

E/K/L0146: Homeland Security Exercise and Evaluation Program (HSEEP) Course

Appendix B: Reference Material

Date Released: January 2022



FEMA

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Exercise Evaluation Guide (EEG) Examples

EXERCISE EVALUATION GUIDE (EXAMPLE 1)

Exercise Name: Liberty County 2020 Functional Exercise

Exercise Date: September 18, 2020

Organization/Jurisdiction: Liberty County

Venue: Liberty County Emergency Operations Center

Response
<p>Exercise Objective: Demonstrate the ability of the Liberty County EOC to identify, prioritize, and coordinate required resources for addressing disaster survivor needs following a large-scale natural disaster in accordance with established plans and procedures.</p>
<p>Core Capability: Mass Care Services Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.</p>
<p>Organizational Capability Target 1: Establish staff and equip emergency shelters and other temporary housing options for an unknown number of affected residents within 24-72 hours. Provide life sustaining services with a focus on hydration, feeding and sheltering as well as support for reunification of families.</p> <p>Critical Tasks:</p> <ol style="list-style-type: none"> a. Coordinate the activities of Support Entities within ESF #6 to fulfill operational objectives. b. Direct the activities of the ESF #6 in conjunction with assistance from ESFs at the local, State, or Federal levels as applicable. c. Share ESF #6 activity information with appropriate EOC personnel. d. Prioritize ESF #6 operational strategies in alignment with the EOC and on scene objectives. e. Maintain contact with emergency shelters to coordinate ongoing operations and identify potential resource needs. f. Oversee reunification operations in coordination with Supporting Agencies. g. Ensure all appropriate and proper protocols are followed in all established emergency shelters. h. Work with community groups and existing partner agencies to identify unmet mass care needs within Liberty County. i. Provide emergency welfare assistance to eligible disaster victims within approved local, state and federal guidelines. j. Work with Child Care partners to provide emergency childcare services in Emergency Shelters. <p>Source: Hamilton County Emergency Operations Basic Plan 2018 Annex F: Emergency Support Function #6: Mass Care</p>

Organizational Capability Target	Associated Critical Tasks	Observation Notes and Explanation of Rating	Target Rating
<p>Establish staff and equip emergency shelters and other temporary housing options for an unknown number of affected residents within 24-72 hours. Provide life sustaining services with a focus on hydration, feeding and sheltering as well as support for reunification of families.</p>	<ul style="list-style-type: none"> a. Coordinate the activities of Support Entities within ESF #6 to fulfill operational objectives. b. Direct the activities of the ESF #6 in conjunction with assistance from ESFs at the local, State, or Federal levels as applicable. c. Share ESF #6 activity information with appropriate EOC personnel. d. Prioritize ESF #6 operational strategies in alignment with the EOC and on scene objectives. e. Maintain contact with emergency shelters to coordinate ongoing operations and identify potential resource needs. f. Oversee reunification operations in coordination with Supporting Agencies. g. Ensure all appropriate and proper protocols are followed in all 	<p>[Observation notes and explanation of rating]</p>	<p>[Target rating]</p>

	<p>established emergency shelters.</p> <p>h. Work with community groups and existing partner agencies to identify unmet mass care needs within Liberty County.</p> <p>i. Provide emergency welfare assistance to eligible disaster victims within approved local, state and federal guidelines.</p> <p>j. Work with Child Care partners to provide emergency childcare services in Emergency Shelters.</p>		
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Final Core Capability Rating: [Enter Rating Here]

Evaluator Information	Ratings Key
Name:	P: Performed without challenges
Email:	S: Performed with some challenges
Phone Number:	M: Performed with major challenges
Organization:	U: Unable to be performed

Ratings Definitions

Performed without Challenges (P)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
Performed with Some Challenges (S)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
Performed with Major Challenges (M)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
Unable to be Performed (U)	The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

EXERCISE EVALUATION GUIDE (EXAMPLE 2)

Exercise Name: Liberty County 2020 Functional Exercise

Exercise Date: September 18, 2020

Organization/Jurisdiction: Liberty County

Venue: Liberty County Emergency Operations Center

Response
<p>Exercise Objective: Demonstrate the ability of the Liberty County EOC to establish and maintain an accurate picture of the incident through the effective collection and distribution of information for all stakeholders following a large-scale natural disaster, in accordance with established plans and procedures.</p>
<p>Core Capability: Situational Assessment Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.</p>
<p>Organizational Capability Target 1: All emergency response agencies within Liberty County will deliver information enough to inform decision making regarding immediate lifesaving and sustaining activities to the Emergency Operations Center within 24 hours of the incident.</p> <p>Critical Tasks:</p> <ol style="list-style-type: none"> a. Collect situation information, evaluate it, and process the information for use in developing action plans and supporting documents. b. Manage the collection, processing, and analysis of information for dissemination to operational elements. c. Respond to the information requirements of assessment, response, and recovery personnel. d. Support the identification of overall priorities for emergency activities by conducting planning, research, and development of briefing materials as directed by the EOC Coordinator. e. Assist with the development of Incident Action Plans, mission assignments, and financial management. f. Collect and organize incident status and information. g. Evaluate, analyze, and display that information for use by EOC personnel. h. Gather information from damage assessment teams. i. Provide updates to the Planning Section Chief and Situation Unit Leader. j. Coordinating damage assessment map updates with the Geographic Information Systems (GIS) Unit. <p>Source(s): Hamilton County Emergency Operations Center Manual</p>

Organizational Capability Target	Associated Critical Tasks	Observation Notes and Explanation of Rating	Target Rating
<p>All emergency response agencies within Liberty County will deliver information enough to inform decision making regarding immediate lifesaving and sustaining activities to the Emergency Operations Center within 24 hours of the incident.</p>	<ul style="list-style-type: none"> a. Collect situation information, evaluate it, and process the information for use in developing action plans and supporting documents. b. Manage the collection, processing, and analysis of information for dissemination to operational elements. c. Respond to the information requirements of assessment, response, and recovery personnel. d. Support the identification of overall priorities for emergency activities by conducting planning, research, and development of briefing materials as directed by the EOC Coordinator. e. Assist with the development of Incident Action Plans, mission assignments, and financial management. f. Collect and organize incident status and information. 	<p>[Observation notes and explanation of rating]</p>	<p>[Target rating]</p>

	<ul style="list-style-type: none"> g. Evaluate, analyze, and display that information for use by EOC personnel. h. Gather information from damage assessment teams. i. Provide updates to the Planning Section Chief and Situation Unit Leader. j. Coordinating damage assessment map updates with the Geographic Information Systems (GIS) Unit. 		
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Final Core Capability Rating: [Enter Rating Here]

Evaluator Information	Ratings Key
Name:	P: Performed without challenges
Email:	S: Performed with some challenges
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Organization:	U: Unable to be performed

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Performed with Some Challenges (S)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
Performed with Major Challenges (M)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
Unable to be Performed (U)	The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

Extent of Play Agreement (XPA)

EXTENT OF PLAY AGREEMENT (EXAMPLE)

Hazardous Materials Release - Railroad FSE

June 16, 2020

Purpose

This Extent of Play Agreement (XPA) identifies the conditions that will be used to develop, conduct, control, and evaluation of the HAZMAT Release involving a railroad, full scale exercise as agreed to by all participating organizations and the Exercise Director for the State Office of Emergency Management.

**Note: This is not a legally binding document.*

Executive Summary

Utilizing the After-Action Reports and Improvement Plans from the Tabletop and Functional Exercise within this exercise series, the Office of Emergency Management (OEM) has created an Emergency Action Plan (EAP) directly related to Railway HAZMAT release incidents. The main objectives for this exercise will address alert and notification to affect populations, the ability of all stakeholders to coordinate operations and gain situational awareness; and ensure the protection of the public and the environment in the affected areas.

Identified Exercise Objectives and Capabilities

Exercise Objective	Aligned Core Capability
Test participants' ability to deliver coordinated, timely, consistent, and useful information to the public through established plans and procedures.	Public Information and Warning
Test the ability of the railroad, local emergency services, and state agencies to make required and timely notifications of a hazardous materials release involving a train derailment.	Operational Coordination
Test the ability of onsite Incident Command and participating EOCs to develop and accurate common operating picture regard the hazard, actual and potential consequences, and status of response assets to inform planning and decision-making	Situational Assessment
Test the ability of onsite Incident Command and supporting agencies to make appropriate decisions to protect the population from and contain or mitigate a hazardous material release involving chlorine and ethanol	Environmental Response/Health and Safety

Standards & References

The State Office of Emergency Management will use the following references, plans, and procedures during exercise play:

- Emergency Operations Plan/Comprehensive Emergency Management Plan

- HAZMAT Transportation Release Emergency Action Plan, DRAFT for validation

Exercise Parameters

This exercise scenario will be based on a hazardous materials train derailment incident that will take place in the evening. The exercise is scheduled for eight hours of play and will include a shift change and a press conference.

Exercise players will include County Emergency Operations Centers; local fire, EMS, and law enforcement; the railroad company; and the Environmental Protection Agency.

Exercise Participants

Participant	Exercise Role	Expected Level of Play
Name, Position, & Organization Name	Player, Observer, Media	Dates & Times of Play
<ul style="list-style-type: none"> • State EOC 	Player	Full exercise duration, 2 shifts with shift change at 8pm
<ul style="list-style-type: none"> • County EOC 	Player	Full exercise duration
<ul style="list-style-type: none"> • Local Fire Department, Station 15 	Player	Duration of HAZMAT incident
<ul style="list-style-type: none"> • Local EMS, private ambulance company 	Player	6pm to 10pm
<ul style="list-style-type: none"> • City Police Department 	Player	Full exercise duration
<ul style="list-style-type: none"> • County Sheriff 	Observer	5pm to 8pm
<ul style="list-style-type: none"> • Local News Agencies 	Players and Observers	Participate in press conference Media observation from 6pm to 8pm
<ul style="list-style-type: none"> • BNSF 	Player	Full exercise duration
<ul style="list-style-type: none"> • EPA 	Player	Full exercise duration
<ul style="list-style-type: none"> • FEMA Regional Staff 	Evaluators	Full exercise duration
<ul style="list-style-type: none"> • Federal Staff 	Controllers	Full exercise duration

Master Scenario Events List (MSEL) Example

Event	Date	Time	Inject Type	Inject Mode	Event Synopsis	From	To	Message	Expected Player Action	Exercise Objective	Notes
Number Value	Date Value	12/24 Hour Clock	Inject/Contingency Inject	In Person Phone Radio Email Fax	20 words or less summary	Agency name and any known contact info or Master Control Cell/ SimCell	Intended player (i.e., agency or individual player for whom the MSEL event is intended)	Text that serves as the implementer script for an inject	Description of what is expected to occur as a result of participant action	Align respective exercise objective	Additional notes to support development of the event
1	1/7/2021	8:00am	Inject	In Person	STARTEX	Master Control Cell	All Players	STARTEX	Players participate in exercise		
2	1/7/2021	8:01am	Inject	Radio	Central City Fire Department provides an overview of impacts in their jurisdiction.	SimCell	Red Cross	Hello, Central City FD is reporting damages from the tornado. Residential and Downtown areas were impacted by the EF-1 tornado. Central City reports 84 affected structures, with minor damage occurring to 31. Central City reports 16 affected structures. Power is out across the area. Expect increased capacity at shelters. Other critical infrastructures were not impacted. Interstate is being cleared for traffic. Request assistance.	Identify ways to address the needs and to support response.	Demonstrate the ability of Central City EOC to establish and maintain an accurate picture of the incident by effectively collecting and distributing information for all stakeholders following a large-scale natural disaster, in accordance with established plans and procedures.	
3	1/7/2021	8:02am	Inject	Radio	Central City Fire Department requests assistance conducting damage assessments (DA)	SimCell	EOC Operations Section	Hello, Central City Fire Department requests additional support from Liberty County EOC to conduct damage assessments in a timely manner as the volume of impacts to structures is overwhelming the capacity to respond. Over.	Identify resources to support.	Demonstrate the ability of Central City EOC to establish and maintain an accurate picture of the incident by effectively collecting and distributing information for all stakeholders following a large-scale natural disaster, in accordance with established plans and procedures.	

