix D: Preparedness Points of Contact

Washington Emergency Management Division Preparedness Section

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For additional contact information, please visit the [EMD Contact List](#).



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Appendix E:

Appendix E: Acronyms

Table containing the acronyms used throughout the document with corresponding explanations.

Acronym	Term
AAR	After Action Report
ATC	Applied Technology Council
CAP	Corrective Action Program
CEMP	Comprehensive Emergency Management Plan
CEPA	County Emergency Preparedness Assessment
CGS	Columbia Generating Station
CIP	Continuous Improvement Program
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CS	Community Specific (IEMC)
DHS	Department of Homeland Security
DOE	Department of Energy
EMAP	Emergency Management Accreditation Program
EMD	Emergency Management Division
EMI	Emergency Management Institute
EMPG	Emergency Management Program Grant
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FESHE	Fire and Emergency Services Higher Education Initiative
FSE	Full Scale Exercise
G	Field Delivered Course
GOV	Government
HAZMAT	Hazardous Materials
HLS	Homeland Security Region
HSEEP	Homeland Security Exercise Evaluation Program
ICS	Incident Command System
IEMC	Integrated Emergency Management Course



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Appendix E:

Acronym	Term
IP	Improvement Plan
IPP	Integrated Preparedness Planning
IPPW	Integrated Preparedness Planning Workshop
IS	Independent Study (Course)
K	Virtual Course (FEMA)
L	Locally Delivered Course (FEMA)
MGT	Management (Course type)
NDEMU	National Disaster and Emergency Management University
NIMS	National Incident Management System
NFA	National Fire Academy
PDF	Portable Document Format
POETE	Plan, Organize, Equip, Train, and Exercise
REPP	Radiological Emergency Preparedness Program
RCW	Revised Code of Washington
SEOC	State Emergency Operations Center
SPR	Stakeholder Preparedness Review
TBD	To Be Determined
THIRA	Threat Hazard Identification Risk Analysis
TTX	Table-Top Exercise
USFA	United States Fire Academy
WAC	Washington Administrative Code
WEM	Workshop in Emergency Management
WMD	Washington Military Department



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Appendix F:

Appendix F: Preparedness Activities organized for Screen Reader Accessibility

Text narrative describing Preparedness Activities. Organized by Core Capability, activity type (planning, training, or exercise), and estimated scheduling.

Planning Core Capability

Planning Activities:

- Cities of Auburn, Bainbridge, Bellevue, Clyde Hill, Kent, Oak Harbor, Rainier, Tacoma, Tukwila, Yakima, and Yelm CEMP Review (2025): Quarter 1, 2026.
- Counties of Asotin, Chelan, Clark, Cowlitz, Lewis, San Juan, and Yakima CEMP Review (2025): Quarter 1, 2026.
- Cities of Algona, Kirkland, Normandy Park, Pacific, Everett, Sequim, Tenino, Bucoda CEMP Review (2026): Quarter 1, 2027.
- Counties of Adams, King, Pierce, Skagit, Skamania, and Snohomish CEMP Review (2026): Quarter 1, 2026.
- Cities of Beau Arts, Burien, Carnation, Des Moines, Issaquah, Lake Forest Park, Newcastle, North Bend, Redmond, Seattle, Shoreline, Olympia and WPEMC CEMP Review (2027): Calendar Year 2028.
- Counties of Benton, Clallam, Franklin, Grays Harbor, Whatcom, and Whitman CEMP Review (2027): Calendar Year 2028.
- Plan Maintenance Guide – EMAP: Calendar Year 2028.