Integrated Preparedness Plan (IPP) Example



Central City and Liberty County

Integrated Preparedness Plan
Calendar Years 2021–2023

Sample Document

August 2020

INTEGRATED PREPAREDNESS PLANNING TEAM

Mary Smith
Emergency Management Director Liberty
County Emergency Management

Paul Jones
Emergency Management Director Central
City Emergency Management

Steven Banks
Liberty County
Chief Financial Officer

Anne Roberts Health
Director
Liberty County Health Department

John Gonzalez Planning
and Zoning
Assistant County Manager's Office

Jane Stanley
Liberty County
Local Emergency Planning Committee

SAMPLE

PURPOSE

The Central City/Liberty County Integrated Preparedness Plan (IPP) contains preparedness priorities, outlining steps designed to build and sustain capabilities while tailoring them to our community's unique needs. The plan provides our community with direction, accountability, and coordination. The plan's priorities encompass goals and objectives that rest primarily with the city and county partners but include collaborative steps that recognize our shared responsibility to prepare, protect, support and assist local governments, and the whole community.

Central City/Liberty County Emergency Management administers the IPP under direct coordination with the State of Columbia. All Central City/Liberty County and corresponding jurisdiction government offices follow the IPP. Private sector and volunteer organizations operating within Liberty County participated in the Integrated Preparedness Planning Workshop (IPPW) and contributed to the IPP.

This IPP lays out Central City/Liberty County's threats, hazards, and risks along with other internal and external factors which influence the preparedness priorities for CY 2021-2023. The preparedness priorities, corresponding capabilities, and rationale are included in the IPP with multi-year calendars outlining all preparedness activities.

The Central City/Liberty County IPP is designed to be a living document that will be updated and refined annually or as needed to inform the continuous improvement of our community's ability to build, sustain, and deliver capabilities.

PREPAREDNESS ACTIVITY CONSIDERATIONS

The Central City/Liberty County Integrated Preparedness Plan (IPP) is a foundational document to guide successful preparedness activities related to Central City and Liberty County's capabilities for responding to, recovering from, and mitigating the effects of the threats, hazards, and risks deemed the most applicable to the area. The IPP establishes priorities and goals that will guide the city/county efforts to build, improve, and sustain capabilities across a broad range of mission areas.

Threats, Hazards, and Risks

Liberty County utilizes the Threat and Hazard Identification and Risk Assessment (THIRA) process to identify the most likely hazards that may affect Liberty County and the communities within the county. These are by no means the only possible incidents that could occur in the county. The Liberty County Emergency Management Agency (LEMA) conducts annual briefings with all county and city employees on the potential hazards and vulnerable areas of the communities within the county. Modifications are made to the THIRA based on a continued assessment of risks countywide. A specific threat analysis review occurs each year with State assistance. Some hazardous events occur on an almost annual basis; others may not occur within a lifetime. Additionally, not every hazardous event occurs with notable damage or loss of life. For this reason, hazards are assessed by comparing the experienced frequency of the event versus the potential impact that may result. Planning begins with events that are expected to challenge current County capabilities the most, while also taking into account those that occur often and have potentially high impacts on life and property, followed by those with more moderate probabilities or moderate impacts.

In 2019, Liberty County carried out a Threat and Hazard Identification and Risk Assessment (THIRA) to examine:

- What threats and hazards can affect our community?
- What the impacts of those threats and hazards would be on our community?
- What capabilities should our community have based on those impacts?
- What capabilities are needed?

The threats, hazards, and risks identified in this process for Liberty County and local jurisdictions as having the greatest impact or challenging capabilities the most are:

- Hurricane,
- Flooding,
- Tornado,
- Terrorist event including active shooter incidents,
- Cybersecurity event with effects on infrastructure, and
- Hazardous Materials transportation incident.

Capability Assessments, Corrective Actions, and Improvement Plans

Utilizing the 2019 THIRA results, Liberty County then performed a capabilities assessment to assess current capabilities against THIRA targets. Results from the SPR identified key gaps for the following capabilities:

- Public Health, Healthcare, and Emergency Medical Services (limited beds/Emergency Medical Services capability), and
- Mass Care Services.

Additionally, during the SPR, it was identified that a gap in knowledge of jurisdiction capabilities existed for:

- Hazardous materials transportation incident, and
- Cybersecurity.

During the 2018 Hurricane Cora After-Action Review (AAR) it was identified that the following Liberty County capabilities related to this event were inadequate:

- Public Information and Warning,
- Critical Transportation,
- Mass Care Services, and
- Operational Communication.

As such, an Improvement Plan from Hurricane Cora was developed and corrective actions were identified, assigned, and implemented across all elements of the Integrated Preparedness Cycle. Local hazard mitigation plans were updated, and changes will require validation during this IPP multi-year time period.

External Sources and Requirements

As a recipient of grants under the State Homeland Security Grant Program (SHSP)/Urban Area Security Initiative (UASI), current requirements include four priority areas:

- Cybersecurity,
- Soft target and crowded places,
- Information and intelligence sharing, and
- Emerging threats.

Accreditation Standards and Regulations

Liberty County has decided to utilize this multi-year cycle to prepare for Emergency Management Accreditation Program (EMAP) accreditation starting 2023. Central City and Liberty County health care organizations continue to meet applicable Joint Commission standards.

PREPAREDNESS PRIORITIES

Based on the above-mentioned considerations, Central City and Liberty County IPPW participants determined the following five priorities will be the focus for the multi-year cycle of preparedness for CY 2021-2023:

CENTRAL CITY and LIBERTY COUNTY CY 2021–2023 PREPAREDNESS PRIORITIES
<ul style="list-style-type: none"> HAZMAT – Improve Liberty County’s ability to respond to and recover from a transportation related hazardous material release.
<ul style="list-style-type: none"> Cybersecurity – Increase Liberty County’s ability to respond to and mitigate the effects of a cyber-attack causing a county-wide power outage.
<ul style="list-style-type: none"> Mass Care – Validate Liberty County’s ability to effectively manage the evacuation and sheltering of 30,000 survivors.
<ul style="list-style-type: none"> Public Information and Warning – Validate Liberty County’s ability to execute public information and warning actions in notice, and no-notice events.
<ul style="list-style-type: none"> Mass Casualty – Increase Liberty County’s capacity to respond to a mass casualty incident as a result of a terrorist event.

Priority: HAZMAT – Improve Liberty County’s ability to respond to and recover from a transportation related hazardous material release.

Predictability of a transportation hazardous material accident is uncertain; however, hazardous materials are commonly transported throughout Central City and Liberty County and beyond in quantities which, if released into the environment during an accident, could be harmful or injurious to humans, animals, property, and the economy. Frequency of a transportation hazardous-material accident ranges from ten to fifteen minor or potential incidents a year to one of major consequence every five years.

Corresponding Capabilities:

- Environmental Response/Health and Safety,
- Public Health, Healthcare, and Emergency Medical Services,
- Operational Coordination, and
- Public Information and Warning.

Rationale:

During the Stakeholder Preparedness Review (SPR) it was identified that capabilities for a hazardous materials transportation incident are largely unknown. While the likelihood for a large-scale transportation incident are low the impact could potentially be higher with existing unknown factors and lack of plan validation.

Planning Factors:

- Planned review and updates as needed to Liberty County Mutual Aid Agreements

during CY 2021; and

- Liberty County Basic Emergency Plan HAZMAT Annex is current: Planned review and update during CY 2021.

Organization and Equipment Factors:

- Liberty County 911/Emergency Communications Center has recently changed facilities and upgraded communications equipment to assist in improving operational communications (Hurricane Edward AAR). Training and drills needed on new equipment;
- Harvest Junction, Kingston, and Deep River have recently transitioned to all career fire departments; all new Fire Department members require Fire Academy courses and additional Paramedic certifications; and
- A new HAZMAT apparatus was purchased for Central City Fire Department; scheduled to be delivered December 2020 and upgraded equipment needs training.

Supporting Training Courses:

- Hazmat Technician Training,
- CAMEO, ALOHA and Marplot,
- G290 Basic Public Information,
- G2300 Intermediate EOC Functions,
- Local HAZMAT apparatus familiarization, and
- EOC Comms Equipment familiarization.

Supporting Exercises:

- Liberty County 911 communications drill,
- Mutual Aid Workshop,
- HAZMAT Transportation TTX, and
- Liberty County Full Scale Exercise in CY 2021 (4th quarter) to support mass care and evacuation.

Priority: Cybersecurity — Increase Liberty County’s ability to respond to and mitigate the effects of a cyber-attack causing a county-wide power outage.

In order to meet this growing threat, Central City and Liberty County is committed to developing cyber response capabilities in coordination with local and state partners, sharing information during an incident, raising awareness of cybersecurity, and developing public/private partnerships to better protect critical infrastructure from cyber threats.

Corresponding Capabilities:

- Situational assessment,
- Cybersecurity,
- Forensics and attribution,

- Intelligence and Information Sharing,
- Infrastructure Systems, and

- Community Resilience.

Rationale:

During the SPR a gap in capability knowledge was identified for cybersecurity. Additionally, grant requirements include cybersecurity actions be included in activities.

Planning Factors:

- Liberty County Basic Emergency Plan Cybersecurity Annex Draft: Plan review and finalization during CY 2021 based on CISA guidance and best practices; and
- Updates to Liberty County Mutual Aid Agreements, as needed.

Organization and Equipment Factors:

- Continue cyber assessment for resource determination; and
- Recently hired a new team of Liberty County cybersecurity personnel that will need training and inclusion in the Cybersecurity Annex.

Supporting Training Courses:

- AWR-136 Essentials of Community Cybersecurity;
- AWR-366-W Developing a Cybersecurity Annex for Incident Response; and
- PER-371 Cybersecurity Incident Response for IT Personnel.

Supporting Exercises:

- Cybersecurity planning workshop: Cybersecurity Annex; and
- Cybersecurity seminar: Liberty County Cybersecurity Operations.

Priority: Mass Care – Improve and validate Liberty County’s ability to effectively manage and implement the evacuation and sheltering of a population of 30,000.

Hurricane winds and major flooding may create major mass care incidents. Intensity of impact ranges with scope and location of damage.

Corresponding Capabilities:

- Public Information and Warning,
- Mass Care Services,
- On-scene Security, Protection, and Law Enforcement,
- Public Information and Warning, and
- Critical Transportation.

Rationale:

From Hurricane Cora AAR it was found that procedures were lacking for evacuating and sheltering residents; this led to confusion. Evacuation traffic control procedures were not coordinated among State police, county sheriff, and local law enforcement officials. This resulted in a traffic gridlock that delayed evacuation.

Red Cross was delayed in tasking to operate the opened shelters. Roles and responsibility around shelter management lacked training and understanding. In addition, there were no written materials available on shelter operation.

As part of the THIRA process, a new capability target was established requiring the capability to shelter up to 10% of the County population which equals 30,000.

Planning Factors:

- Liberty County Hazard Mitigation Plan recently updated;
- Liberty County Basic Emergency Plan current: Planned update during fiscal year 2022;
- Liberty County Mutual Aid Agreement; and
- Evacuation and Shelter SOP update and local validation.

Organization and Equipment Factors:

- Red Cross assigned and identified shelter operations personnel for allocated shelters;
- Shelter equipment such as AEDs have been procured and need training; and
- Planned procurement of automated shelter check-in system during CY 2021 will require training and exercise.

Supporting Training Courses:

- IS-0368: Including People with Disabilities and Others with Access and Functional Needs in Disaster Operations;
- Red Cross training for equipment and procedures;
- Vendor for automated check in system will provide training;
- Shelter manager training; and
- Evacuation procedures training.

Supporting Exercises:

- Red Cross shelter operations exercise; and
- Shelter registration drills.

Priority: Public Information and Warning – Validating Liberty County’s ability to execute public information and warning actions in notice, and no-notice events.

Liberty County experiences a wide variety of notice and no-notice emergencies. While the

occurrence of a hurricane is predictable with a large degree of certainty, Liberty County also

can experience no-notice events such as tornadoes and flooding. Therefore, public information and warning is a critical component of effective all-hazard planning.

Corresponding Capabilities:

- Public Information and Warning.

Rationale:

According to the Hurricane Cora AAR “the lack of an effective alert and warning system and procedures contributed to a majority of deaths in Central City and within Liberty County...”

Staff turnover in the Public Information Office and the emergence of additional spoken languages identified during the last census, requires a significant amount of planning and training. Rumors that occur during incidents need to be addressed in a timely and accurate manner to include multiple languages and access and functional needs considerations through all communication means.

Planning Factors:

- Liberty County Basic Emergency Plan and Communications and Warning Annexes updated; and
- Develop Public Information and Social Media communications strategies.

Organization and Equipment Factors:

- Liberty County has recently hired additionally full time Public Information staff of three and must be incorporated into the Liberty County Basic Emergency Plan and communication strategies need to be developed; and
- New Alert and Warning equipment has been purchased is scheduled to be installed 1st quarter 2021.

Supporting Training Courses:

- MGT-318 Public Information in an All-Hazards Incident,
- PER-343 Social Media Engagement Strategies, and
- Alert and warning systems and equipment.

Supporting Exercises:

- Liberty County Full Scale Exercise HAZMAT 2021;
- Public Information and Warning communication strategy workshop,
- Warning and notification drills,
- Social media engagement drills, and
- Alert and Warning System Familiarization.

Priority: Mass Casualty – Increase Liberty County’s capacity to respond to a mass casualty incident as a result of a terrorist event.

Active shooter incidents have become far more common place than 5-years ago, and other terrorist incidents have the potential to create a mass casualty incident Liberty County and Central City play host annually to several large public gathering events

Corresponding Capabilities:

- Fatality Management Services,
- On-Scene Security, Protection, and Law Enforcement,
- Operational Communications,
- Public Health, Healthcare, and Emergency Medical Services, and
- Situational Assessment.

Rationale:

Grant requirements include soft targets and crowded places and emerging threats.

Planning Factors:

- A recent Joint Counterterrorism Workshop (JCTAWS) identified that law enforcement strategies needed to be adjusted and response coordination improved;
- Terrorism response annex will be a large focus in the review of the Emergency Ops Plan update 2022 and the development of MCI Annex; and
- Mutual Aid Agreement.

Organization and Equipment Factors:

- During a previous active shooter exercise, it was identified in the AAR that many Liberty County jurisdictions would not have enough ambulances for a mass casualty incident and therefore needed a mutual aid agreement with neighboring jurisdictions.

Supporting Training Courses:

- PER-275-1 Law Enforcement Active Shooter Emergency Response Train-the-Trainer,
- PER-335 Critical Decision Making for Complex Coordinated Attacks,
- MGT-901 Healthcare Leadership for Mass Casualty Incidents, and
- PER-902 Hospital Emergency Response Training for Mass Casualty Incidents.

Supporting Exercises:

- Response coordination workshop, and
- Complex Coordinated Terrorist Attack Functional Exercise to be held in CY 2022.

PROGRAM REPORTING

By continuously monitoring improvement actions, Liberty County/Central City utilizes a semi-annual reporting cycle to periodically examine capabilities for accuracy and effectiveness to plan and exercise against the threats, hazards, and risks facing our community and can inform future Integrated Preparedness Cycle activities.

Liberty County jurisdictions will use the following actions as a part of program reporting procedures:

- Liberty County Emergency Management Corrective Action Program, overseen by the Deputy Emergency Management Director, will compile and record areas for improvement, lessons-learned, and potential best practices identified from exercises and real-world incidents;
- Identify which actions are needed to address areas for improvement using the following questions:
 - What changes need to be made to plans and procedures?
 - What changes need to be made to organizational structures?
 - What changes to equipment or resources are needed?
 - What training can be leveraged to increase knowledge?
- Align actions to capabilities to allow for the measurement of the effect on corresponding capabilities;
- Prioritize and assign SMART corrective actions to one primary stakeholder to the greatest extent possible; and
- All corrective actions will be tracked and reported on in a summary report provided to Liberty County/Central City senior leaders and applicable stakeholders on a semi-annual basis.

MULTI-YEAR INTEGRATED PREPAREDNESS SCHEDULE

Integrated Preparedness Schedule Q1 Y1 2021

Note: This example is for only one quarter within a large, multi-year schedule.

January 2021

Activity	HAZMAT	Cybersecurity	Mass Care	Public Information & Warning	Mass Casualty
Plan					
Organize	Initiate Career FD member hiring actions				
Equip	Install 911 comms equip upgrade				
Train	911- upgrade familiarization	AWR 366	Shelter Registration training		PER-275
Exercise					

February 2021

Activity	HAZMAT	Cybersecurity	Mass Care	Public Information & Warning	Mass Casualty
Plan	Initiate HAZMAT Mutual Aid review	Initiate Cyber Annex Review			
Organize					
Equip				Install Alert & Warning software	
Train	HAZMAT apparatus familiarization			Alert & Warning software familiarization	MGT-901
Exercise			Shelter registration Drill	Alert & Warning Drill	

March 2021

Activity	HAZMAT	Cybersecurity	Mass Care	Public Information & Warning	Mass Casualty
Plan					
Organize					
Equip					
Train		PER 371	Red Cross training		PER-335
Exercise	Joint 9-1-1- and A& W Drill: HAZMAT			Joint 9-1-1- and A& W Drill: HAZMAT	

After-Action Report/Improvement Plan Example

Central City EOC Exercise

After-Action Report/Improvement Plan

January 21, 2022

Example

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EXERCISE OVERVIEW

Exercise Name	Central City EOC Exercise
Exercise Dates	January 10-11, 2022
Scope	This exercise is an operations-based exercise, planned for four hours at Central City Department of Emergency Management State CC EOC. Exercise play is limited to CC EOC Operations.
Mission Area(s)	Response
Core Capabilities	<ul style="list-style-type: none"> • Public Health, Healthcare & Emergency Medical Services • Situational Assessment • Operational Coordination
Objectives	<ul style="list-style-type: none"> • Demonstrate the abilities of the CC OEM Staff to correctly receive and process request for medical assistance from local jurisdictions. • Activate the CC EOC in a timely manner. Receive and send accurate information throughout the exercise.

Threat or Hazard	Flood
Scenario	At 08:00 January 10, 2022, the USACE advises the ARCC the Central City River had rapidly risen to the level of 22 feet above flood stage in various counties.
Sponsor	Central City Department of Emergency Management
Participating Organizations	<p>Central City Department of Emergency Management Central City Department of Health Central City Geological Survey Central City Highway & Transportation Department</p>
Point of contact	<p>David Jones, Director OEM davidjones@cc.gov</p>

ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Demonstrate the abilities of the CC OEM Staff to correctly receive and process request for medical assistance from local jurisdictions.	Public Health, Healthcare, & Emergency Medical Services	P			
Activate the CC EOC in a timely manner. Receive and send correct accurate information throughout the exercise.	Operational Coordination		S		
<p>Ratings Definitions:</p> <ul style="list-style-type: none"> • Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. • Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Demonstrate the abilities of the CC OEM Staff to correctly receive and process request for medical assistance from local jurisdictions.

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Public Health, Healthcare, & Emergency Medical Services

The full capability level can be attributed to the following strengths:

Strength 1: Logistics Staff assigned RFA's to the proper ESF in a timely manner.

Strength 2: Logistics ensured all RFA's had complete and accurate information before assigning to the ESF's.

Activate the CC EOC in a timely manner. Receive and send correct accurate information throughout the exercise.

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Operational Coordination

The partial capability level can be attributed to the following strengths:

Strength 1: The transition from the ARCC to the CC EOC happened efficiently.

Strength 2: CC OEM staff and ESF's were notified in a timely manner of the CC EOC activation.

Areas for Improvement

Area for Improvement 1: Event Managers need to provide their direct contact information to their jurisdictions for faster and more efficient response.

Reference: State EOC Positional Handbook

Analysis: Event Managers failed to provide their direct contact information to the jurisdictions.

Area for Improvement 2: Event Managers need to follow up with the jurisdictions on resource request statuses and any additional information needed.

Reference: State EOC Positional Handbook

Analysis: Event Managers failed to follow up with the jurisdictions to inform them of the status of their requests and gather any additional information needed to process the request.

Area for Improvement 3: Event Managers need to ensure they are gathering all relevant information needed for an RFA.

Reference: State EOC Plan

Analysis: An Event Manager left out all relevant information for the request causing uncertainty of the request being a part of the actual EOC incident and causing them to be reassigned to the ARCC.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Central City OEM as a result of the Central City EOC Exercise conducted January 10-11, 2022.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination	1. Event Managers need to provide their direct contact information to their jurisdictions for faster and more efficient response.	Enhance training to ensure Event Managers understand that they need to provide their direct contact information to the jurisdictions to provide a more effective and timely response.	Training	CC OEM Operations	Mary Smith	May 4, 2022	Ongoing
Operational Coordination	2. Event Managers need to follow up with the jurisdictions on resource request statuses and any additional information needed.	Enhance training on the importance of providing status updates on requests and gathering all appropriate information to be able to efficiently fill the request.	Training	CC OEM Operations	Mary Smith	May 11, 2022	Ongoing

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Operational Coordination	3. Event Managers need to ensure they are gathering all relevant information needed for an RFA.	Enhance training on the importance of putting all relevant and key information into the RFA.	Training	CC OEM Operations		May 18, 2022	Ongoing
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APPENDIX B: EXERCISE PARTICIPANTS

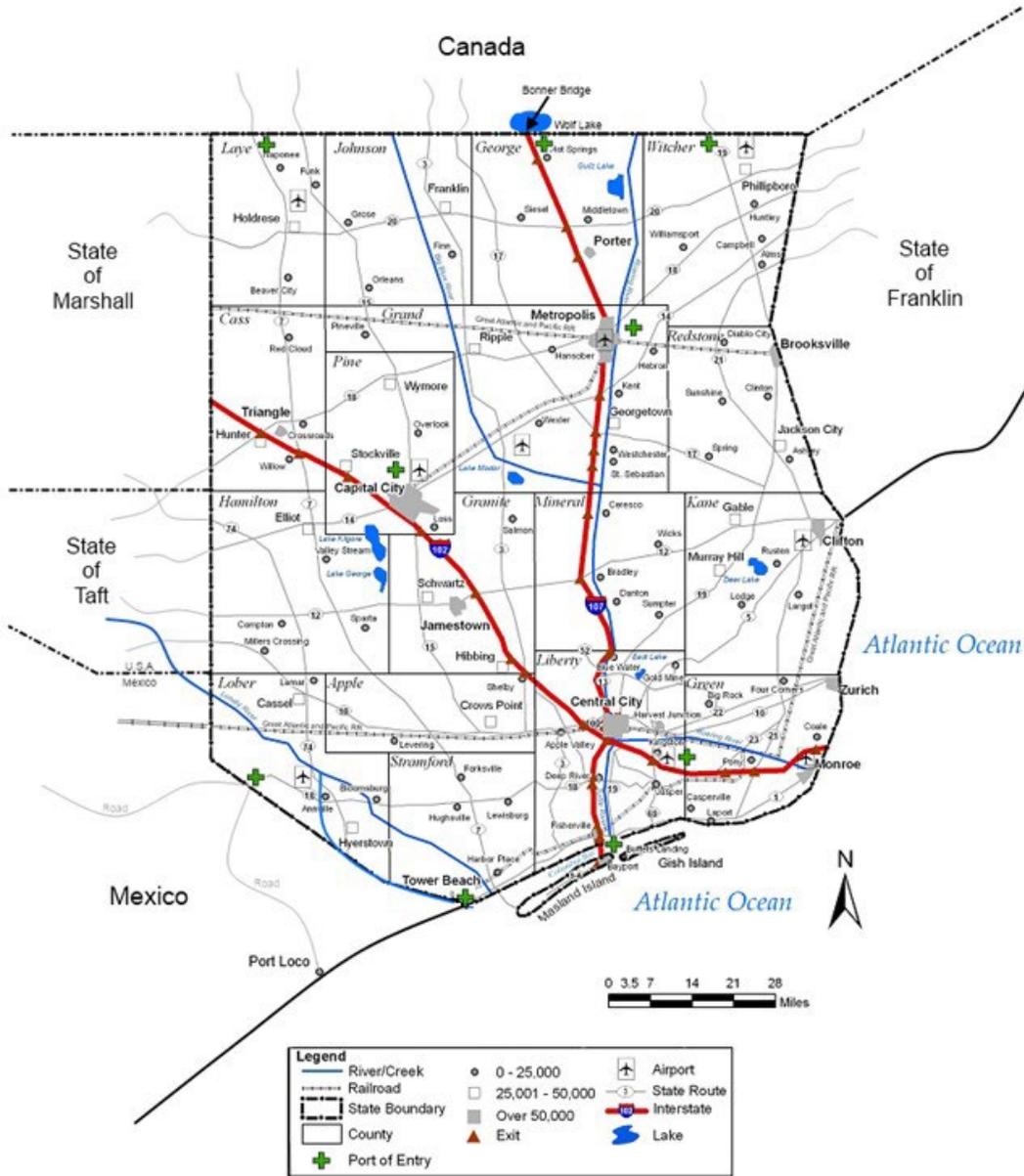
Participating Organizations
State
Central City Department of Emergency Management
Central City Department of Health
Central City Geological Survey
Central City Highway & Transportation Department
Central City Public Service Commission
Department of Information Systems