Training Activities:

- G0141: Instructional Presentation and Evaluation Skills: TBD September – November 2026; TBD Quarter 1 and Quarter 3 2027; and TBD Calendar Year 2028.
- G0300: ICS 300 Intermediate Incident Command System for Expanding Incidents: TBD February-March 2026; TBD Quarter 1 2027; and TBD Calendar Year 2028.
- G0400: ICS 400 Advanced Incident Command System for Complex Incidents: TBD September-October 2026; Quarter 2 2027; and Calendar Year 2028.
- G0205: Recovery from Disaster: Local Community Roles: TBD Calendar Year 2027; and TBD Calendar Year 2028.
- G0318: Local Mitigation Planning Training: TBD Quarter 1 and Quarter 4 2026.
- G0372: Flood Response Operations: TBD Quarter 4 2026.
- G0418: Mass Care/Emergency Assistance Planning and Operations: TBD Quarter 1 2026.
- G0489: Management of Spontaneous Volunteers in Disasters: TBD Calendar Year 2027.



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- G2304: Emergency Operations Center Planning Skillsets: TBD January-April 2026; TBD Quarter 3 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- L0103: Planning Emergency Operations: TBD September-December 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- L1301: Continuity Planning: TBD October-December 2026; TBD Quarter 3-4 2027; and Calendar Year 2028.
- L1302: Continuity of Operations Program Management: TBD October-December 2026; TBD Quarter 3-4 2027; and TBD Calendar Year 2028.
- MGT-346: EOC Operations and Planning for All-Hazards Events: Scheduled for October 2026.
- MGT-412: Sport and Special Event Evacuation and Protective Actions: Scheduled for May of 2026.

Public Information and Warning

Planning Activities:

- State ESF 15: External Communications Update: Quarter 3 2026.

Training Activities:

- G0272: Warning Coordination: TBD Quarter 4 2026.
- G0358: Evacuation and Re-Entry Planning Course: TBD Calendar Year 2027.
- L0105: Public Information Basics: TBD Quarterly 2026-2028.
- MGT-467: Sport and Special Event Public Information and Emergency Notification: April 2026.

Operational Coordination

Planning Activities:

- State ESF 5: Emergency Management Update: Quarter 1 2026.

Training Activities:

- EMD0001: SEOC Foundations: TBD May-June 2026; TBD October-November 2026; TBD Biannually 2027; and TBD Biannually 2028.
- EMD0002: SEOC Foundations for Senior Leaders: TBD June-September 2026; TBD Quarter 2-3 2027; and TBD Calendar Year 2028.
- G0191: EOC / ICS Interface: TBD May-June 2026; TBD October-November 2026; TBD Biannually 2027; and TBD Biannually 2028.
- G0557: Rapid Needs Assessment: TBD Quarter 1 2026; and TBD Calendar Year 2027.
- G2300: Intermediate Emergency Operations Center Functions: TBD May-June 2026; TBD October-November 2026; TBD Biannually 2027; and TBD Biannually 2028.
- G2302: Emergency Operations Center (EOC) Leaders Skillset Course: January 2026.



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- G2306: EOC Resource Skillsets: TBD January-April 2026; TBD October-December 2026; TBD Calendar Year 2027, and TBD Calendar Year 2028.
- G2308: EOC Operations and Situational Awareness Skillsets: TBD January-April 2026; TBD October-December 2026; TBD Calendar Year 2027, and TBD Calendar Year 2028.
- L0101: Foundations of Emergency Management: TBD September-December 2026; TBD Calendar Year 2027, and TBD Calendar Year 2028.
- L0110: Basic Academy Train the Trainer: TBD November-December 2026; TBD Calendar Year 2027, and TBD Calendar Year 2028.
- L0449: Incident Command System (ICS) Curricula Train-the-Trainer: October 2026; TBD Calendar Year 2027, and TBD Calendar Year 2028
- L0958: NIMS ICS All-Hazards Operations Section Chief Course: TBD Calendar Year 2027.
- L0962: NIMS ICS All-Hazards Planning Section Chief Course: TBD Calendar Year 2026.
- L0969: NIMS ICS All-Hazards Communications Unit Leader Course: TBD September-December 2026; TBD Quarter 4 2027; and TBD Calendar Year 2028.
- MGT-456: Integration of Cybersecurity Personnel into the Emergency Operations Center for Cyber Incidents: April 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- AWR-345: Uncrewed Aircraft Systems in Disaster Management: TBD September-December 2026; and TBD Calendar Year 2028.