Acronyms

Acronym	Definition	First Appearance in Module
AAM	After-Action Meeting	6
AAR	After-Action Report	1
AAR/IP	After-Action Report/Improvement Plan	1
C&O	Concept and Objectives	3
C/E	Controller/Evaluator	3
CDP	Center for Domestic Preparedness	1
COSIN	Control Staff Instructions	3
EEG	Exercise Evaluation Guide	1
FEMA	Federal Emergency Management Agency	1
FOUO	For Official Use Only	3
FPM	Final Planning Meeting	3
GIS	Geographic Information System	3
HazMat	Hazardous Materials	3
HSEEP	Homeland Security Exercise Evaluation Program	1
IP	Improvement Plan	1
IPM	Initial Planning Meeting	3
IPP	Integrated Preparedness Plan	1

Acronym	Definition	First Appearance in Module
IPPW	Integrated Preparedness Planning Workshop	1
MPM	Mid-Term Planning Meeting	3
MSEL	Master Scenario Events List	3
NPS	National Preparedness System	1
NTED	National Training and Exercise Division	1
POC	Point of Contact	3
SMART	Specific, Measureable, Achievable, Relevant, and Time-Bound	3
SME	Subject Matter Expert	3
THIRA	Threat and Hazard Identification and Risk Assessment	2
VIP	Very Important Person	3

State of Columbia Map



State of Columbia

Vital Statistics

Population (Based on 2020 Census) 2,694,412

Households.....
1,197,516

Under 18
25.3%

Over 65
13.4%

Median age31.2
years

Birth rate per 1,000
14.8%

Death rate per 1,000
..... 8.8%

Major Landmarks

Triangle Cattle Yard

- Built in 1908 as a depot for getting cattle to the market
- Now open for tours about the history of the cattle industry

Lamar Courthouse State Historic Park

- Oldest territorial courthouse in the State
- Now a State park and museum with exhibits and artifacts from Lamar’s colorful past

Hayward State Park

- Large surfing attraction
- Draws visitors from around the world

Quick Facts

State Bird

- Cardinal

State Flower

- Scarlet Carnation

State Tree

- Pine

State Motto

- *Potentia Unius* – The Power of One

Normal Temperatures

- Mean temperature 72.8°F
- Coldest month January/60.9°F
- Hottest month August/82.5°F

Rainfall

- Mean rainfall 48.35 inches
- Driest monthDecember/2.3 inches
- Wettest month June/7.35 inches

Government Branches

- Executive – Governor and Lt. Governor
- Legislative – 40-person Senate and 80-person House of Representatives
- Judicial – State Supreme Court

Size

- 62,000 employees at State, county, and local levels

Economy

Agriculture

- Poultry
- Cattle and calves

Gold Mine

- Founded in the 1859 gold rush
- Restored town and mine offers visitors a glimpse into the past with reenactments and daily life in 1859

Van Deusen Park and Campground

- Recreational area with water sports, hiking, and nature watching

Geography

Highest Point

- Liberty Plateau (Price Point), 1,200 feet

Lowest Point

- Sea Level, Liberty County

- Greenhouse, nursery, and sod products

Manufacturing

- Motor vehicles and other transportation equipment
- Textiles
- Chemicals, petroleum, natural gas

State of Columbia

Columbia is a hub of economic and cultural growth in the United States. The capital, Capital City, was founded in 1830 as a trading post. The capital of the State was moved there after the original capitol building in Central City was destroyed in a flood in 1902. A wide range of activities takes place in the State, which vary based on geography and climate. Although Capital City is the focal point for government, Central City is the more prominent focal point where a large seaport and industrial market promote a great deal of trade.

The State consists of 17 distinct counties. The northernmost counties are George, Johnson, Laye, and Witcher, while the southernmost county is Stramford, which lies on the boundary between the United States and Mexico. Also within the State boundary lays the Great Americana Valley Nation, which is independently governed by a confederation of Roaring River Tribal Community. This land was ceded to the tribal governmental body in the late 1800s, but the county lines remain from the constitutional foundation in 1818, and land-use agreements have been in place between the counties affected and the Nation ever since.

Training and Exercises

The State exercise program has been very proactive in attempting to coordinate exercise grant funding across multiple districts and varying resource needs. Both Capital City and Central City are part of the Urban Area Security Initiative (UASI) grant program. The counties in the State have had varying levels of success in organizing effective exercise programs, but recent efforts to reorganize the State's program have made vast improvements in capability and effectiveness. Per order of the Governor's Office, via the State Division of Disaster and Emergency Services,

all local and county jurisdictions within the State must conform to the National Incident Management System (NIMS), the Incident Command System (ICS), and the Homeland Security Exercise and Evaluation Program (HSEEP).

The State has been included in recent National Level Exercises (NLEs). State initiatives to develop interoperable communication networks across jurisdictions are meeting with increased success and a statewide intelligent traffic management system is in place to warn motorists of potential issues on the roadways.

City of Clifton/Kane County Culture and Entertainment

Vital Statistics/City of Clifton

Population (Based on 2020 Census) 60,000

Households.....
18,333

Under 18
26.8%

Over 65
17.4%

Median age 36.8
years

Birth rate per 1,000
..... 12%

Death rate per 1,000
5.25%

Vital Statistics/Kane County

Population (Based on 2010 Census).75,000

Households.....
31,665

Under 18 27.8%

Over 65 17.7%

Median age 36 years

Birth rate per 1,000 . .11.1%

Death rate per 1,000 6.5%

Chamber-Sponsored Events

- Late Winter Expo March
- Annual Golf Tournament..... April
- Spring Fling April
- Fourth of July Celebration July 4
- Clifton Reunion Weekend October
- Annual Holiday Parade December
- Holiday Arts and Craft ShowDecember

Public Library

- Founded 1890, opened 1902
- More than 250,000 books, records, periodicals, pictures, microfilms, videotapes, slides, and the Computer Resource Center
- Located in downtown Clifton

History Museum

- Founded 1978
- Located in the Old Courthouse
- Dedicated to the rich history of Clifton

Schools in Kane County (includes Clifton)

- 12 elementary 7,828 students
- 6 junior and 6 senior high.....11,160 students

Quick Facts

Business – Major Area Employers

- City of Clifton 630
- Kane County Memorial Hospital ... 500
- Harvest Junction Community Hospital.....200
- Mal-Mart 480

Major Landmarks

- Hometown Depot 135
- Public School System 742
- Government 2,021

Clifton Regional Airport

- Daily flights to Liberty International, Atlanta, and Cincinnati

Beaches

- Numerous beaches along the Atlantic Ocean seashore

Deer Lake

- Recreational area with camping, fishing and hiking

Normal Temperatures

- Mean temperature 72.8°F
- Coldest month January/60.9°F
- Hottest month August/82.5°F

Law Enforcement and Security Resources

- 28 uniformed police/security members
- 5 support staff Participant:

Rainfall

- Mean rainfall 28.35 inches
- Driest monthDecember/2.3 inches
- Wettest month April/5.35 inches

Emergency Management

Clifton Fire and Rescue

- 6 fire/ambulance stations
- 80 uniformed service members –
- Pumper Trucks
 - 6 Type II
 - 4 Type III
- Ladder Trucks
 - 2 Type I
 - 4 Type II
- Emergency Medical Services (EMS)
 - 8 Type III basic life support (BLS) ambulances

Clifton Law Enforcement and Security Resources

- 80 uniformed police/security members
- 28 support staff

Kane County (outside of Clifton) Fire and Rescue

- 8 fire/ambulance stations
- 80 paid volunteer firefighters and EMTs (paid by call)
- Pumper Trucks
 - 8 Type II
 - 4 Type III
- Ladder Trucks
 - 4 Type I
 - 6 Type II
- EMS
 - 6 Type III BLS ambulances

City of Clifton/Kane County

You are the newly organized exercise planning team for Kane County, including the City of Clifton. Kane County is less than 600 square miles and largely devoted to ocean and agriculture operations, both large- and small-scale. A few small towns are dispersed throughout the county. These towns (Gable, Largo, and Rusten) have between 2,500 to 15,000 inhabitants. The county seat and largest city in Kane County, Clifton has approximately 60,000 residents within the city limits. The population in the city has remained relatively stable over the last few decades. Most of the local population works in the agricultural industry, fishing and coastal tourism industry. There are also a large number of employees in the government, education, and medical fields.

Capabilities

The Clifton Fire and Rescue Service comprises both the fire department and EMS, with 80 total uniformed services members. The fire department has two battalions with three stations each. Two shifts of emergency response personnel work a rotating 3-day on, 2-day off schedule. Eight fire stations in the county are supported by approximately 80 paid volunteers.

Clifton's size and location have not required an extensive police presence, and the city is served by a single station with three 8-hour shifts of police officers. The facility is co-located with the city jail and is in the center of the city, next to the courthouse. The police force has limited experience with emergency operations and response outside the exercises run by the Local Emergency Planning Committee (LEPC) and the Kane County Memorial Hospital. Explosive Ordinance Disposal (EOD) resources have not been required in the area, but Memorandums of Agreement (MOAs) are in place with nearby communities to respond to these types of incidents,

should they occur. The county does have a 12 person Special Response Team (SRT) that is a joint city/county team.

Kane County Memorial Hospital is a level IV facility with 96 beds and emergency room (ER) services. Severe trauma patients are typically transported to more advanced care facilities in other jurisdictions. There are no decontamination or isolation facilities in the hospital. Gable and Largot have medical clinics. Other health and medical providers in the county include a hospice center, several Long-Term Care (LTC) facilities, Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/IID), and Home Health Agencies.

The small county public health office has limited experience with emergency operations beyond those conducted with the Kane County Memorial Hospital. Through these exercises new relationships are being developed with the local medical community to support staffing the Strategic National Stockpile Points of Dispensing operations.

Public works in Clifton and Kane County are limited to heavy equipment designed for road and bridge repair. Several dump trucks are available for debris removal if they are requested, but the department of public works does not have a formal plan for response to a major disaster or terrorist attack.

Hazards and Vulnerabilities

The Local Emergency Planning Committee (LEPC) has identified potential hazard zones due to the interstate and railway that runs through the county that could be affected by a catastrophic incident. The LEPC has also identified two elementary schools and an assisted living facility that should have an emergency evacuation plan based on the railway hazard. Additionally, two of the local agricultural cooperatives have recently been cited for failing to properly maintain their facility for the types and large amounts of herbicides and pesticides stored. One facility's fire suppression system had been damaged during recent construction and never repaired.

Threats of communicable diseases are escalating as surrounding regions periodically report mumps, measles, and influenza outbreaks. The potential for an Avian Influenza A (H5N1) Virus outbreak in the poultry industry concerns many local leaders, public health workers, and poultry industry workers as "bird flu" cases have occurred from direct or close contact with infected poultry or contaminated surfaces. During recent disease related incidents, schools, local medical providers, and major employers have reported significant spikes of increased absenteeism, especially for flu-like illnesses.

With the expansion of the organic food industry, local ranchers have begun commercially producing raw milk (non-pasteurized). Ranchers have reported reduced milk production, and calves being weak at birth followed by latent infections. Consequently, public health officials are concerned about an increasing incidence of foodborne illnesses in children and older adults which constitutes nearly half of the county's population.

Training and Exercises

Exercise funding has been limited in prior years and what has been received has been centered in Clifton, which used most of the funding to maintain the training levels of local responders in Hazardous Materials (HazMat) response and awareness.

Clifton's local emergency responders have attended HazMat technician certification courses and several statewide conferences relating to HazMat response. The city's operating budget has been

insufficient to purchase enough equipment to permit the fire departments to build a functional HazMat team internally, and all previous incidents have been handled by neighboring jurisdictions.

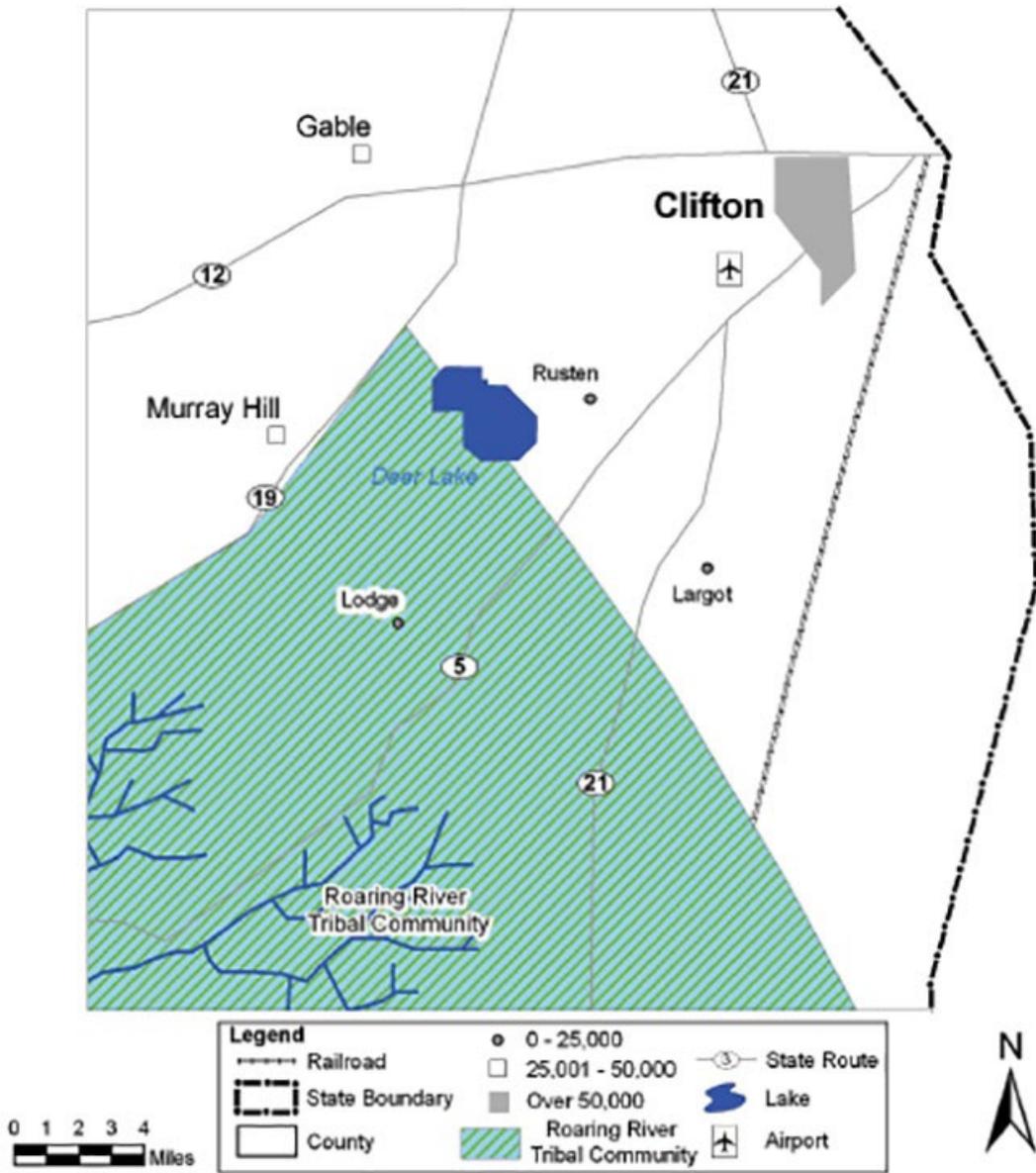
Prior exercises have not been formally provided by the county EMA but were instead developed as part of the local hospital's annual mass casualty exercises. These events have primarily focused on traumatic injuries from a nonspecific source, such as a major car accident, and have been limited to no more than 20 victims. The county has recently applied for grant money to revise the county emergency operations plan, because this issue was discussed in the past round of county commissioner elections. The incumbent lost to the challenger, largely on the issue of disaster preparedness. These new grant applications would allow the city to begin a more comprehensive, all-hazard training and exercise program.

Recent Events and Incidents

During the last hurricane season, nursing homes and long-term care facilities in the Cities of Clifton, Murray Hill, and Lodge discovered that their emergency transportation contractor had been shut down for failing to maintain safety standards which placed an extreme and unexpected burden on local and state emergency medical services. Most have replaced the vendor with another local provider, but a few have purchased their own para-transit vehicles capable of carrying between 8 and 20 passengers.

At the last Clifton Reunion Weekend, a private bus from a neighboring town carrying 23 passengers was involved in an accident requiring activation of mutual aid agreements for EMS, law enforcement, and fire/rescue, including HazMat. Several handheld radios belonging to mutual aid partners were not able to communicate with Clifton responders.

Kane County Map



Granite County

Vital Statistics

Population (Based on 2020 Census)

Population.....	130,000
Households.....	48,872
Under 18	26.3%
Over 65	14.7%
Median age	37 years
Birth rate per 1,000	12%
Death rate per 1,000	7.15%

Major Landmarks

Granite County Courthouse

- Oldest territorial courthouse in the State
- Contains a museum with exhibits and artifacts from Granite County's colorful past

Fort Leighton Museum

Culture and Entertainment

Historical Society

- Founded 1920
- Includes Jamestown Arts and Historical Museum
- Antique displays and collectibles from throughout Granite County

Public Library

- Founded 1890
- More than one million books, records, periodicals, pictures, microfilms, videotapes, slides, and the Computer Resource Center
- 12 branches and 1 book-mobile

Schools

- Elementary36
- Junior and senior high.....13
- Community college*.....1

*Granite Community college, a 2-year community college, has its main campuses Jamestown, with an extension campus at Salmon

Emergency Management

Granite County Fire and Rescue

- Six stations across two fire districts
- 130 uniformed service members

- Collections and displays of the history of the military and the southeast
- Army outpost established in 1877

Major Landmarks

Business - Major Area Employers

- Manufacturing
- Retail
- Tourism
- Labor Force.....39,262

Normal Temperatures

- Mean temperature.....61.3°F
- Coldest month.....December/37.1°F
- Hottest month.....August/83.1°F

Rainfall

- Mean rainfall.....33.2 inches
- Driest month.....December/1.97 inches
- Wettest month.....May/7.3 inches

- Pumper Trucks
 - 5 Type I
 - 6 Type III
- Ladder Trucks
 - 1 Type I
- Hazardous Materials (HazMat) Entry Teams
 - 1 Type II
- Emergency Medical Services (EMS)
 - 6 Type I advanced life support (ALS) ambulances

Law Enforcement and Security Resources

- 102 uniformed police/security members
- 15 support staff
- 1 Type III Special Response Team (SRT)

City of Clifton/Kane County

You are the exercise planning team for Granite County and the county seat of Jamestown sits approximately halfway between Capital City and Central City. The county has undergone a massive transformation in the last 50 years from a small agricultural community to an industrial

and research hub for both government and industry. The county, primarily Jamestown, enjoys a full range of well-funded emergency services because of the large tax base provided by local industry. Being centrally located between Capital City and Central City, the county serves as a major commerce conduit for the State of Columbia and this part of the country.

Capabilities

The primary focus of the fire department in Granite County has been structural fires. The Jamestown Fire Department is divided into two fire battalions. Each of these battalions has three fire companies, which serve on a rotating 72-hour shift. These stations are supported by 130 uniformed service members. Five years ago, an upswing in the drug production in the county resulted in the formation of a county HazMat team due to a proliferation of meth labs.

The law enforcement agencies in the county have been strained with fighting the drug trade that moves a large amount of illegal drugs to Central City. The county recently formed a Type III joint city/county Special Response Team (SRT) that is now a full-time unit with 25 members. The police department and sheriff's office serve on three 8-hour shifts and are supported by 100 uniformed police and security members, as well as 15 support staff members.

The Granite County Public Health Service provides limited services and has recently established a Medical Reserve Corp. Medical and non-medical volunteers have been assembled, credentialed, and have received training to support Points of Dispensing (POD) operations. Salmon Community Hospital is a Critical Access Hospital with 48 beds. Most trauma injuries are stabilized and transported to Jamestown. Granite County General Hospital (GCGH) is a 300 bed Level III trauma center. Recently purchased from the county by a for-profit health care company, the older facility has been inundated in recent years with the treatment of a growing population. The dialysis center has recently expanded to 16 treatment beds and provides para-transit shuttle services to Salmon, Schwartz and Hibbing. Other health and medical providers in the county include a home health and hospice service, two Long-Term Care (LTC) facilities, and several Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICFIDD).

Hazards and Vulnerabilities

The county has a small to medium contingent of emergency response personnel that has been well trained, but the lack of any full-time departments outside of Jamestown make response times lengthy. The volume of drugs found in raids has tripled in the last 5 years as the drug trade and smuggling industries flourish. Hazardous materials (HazMat) units in the county are required to respond to these finds, and the county has been attempting to identify alternative sources for funding these units. The operators of these facilities have also begun planting devices to harm personnel attempting to remove them. This new effort by the drug manufacturers has spawned a call for increased funding and equipment by county residents. Exercise activity has been extremely limited because of the high operational tempo of the county's first responders, and department heads have been reluctant to allow first responders to attend resident courses at the various U.S. Department of Homeland Security Training Consortium sites due to staffing needs in the county. The county's emergency plan is largely focused on weather-related events such as floods, but it has a transportation annex and a small weapon of mass destruction (WMD) annex that provides immediate shelter-in-place instructions for regional schools and a list of contact information for State emergency management officials.

The number of patients seeking treatment at GCGH for conditions ranging from common injuries and illnesses to overdoses and HazMat exposures from clandestine drug labs has

overwhelmed the hospital's ability to provide care. The hospital has contracted for the installation of a decontamination facility, but the construction has not yet begun. Two free-standing emergency clinics have requested operational licenses and building permits.

During the summer, a joint program between the state parks department and state schools for people with physical and cognitive disabilities conducts 9 weeks of summer camp activities at a park due east of Lake George (Hamilton County) north of highway 12.

Training and Exercises

Exercise funding has been increasing over the last several years, but few events have taken place because of the high operational level and real-world requirements of the county's first responders. Additional funds have been made available to fight drug trafficking, but most of this funding will be used for operations rather than exercises.

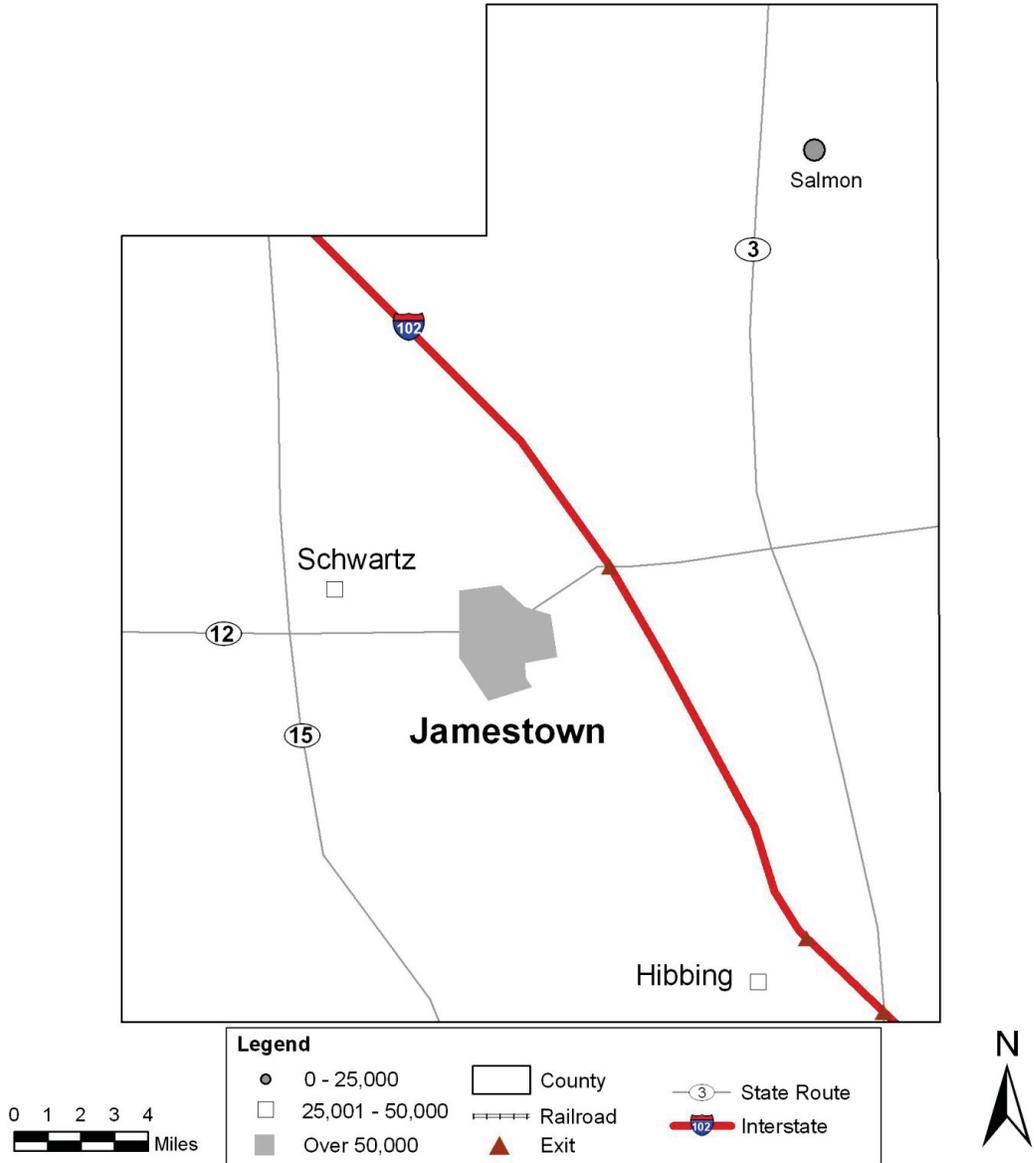
Recent Events and Incidents

A recent report by the local school district indicates a continuing rise in the number of parents registering their children with a Conscientious Objection to Immunization. On average, 6% of students missed three days or more of school last year during flu season, up from 4% the year before.