Exercise Activities:

- Columbia Generating Station Off Year Exercise: Quarter 1 2027.
- Columbia Generating Station ERO Drill: June 2026; August 2026; October 2026; TBD Quarterly 2027; and TBD Quarterly 2028.
- Columbia Generating Station HAB Combined Functional Drill (Dress Reh.): February 2026.
- Columbia Generating Station HAB Evaluated Exercise: March 2026.
- Columbia Generating Station Relocation Area Drill: TBD Quarter 4 2026; and TBD Calendar Year 2028.
- Columbia Generating Station Food Area Control Drill: TBD Quarter 3 2026; TBD Quarters 3-4 2027; and TBD Calendar Year 2028.
- Columbia Generating Station Relocation, Reentry, Reoccupancy, and Return (Quad R) TTX: TBD Calendar year 2028.
- Department of Energy Annual FTX: April 2026; Quarter 2 2027; and Quarter 2 2028.
- World Cup 2026 Lead Up: Seattle PD FSE: TBD January-April 2026.
- World Cup 2026 Lead Up: UCG TTX: TBD January-April 2026.
- World Cup 2026 King County IEMC: January 2026.
- United States Coast Guard World Cup 26 Active Shooter (Ferry): TBD January-April 2026.
- Navy Nuclear Propulsion Program CADB: TBD Annually 2026-2028.
- Navy Nuclear Propulsion Program TTX: TBD Annually 2026-2028.



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- EMD COOP Exercise: TBD October-November 2026; TBD Quarter 4 2027, and TBD Calendar Year 2028.
- State Emergency Operation Center Credentialing Exercises: TBD Quarterly 2026-2028.

Intelligence and Information Sharing

Training Activities:

- MGT-348: Medical Preparedness and Response to Bombing Incidents (MPRBI): April 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.

Cybersecurity

Training Activities:

- MGT-303: Cybersecurity Vulnerability Assessment: TBD January-April 2026; TBD Quarter 4 2026; and TBD Calendar Year 2028.
- MGT-452: Physical & Cybersecurity for Critical Infrastructure: TBD January-April 2026; TBD Quarter 4 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- AWR-136: Developing Cyber Security Resiliency for Everyone: TBD Calendar Year 2027.
- AWR-366: Developing a Cyber Security Annex for Incident Response: TBD Calendar Year 2027.
- AWR-376: Understanding Targeted Cyber Attacks: TBD January-April 2026; TBD Quarter 4 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- AWR-383: Cybersecurity Risk Awareness for Official and Senior Management: TBD January-April 2026; TBD Quarter 4 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- AWR-418: Cybersecurity Fundamentals: TBD Calendar Year 2027.
- PER-371: Cybersecurity Incident Response and Management: TBD Calendar Year 2027.
- PER-398: Cybersecurity Resiliency in Industrial Control Systems: TBD January-April 2026; TBD Quarter 4 2026; and TBD Calendar Year 2028.

Community Resilience

Training Activities:

- MGT-414: Critical Infrastructure Resilience and Community Lifelines: TBD January-April 2026; TBD Quarter 4 2026; and TBD Calendar Year 2028.

Risk and Disaster Resilience Assessment

Training Activities:

- MGT-315: Conducting Risk Assessments for Critical Community Assets: TBD Calendar Year 2027.



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Threats and Hazards Identification

Planning Activities:

- Prevention / Protection Framework: Quarter 4 2026.