The Fort Leighton Reenactment Day demonstration terrorist explosion killed two and injured more than 60 when the black powder cache was detonated. Among the injured were several senior officers of law enforcement and fire service, members of the city council, and the EMS director. Granite County General Hospital was overwhelmed, the most severely injured were airlifted to Capital City and Central City hospitals. An anti-government group claimed credit for the attack.

The Humble Medical Laboratory Company, a public private cooperative laboratory, had an accident in which two chemicals spilled and mixed causing a strong smelling noxious gas. The gas was spread throughout the facility by the HVAC system. The laboratory facility was evacuated, and several staff were transported to the Granite County Hospital for treatment. The number of injured staff overwhelmed the ER of the hospital.

Granite County Map



Central City

Vital Statistics

Population (Based on 2020 Census) 149,000
 Households..... 60,215
 Under 18 24.2%
 Over 65 9.3%
 Median age35 years
 Birth rate per 1,000 12%
 Death rate per 1,000 5.15%

Major Landmarks

Columbia State University

- Enrollment: 15,000

Farmers A&M University

- Enrollment: 5,500

Convention Center

- Built in 1976
- 95,000 square feet of meeting space

Liberty Coliseum

- Built in 1985
- Home to The Lightening (Semi-Pro Basketball)
- Home to The Pounders (Semi-Pro Hockey Team)

Normal Temperatures

- Mean temperature 65.2°F
- Coldest month January/40.2°F
- Hottest month August/83.6°F

Rainfall

- Mean rainfall 29.38 inches
- Driest monthJanuary/2.9 inches
- Wettest month May/5.6 inches

Culture and Entertainment

Historical Society

- Founded 1830
- Includes five galleries and a library with more than 50,000 volumes

Central City Museum

- Founded 1910, opened 1916
- Serves 375,000 visitors a year, including 68,000 students
- Includes Junior Museum, Fire Museum, Planetarium, Lemon House (1880), and Liberty Farms Schoolhouse (1788)

Schools

- 11,429 students
- 2 School Districts (1 Public and 1 Private)
- Elementary 24
- Junior and senior high 12

Fluman Sloane Stadium

- Home of The Pounders (Double Affiliate/Baltimore Orioles)
- Seats 9,700

Quick Facts

Major Area Employers

- DuPont Chemical 4,243
- Columbia State University 2,062
- Columbia State Prison 1,300
- Central City Hospital 958

Emergency Management

Central City Fire Department

- 12 stations
- 300 uniformed service members
- Engines
 - 16 Type I
 - 3 Type II
 - 2 Type VI
- Ladder Trucks
 - 4 Type I
 - 2 Type II
- Fire Boats
 - 1 Type II
- Foam Tenders
 - 1 Type I
- Hazardous Materials (HazMat) Entry Teams
 - 1 Type I
- Available Liberty County Mutual Aid (11 Departments)

Public Works and Engineering

- Public Works Emergency Management Support Team
- Disaster Management Recovery Team
- Equipment Preventative Maintenance Team
- Heavy Preventative Maintenance and Repair Team

Emergency Medical Services (EMS) Managed by Liberty County Health Department

- 91 personnel
- 1 Type I Advanced Life Support (ALS) Ambulance
- 6 Type II ALS Ambulances

Law Enforcement

- Liberty County Sheriff's Department
 - 164 Sworn Officers
 - 37 Non-Sworn Staff
- Central City Police Department
 - 138 Sworn Officers
 - 45 Non-Sworn Staff
- 1 Type III Explosive Ordnance Disposal (EOD) team (Central City Police Department)
- 1 Type III Special Response Team (SRT) (Sheriff's Department)
- Columbia State Police District 2
 - 95 Sworn Officers
 - 15 Non-Sworn Staff
- Columbia State University
 - 22 Sworn Officers
 - 5 Non-Sworn Staff
- Farmers A & M University
 - 16 Sworn Officers

- 5 Type IV Basic Life Support (BLS) Ambulances
- 1 Type I Rotary Wing Aircraft

Central City

You are an exercise planning team for Central City. Your city has been the focal point for many activities after the September 11, 2001, attacks, including major terrorism investigations resulting in the arrests of dozens of suspected terror cell members. Your city has undergone a massive overhaul in its emergency response plans and has spent millions of dollars on the purchase of new first responder equipment and training in the last 2 years alone. Major events are planned in the future for your city, including a major party convention in the run up to the Presidential election and a bid for the summer Olympic Games.

The political climate within the city is rather tumultuous, with the mayor announcing that he plans to run for governor in the next term. The governor, who is of another political party, has frequent public disagreements with the mayor's policies, which draws a great deal of media attention. The political leaders of the city are jockeying to position themselves for the mayoral candidacy.

Central City is one of the oldest major cities in the State of Columbia, founded in the late 1700s. After decades of decline and disinvestment, Central City today is attracting national attention for its ongoing rebirth and renewal. Crime and unemployment are both down, achieving levels unseen in decades. Neighborhoods are witnessing a boom of housing, opportunity, and hope. Businesses are relocating and expanding. Major educational reforms are underway, as evidenced by the two universities that call Central City home. Bricks and mortar investment in Central City between 1995 and 2010 is estimated to total several hundred million dollars per square mile, approximately 12–14 billion dollars for the city as a whole. While more remains to be done, Central City is a city on the rise.

Capabilities

The Central City Fire Department is a modest size department. The department operates three shifts. The fire department typically works a 24-hours on/48-hours off shift. Support personnel are typically weekday only and work 8:00 a.m. to 5:00 p.m.

The law enforcement resources for Central City are extensive and well trained for a city of its size. There is also mutual aid support readily available from the Liberty County Sheriff's Department, the Columbia State Police, Columbia State University, and Farmers A&M University. The Central City Police Department maintains an explosive ordinance disposal (EOD) unit and the Liberty County Sheriff's Department maintains the county Special Response Team (SRT). The activities relating to special security events in the city have resulted in a force that has expertise in crowd control and response to catastrophic events, including chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE)-related incidents. The city and county both maintain three shifts per day, though 2 twelve hour overlapping shifts may be implemented for high security events.

The health and medical resources in Central City consists of a large number of volunteer and professional medical services personnel, including 4 hospitals with a combined bed capacity of

over 600 beds. These teams have been active in response to disasters. Most recently, they have responded to the crash of an airliner in a residential district on the outskirts of the city, numerous tornadoes, and the hurricanes that struck the State of Columbia, Liberty County and Central City on nearly an annual basis.

The Central City Department of Public Works has a significant amount of disaster recovery equipment including, a Public Works Emergency Management Support Team, Disaster Management Recovery Team, Equipment Preventative Maintenance Team, and a Heavy Preventative Maintenance and Repair Team. Memorandums of Agreement (MOAs) are signed with construction crews in the city indicating that equipment may be required for use by the city in a time of emergency. Liability is assumed by the city in these instances, and equipment rental and operator time is reimbursed by the city as a part of this agreement. There are a total of 339 employees in the department, including five full-time personnel that serve in the county/city joint Emergency Operations Center (EOC) when activated.

A U.S. Coast Guard (USCG) Marine Safety Unit (MSU) is located in the southern part of the county in the bay area and is responsible for response to large spills and other disasters in the region, including the Turtle River. The State of Columbia National Guard's 40th Weapons of Mass Destruction (WMD) Civil Support Team (CST) is also headquartered in the southeastern area of the county and has been responsive to city requests for support in both exercises and unknown chemical discoveries and exposures. Several other assets are located in the area, such as the 6th Rescue and Recovery Squadron, which includes lifesaving capabilities and services to civilian and military agencies.

Hazards and Vulnerabilities

Central City is close to a large, exposed coastline and is situated within approximately 2 hours driving time from two other major metropolitan areas. The city is a hub of industrial and commercial transportation and has one major airport serving national and international flights.

There is a major railway for the Great Atlantic and Pacific Railroad that passes directly through Central City and presents a hazardous material (HazMat) vulnerability due to the amount of industrial chemicals that are transported through the city on a daily basis.

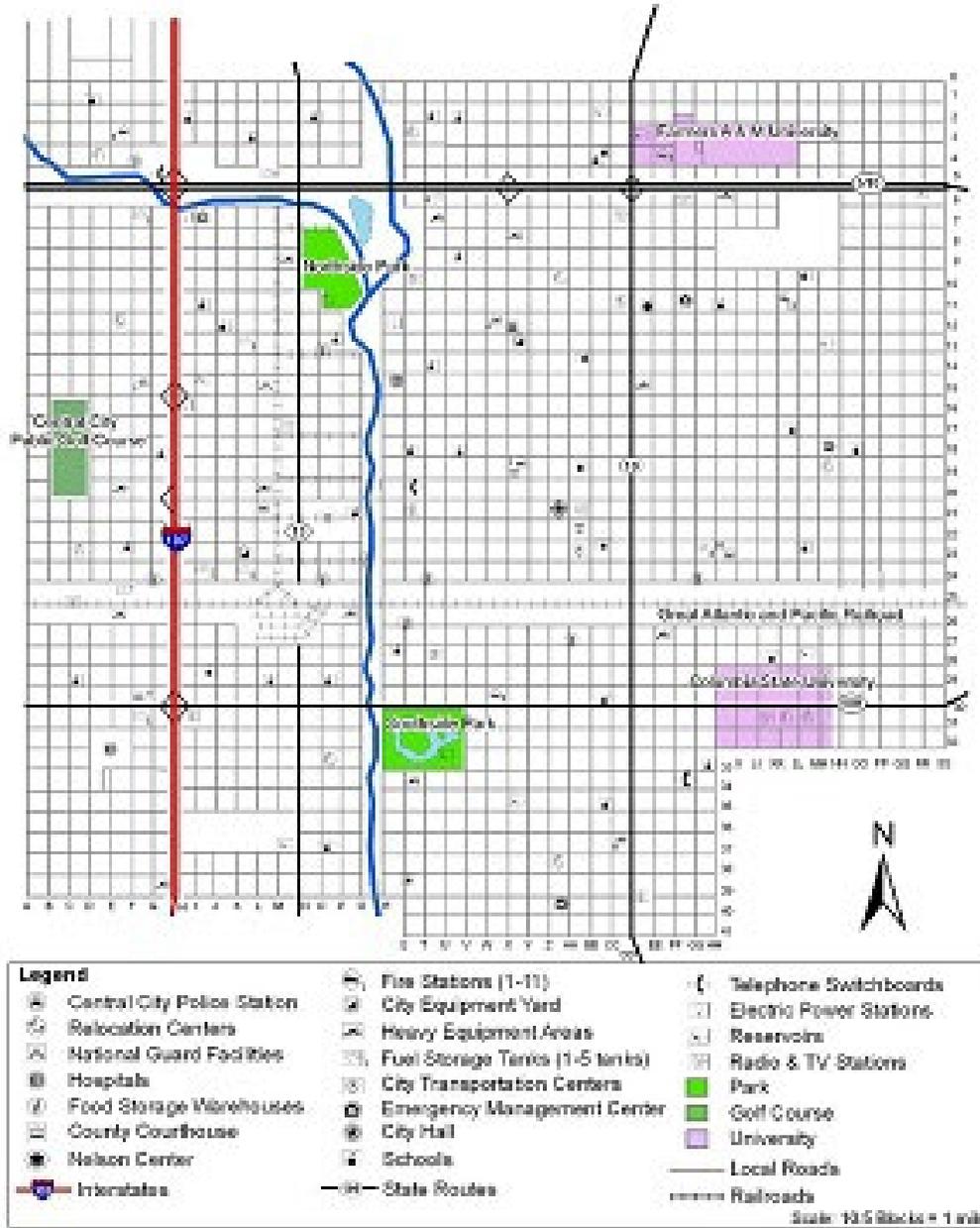
Central City has one major interstate highway that runs through the city (I-107) and another interstate highway (I-102) just to the south of the city. The Central City Light Rail System operates three car units that transport over 18,000 customers per day.

Training and Exercises

The funding stream for the city has been adequate to meet the needs of past exercises through a combination of Federal and State grants, a healthy tax base, and a budget provided by the city government.

Past exercises have included a portion of the past two National Level Exercises (NLEs), which included Federal, State, and local agencies from the county and city. However, those exercises were conducted without any significant grant funds, which limited local and State agency participation. There has also been a significant decrease in homeland security funding, which has delayed new equipment purchases. Interest in the preparedness level of the city is high due to method in which the homeland security funds within the city have been recently spent due to issues in the response to recent disasters and with an election less than two years away.

Central City



Green County

Vital Statistics

Population (Based on 2020 Census) Population

..... 196,000

Households.....

..... 31,612

Under 18

.....

17%

Over 65

.....4

%

Median age

.....36.4 years

Birth rate per 1,000

..... 11%

Death rate per 1,000

..... 5.15%

Major Landmarks

Monroe Regional Airport

- Daily flights to Liberty International, Atlanta, and Cincinnati

Beaches

- Numerous beaches along the Atlantic Ocean seashore

South Branch Train Depot Museum

- Restored depot for the Great Atlantic and Pacific Railway

Culture and Entertainment

Public Library

- Founded 1950
- More than 275,000 books, records, periodicals, pictures, microfilms, videotapes, slides, and the Information Technology Resource Center
- Four branches, three satellites, and one bookmobile

Douglas Museum

- Founded 1925
- Serves 175,000 visitors a year, including 28,000 students
- Includes Children's Science Museum, Fire Museum, Planetarium, and Natural History Museum

Schools

- Public elementary 14
- Middle and senior high 8
- Private and parochial.....4
- Total number of public school students.....14,000

Emergency Management

Monroe and Zurich Fire and Rescue

- 3 fire stations
- 102 full-time firefighters
- 12 full-time support staff
- Pumper trucks
 - 3 Type I
 - 6 Type III
- Ladder trucks
 - 3 Type II

Quick Facts

Business - Major Area Employers

- Retail, including large factory outlet mall
- Railroad
- Fishing
- Coastal Tourism

Normal Temperatures

- Mean temperature 72.8°F
- Coldest month January/60.9°F
- Hottest month August/83.5°F

Rainfall

- Mean rainfall 28.35 inches
- Driest monthDecember/2.3 inches
- Wettest monthApril/5.35 inches

- Emergency Medical Services (EMS)
 - 1 Type I advanced life support (ALS) ambulance
 - 2 Type II ALS ambulances
 - 2 Type III ALS ambulances
 - 6 Type III basic life support (BLS) ambulances

Monroe and Zurich Law Enforcement

- 125 uniformed police/security members
- 50 support staff

Green County

You are the exercise planning team for Green County, which is situated east of Liberty County and Central City along the Atlantic Ocean.

The county has historically been a railroad and fishing area with thriving fishing areas off the coast of both Monroe and Zurich. The regional airport and seasonable weather associated with a coastal area has resulted in an influx of many families seeking a home outside of large urban areas. Interstate 102 (I-102) provides a direct route to Central City and points west. As the population increases, so does the demand for resource basics, such as water treatment and schools, and less emphasis has been placed on emergency services.

Capabilities

Green County’s fire and emergency services are provided by the two major fire departments (Monroe and Zurich) and by an additional 10 volunteer fire departments across the county, including rural volunteer fire departments in Coale, Casperville, and Laport. Outside of the Monroe and Zurich Fire Departments, the remainder of the county is staffed by a small contingent of full-time dispatchers and full-time staff and supported by 250 volunteer members. Emergency responders are summoned to the volunteer stations via pager and telephone. A campaign is currently underway to improve response time throughout the county by hiring more full-time personnel; however, the county has not been able to obtain sufficient funds to

accomplish this. Hazardous Materials (HazMat) responses are handled in agreement with surrounding communities.

Green County's law enforcement agencies include the city police departments in Monroe and Zurich, which are equally staffed, and the county sheriff's office. There is countywide mutual aid in place for law enforcement, as well as limited support from the State of Columbia State Police. There are no organic Explosive Ordinance Disposal (EOD) or Special Response Team (SRT) assets within the county, though both Monroe and Zurich are exploring the creation of SRT units in each jurisdiction.

The Green County health care system consists of two private hospitals, St. Dorothy's Medical Center in Monroe, and Douglas Memorial Hospital in Zurich, with a combined census of 425 beds. There are six urgent care clinics, with four more licensed for construction. There are no isolation facilities, but the emergency room at St Dorothy's does have a decontamination corridor that was recently purchased and installed. There are two home health agencies serving over 4,000 clients, 16 senior long-term care facilities, and three rehabilitation centers. Both the Monroe Public Health Office and the Zurich Health Department provide restaurant and food-safety inspections, only Monroe PHO provides peri-natal services and participate in the Women, Infants and Children (WIC) program. All other public health services are provided through the State. Roaring River Tribal Community in partnership with the Indian Health Service has established an outpatient care center and emergency clinic west of Four Corners.

The Green County health care system consists of a single public hospital (St. Dorothy's Hospital) in Monroe, along with three urgent care clinics. There is no isolation facility, but the emergency room (ER) does have a decontamination corridor that was recently purchased and installed.

The local emergency response network comprises of a large volunteer force that, while well-trained, is not well-equipped to deal with a mass casualty incident (MCI). Mutual-aid agreements (MAAs) exist between the county and adjacent counties for aid in times of disaster.

Hazards and Vulnerabilities

Due to the interstate and railway line that runs through the county, there is interest by a few chemical manufacturing facilities that are interested in relocating to remote areas of the county. Some developers have been able to persuade government authorities to allow developments to go through, but there is still large public concern. As is, numerous industrial chemicals are transported through the county on any given day. The county is also susceptible to hurricanes due to low-lying areas near the coastline.

There is no disaster response team within the county for response to mass MCIs. Additional concerns have been raised after a letter purportedly containing ricin was delivered to a local developer's office by a long-time resident who was upset by the potential relocation of chemical manufacturing plants to Green County.

With the temperate climate and available space, campgrounds and RV parks are being developed quickly. The seasonal long-term resident population is expected to exceed 15,000 people by 2022.

Training and Exercises

Exercise funding has been adequate in the past, but the rapid growth of the area has resulted in most of the resources provided by grants and the local budgets being funneled to the purchase of

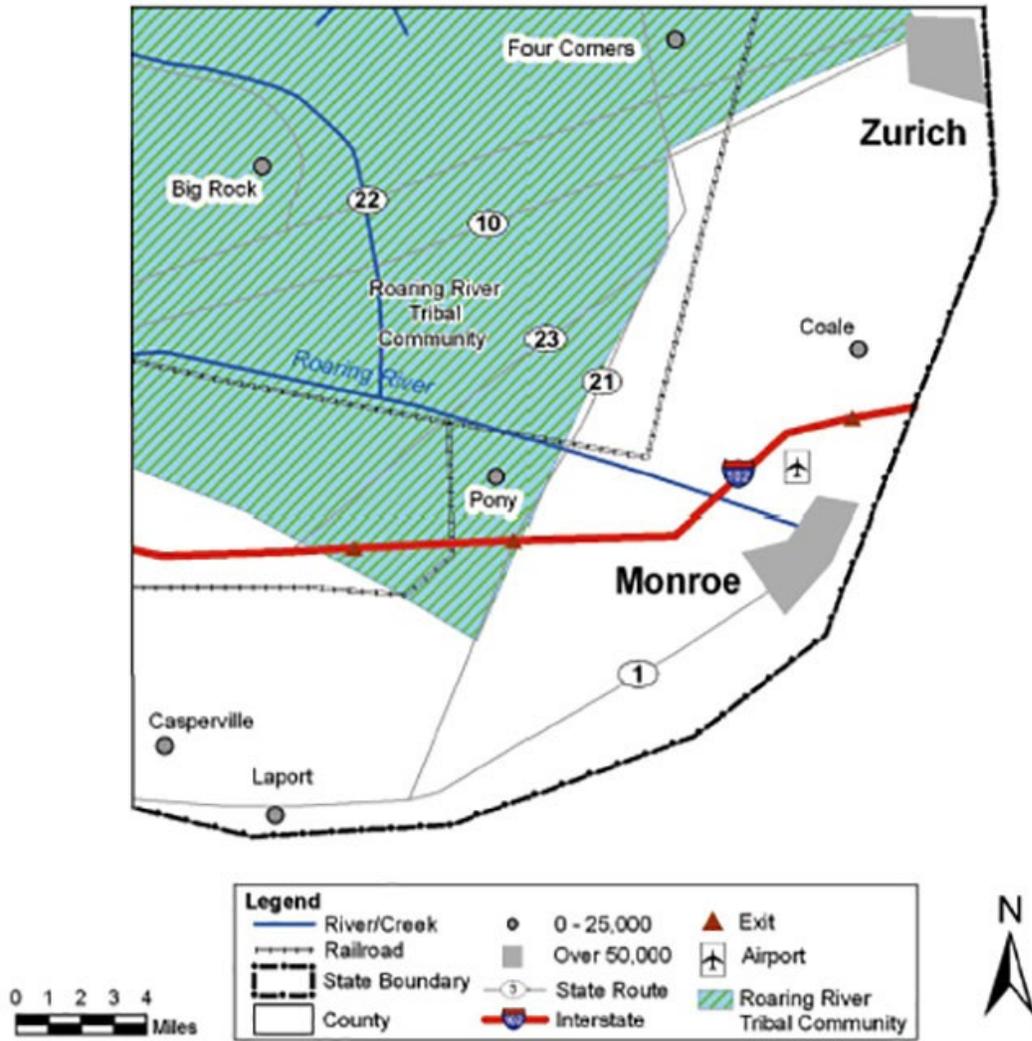
equipment and facilities for new first responder units. Due to decreases in homeland security funding, first responder training and exercises are being scaled back due to cost saving measures.

The emergency response plan is rapidly becoming outdated because of changes in population and has not been exercised in over 2 years. The plan has had one addition. Due to recent railway expansion projects and an increase in the transport of hazardous materials, the railroad conducted a tabletop exercise (TTX) with the county emergency management agency and first responder organizations. The end result was an update to the county HazMat Annex, which was promulgated last year.

Recent Events and Incidents

Last October, a train car experiencing a mechanical failure in the braking system ignited an eight-mile long grass fire along the tracks. The smoke and ash were blown east over Coale. Residents experienced difficulty breathing and some with chronic respiratory conditions reported to hospitals and urgent care clinics for treatment. The Medical Reserve Corp operated a call center to provide citizens with basic information regarding the effects of the smoke cloud and possible impacts to those with respiratory disorders or diseases. Last March, tourists and community members attending the annual Roaring River Cultural Festival were exposed to measles. The subsequent outbreak and investigation traced back to an out-of-state visitor prompted public calls for increased vaccination which were met with non-vaccination rallies outside both public health offices. Two years ago, a small commercial passenger aircraft crashed into a residential area. Fortunately there were only 3 fatalities. First responders and hospitals were overwhelmed requiring mutual aid assistance.

Green County



Mineral County

Vital Statistics

Population (Based on 2020 Census)

..... . 26,000

Households..... 7,471

Under 18 27.3%

Over 6512.3%

Median age35.1 years

Birth rate per 1,000 14%

Death rate per 1,000 6.15%

Major Landmarks

Mineral Mountains

- Recreational area with camping, fishing, hiking, and white water rafting

Roaring River Rapids

- Recreational area with camping, fishing, hiking, and white water rafting

Quick Facts

Business - Major Area Employers

- Lumber Companies.....250
- Mineral County Hospital.....300
- Businesses.....1,400

Rainfall

- Mean rainfall 37.07 inches
- Driest monthOctober/2.65 inches
- Wettest monthApril/4.78 inches

Culture and Entertainment

Public Library

- Founded 1976
- More than 200,000 books, records, periodicals, pictures, microfilms, videotapes, and slides
- Three branches

Fall Foliage Festival

- Held the 2nd weekend in October. Attracts over 10,000 tourists.

Bradley Community Theatre

- Built 1968
- Remodeled 1989
- Seats 879 people

Schools

- Public elementary 6
- Junior/senior high 5
- Private and parochial.....1
- Total number of public school students.....4,700

Normal Temperatures

- Mean temperature 55.3°F
- Coldest month January/34.8°F
- Hottest month July/79.2°F

Emergency Management Mineral County Fire and Emergency Services

- Eight stations across five fire departments
- One Type II Wide Area Search and Rescue Team
- 65 uniformed service members
- Pumper Trucks
 - 8 Type III
- Ladder trucks
 - 3 Type I
- Foam Tenders
 - 1 Type I
- Emergency Medical Services (EMS)
 - 6 Type III advanced life support (ALS) ambulances
 - 10 Type II basic life support (BLS) ambulances

Law Enforcement and Security Resources Mineral County Sheriff's Department

- 25 uniformed police/security members
- 6 support staff

Mineral County

You are an exercise planning team for Mineral County. The population of your county (approximately 26,000 people) is mostly from an agricultural and forestry background. The Roaring River provides a source of employment and recreation during the late-Spring/early-Fall time-frame. The Mineral Mountains provide recreational and Fall foliage-viewing opportunities. The county is very rural with only 5 communities (Bradley, Ceresco, Danton, Sumpler, and Wicks). The road network in the county is primarily two-lane highway with the exception of I-107, which runs north to south through the county. limited to four-lane highways in the cities and

two-lane State highways connecting the populated areas. Large cities lie to the north (Metropolis) and south (Central City).