Training Activities:

- G0271: Hazardous Weather and Flooding Preparedness: TBD Quarter 4 2026.
- L0102: Fundamentals of Threats and Hazards: TBD September-December 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- L0146: Homeland Security Exercise and Evaluation Program (HSEEP) Training Course: TBD Quarterly 2026-2028.
- MGT-310: Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review: TBD Calendar Year 2027.
- AWR-407: Drone Assessment and Response Tactics: TBD Calendar Year 2027.

Infrastructure Systems

Planning Activities:

- State ESF 3: Public Works and Engineering Update: Quarter 2 2026.

Training Activities:

- AWR-213: Critical Infrastructure Security and Resilience Awareness: TBD January-April 2026.

Environmental Response / Health and Safety

Planning Activities:

- State ESF 10: Oil and Hazardous Materials Update: Quarter 4 2026.
- State ESF 11: Agriculture and Natural Resources Update: Quarter 1 2026.

Training Activities:

- ATC-20: Post Earthquake Safety Evaluation of Buildings: TBD May-October 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.
- P2055: Post Disaster Safety Assessments: TBD May-October 2026; TBD Calendar Year 2027; and TBD Calendar Year 2028.

Fatality Management

Planning Activities:

- Publish TAB E to Catastrophic Incident Annex; Fatality Management Services: Quarter 3 2026.

Training Activities:

- G0386: Mass Fatalities Incident Response Course: TBD Quarter 1 2026.



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Fire Management and Suppression

Planning Activities:

- State ESF 4: Firefighting Update: TBD Calendar Year 2027.

Logistics and Supply Chain Management

Planning Activities:

- State ESF 7: Logistics Management and Resource Support Update: Quarter 2 2026.

Training Activities:

- G0288: Local Volunteer and Donations Management: TBD Calendar Year 2027.
- E0967: NIMS ICS All-Hazards Logistics Section Chief Course: TBD Calendar Year 2028.

Mass Care Services

Training Activities:

- G0108: Community Mass Care and Emergency Assistance: TBD Quarter 1 2026; and TBD Calendar Year 2027.

Exercise Activities:

- Reception Care Center (EWAC): TBD Calendar Year 2028.
- World Cup 2026 Lead Up: King County MCI FSE: TBD January-April 2026.
- World Cup 2026 Lead Up: Renton MCI FSE: TBD January-April 2026.

Mass Search and Rescue Operations

Planning Activities:

- State ESF 9: Search and Rescue Update: Quarter 1 2026

On-Scene Security, Protection, and Law Enforcement

Planning Activities:

- State ESF 13: Public Safety, Law Enforcement, and Security Update: Quarter 3 2026.

Operational Communications

Planning Activities:

- State ESF 2: Communications Update: Quarter 1 2026.
- Operational Communications Assessment (OP-ASMT): TBD Calendar Year 2026.
- Standard Operating Procedures/Standard Operating Guidelines/Communications Plan Review and Development (SOP-DEV): TBD Calendar Year 2026.



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Training Activities:

- G0251: WEM Amateur Radio Resources: TBD September 2026.
- AUXCOM: Auxiliary Communications: TBD Quarter 1 2026; TBD Quarter 1 2027; and TBD Calendar Year 2028.
- COMT Train with the Trainer: TBD Quarter 4 2026; TBD Quarter 4 2027; and TBD Calendar Year 2028.
- ITSL Train with the Trainer: TBD Quarter 1 2026.
- Communications Assets Survey Mapping Tool Training (CASM-TRAIN): TBD Quarter 1 2026.

Exercise Activities:

- World Cup 2026 COMMEEX: TBD Quarter 1-2 2026.

Public Health, Healthcare, and Emergency Medical Services

Planning Activities:

- Publish TAB D to Catastrophic Incident Annex; Public Health, Healthcare, and EMS: Quarter 3 2026.
- State ESF 8: Public Health, Medical, and Mortuary Services Update: Quarter 1 2026.
- State RSF 6: Health Services Update: Quarter 1 2026.

Economic Recovery

Training Activities:

- G0556: Local Damage Assessment: TBD Quarter 4 2026.