Capabilities

Due to being a small community, there has been little influx of homeland security funding to purchase equipment, train, or exercise. Hazardous materials (HazMat) responses are conducted through mutual-aid agreements (MAAs) with contiguous counties.

Mineral County Hospital is an aging hospital built in the mid 1950s, though it has recently been renovated and now has a state-of-the-art emergency room (ER) with an isolation ward but does not have an organic decontamination unit. The hospital has the capacity to treat approximately 85 patients with varying levels of illnesses at one time. The hospital staff has also developed an emergency plan that uses off-duty employees in case of a mass casualty incident (MCI).

In Bradley, Mineral County Hospital is an aging facility built in the mid-1950s, though it has recently been renovated and now has a state-of-the-art emergency room (ER) with an isolation ward, it does not have an organic decontamination unit. The Critical Access Hospital has the capacity to treat approximately 85 patients with varying levels of illnesses at one time. The hospital staff has also developed an emergency plan that uses off-duty employees in case of a mass casualty incident (MCI). There are four urgent care clinics, one in each of the other cities. Seriously injured patients are airlifted to Central City. All public health services are provided by the state.

The Public Works Department has not been active in disaster response except during response to wildfires when road graders and bulldozers are used for creating fire breaks.

Hazards and Vulnerabilities

The fire departments throughout the county are split between two major functions: battling frequent brush fires and structural fires in a very rural setting. There are only 65 volunteers throughout the entire county. There are 5 fire departments and eight stations. Each station has a minimum of one assigned fire company and ambulance crew. The employees of the departments are primarily volunteers, though there are paid firefighters that are on a 12-hour shift at the main fire station in Bradley.

The county Sheriff's Department is the primary law enforcement presence in Mineral County, with the exception of limited support from the State of Columbia State Police. These county Sheriff's Department has received little training in MCIs and has no protective gear to respond to a HazMat incident. There are no special teams assigned within the law enforcement departments for response to high-risk situations (e.g., hostage situation, barricaded suspects, terrorism).

Training and Exercises

With the exception of limited funding from the Local Emergency Planning Committee (LEPC), there is no formalized exercise-funding source, though local departments and agencies do participate in hospital drills and exercises. There are ongoing efforts to secure homeland security funding due to the counties geographic position between two large urban areas.

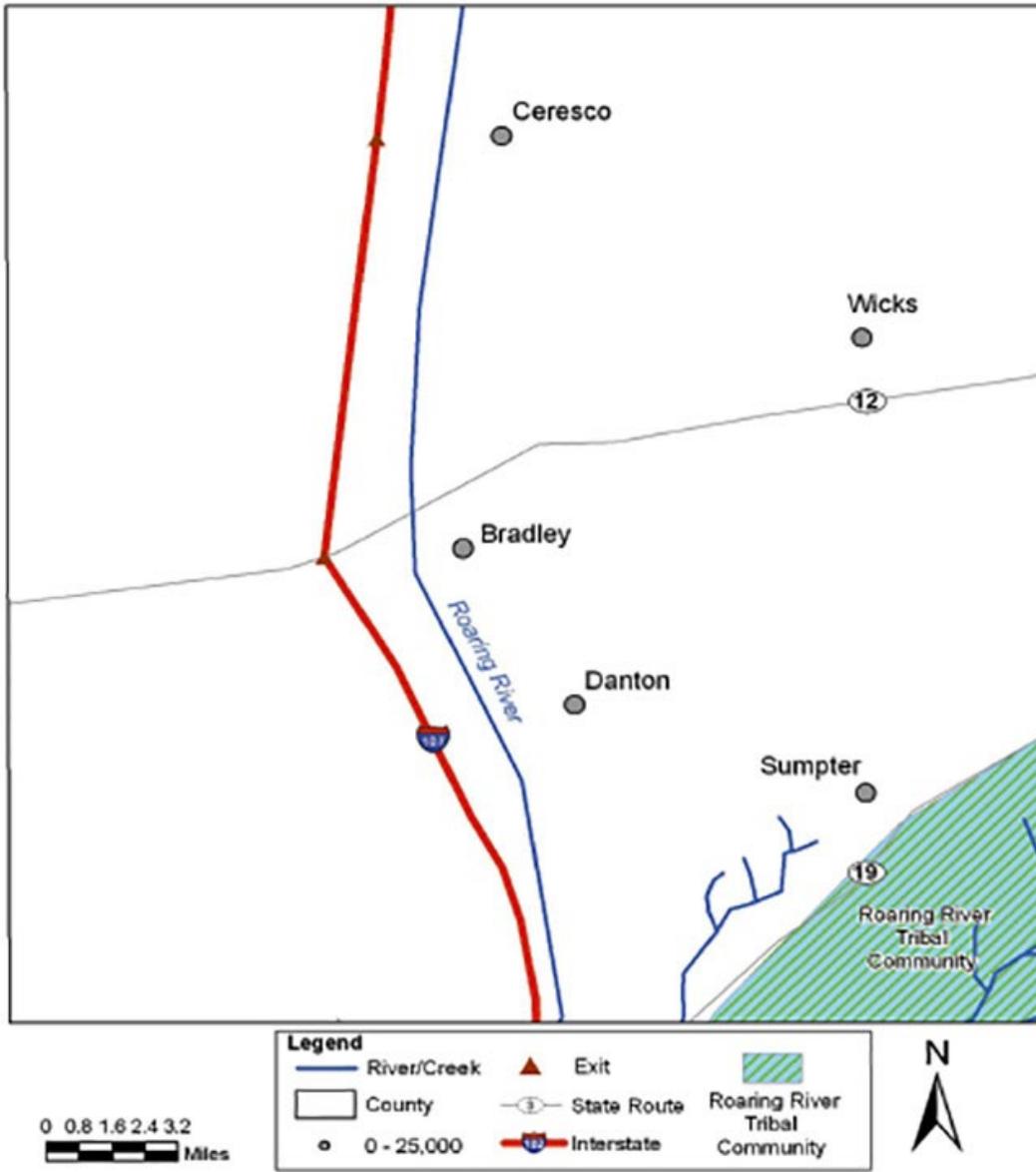
The county response agencies have good relationships and training events have often included representatives from most of the emergency response services. No formal exercises have taken place to verify that emergency operations functions are well-coordinated. Most of the past occasions for county emergency response personnel to work together in an extended manner

have involved tornado recovery, wildfires, and flood response along the Roaring River after heavy rains.

Recent Events and Incidents

Flooding in Ceresco, Bradley and Danton were significant during last year's hurricane. Many senior citizens are still living in trailers next to their uninhabitable homes. Physical and mental health issues are rising throughout the community for the slow recovery. Mineral County Hospital was overwhelmed during response and initial recovery. A Mobile Medical unit was established in the main parking lot for more than five weeks; available staff supplemented the state medical teams. The county emergency manager is seeking grant funds to develop a similar organic capability. Two years ago, the Ceresco High School experienced a rash outbreak within their athletics program. The Director of district custodial staff changed cleaning supplies and increased the cleaning schedule of athletic facilities. Afterwards, School nurse and athletic trainers noted a decrease in rashes reported by students. District established a monitoring and reporting system to track skin rashes in athletics.

Mineral County



Stramford County (Tower Beach)

Vital Statistics

Population (Based on 2020 Census)
 145,000
Households.....
 43,393
Under 18
 26.3%
Over 65
14.7%
Median age37
 years
Birth rate per 1,000
 12%
Death rate per 1,000
 5.15%

Major Landmarks

Camp Lewisburg

- Dates to the Spanish-American War
- Houses to military museum

Metro Kiwanis Sportsplex

- Located in the city center
- This park and recreation complex is the gem in the city's recreational facilities

Tower Beach

- Popular beach attraction
- Large tourism and fishing industry

Normal Temperatures

- Mean temperature 65.2°F
- Coldest month January/40.2°F
- Hottest month August/83.6°F

Rainfall

- Mean rainfall 29.38 inches
- Driest monthJanuary/2.9 inches
- Wettest monthMay/5.6 inches

Culture and Entertainment

Performing Arts Center

- Opened in 1965
- Seats 1,500 people

Public Library

- Founded 1940
- More than 500,000 books, records, periodicals, pictures, microfilms, videotapes, slides, and the Technology Resource Center

Tower Beach Museum

- Founded 1960
- Serves 15,000 visitors a year
- Includes Planetarium, Cotton Mill (1850), and Tower Beach Schoolhouse (1888)

Schools

- Public elementary 14
- Junior/senior high 8
- Private and parochial.....4
- Total number of public school students..... 14,000

Quick Facts

Business - Major Area Employers

- Tourism
- Fishing
- Commercial
- Industrial
- Shipping

Emergency Management

Stramford County Fire and Rescue

- 8 stations across 5 fire districts
- 230 uniformed service members
- Pumper Trucks
 - Five Type I
 - Eight Type III
- Ladder Trucks
 - One Type I
- Hazardous Materials (HazMat) Teams
 - 2 Type II
- Emergency Medical Services (EMS)
 - Four Type I advanced life support (ALS) ambulances
 - Ten Type II basic advanced life support (BLS) ambulances

Law Enforcement and Security Resources

Tower Beach Police Department

- 125 uniformed officers
- 15 support staff

Stramford County Sheriff's Department

- 175 uniformed officers
- 15 support staff
- One Type III Special Response Team (SRT)

U.S. Customs and Border Protection (Stramford Sector)

- 350 uniformed officers

- 55 support staff
- One Type III Special Response Team (SRT)

Public Works and Engineering

- One Type I Recovery Director
- One Type II Assessment Director

Stramford County

You are the exercise planning team for Stramford County. The county has undergone a massive transformation in the last 50 years from a small beach and agricultural community to an industrial and research hub for both government and industry. The county enjoys a full range of emergency services that are well-funded due to the high number of terrorism suspects that have been arrested.

Stramford County sits along the border between the United States and Mexico. The county is a major point of transfer for people and goods between the two countries, but many of the largely unpopulated areas have also made it a haven for people entering the United States illegally. Citizen groups have formed to attempt to stem the tide and assist the government in maintaining border integrity, but some of these groups have conducted operations that have been seen as unnecessary and potentially dangerous. Additional U.S. Customs and Border Patrol (CBP) staff have been hired over the past few years. The U.S. Department of Homeland Security (DHS) has provided numerous training opportunities for the county's law enforcement personnel to better prepare them to assist CBP operations to eliminate the entry of potential terrorists into the country, but many residents of the county do not see the effect because of the extent of the border and the limited number of agents and officers on patrol along the border. There were 25 individuals from countries the U.S. Department of State has identified as supporting terrorism that were captured attempting to cross the border in the last year, raising the concern of local residents about potential terrorists slipping across the border.

Capabilities

The city has benefited from the relationship with the local CBP sector by conducting joint exercises in emergency response in the past, and many mutual-aid agreements (MAAs) exist between CBP and local emergency responders. The frequent antiterrorism drills and exercises conducted by the county are seen positively by county residents, and pressure is frequently placed on elected officials to increase involvement from county emergency management personnel.

The Stramford County Fire Department is made up of 8 stations across 5 fire districts and is supported by 230 uniformed members. The department works on a split-shift schedule. There are four actual shifts, with two shifts on duty at all times. The shift change for one shift occurs at 6:00 a.m., while the second occurs at 6:00 p.m. The fire department typically works a 48-hour shift. Support personnel are typically weekday only and work 8:00 a.m. to 5:00 p.m.

Stramford County has a fairly robust law enforcement community, with the Stramford County Sheriff's Department and Tower Beach Police Department having a total of 300 sworn officers between the two departments, as well as a the Sheriff's Department SRT. There are also 350

Border Patrol Officers assigned to the Stramford Sector, including a CBP SRT. All departments, including the CBP Officers, all work 8-hour shifts. There are Memorandums of Understanding (MOUs) in place with the CBP to provide mutual-aid support.

The Tower City healthcare system comprises a single public hospital (Tower Beach Community Hospital) and several acute care facilities and family care clinics. The River Valley Hospital has a state-of-the-art burn center with many experts in trauma, burns, and HazMat exposure.

The Tower City healthcare system comprises one private hospital, Tower Beach Community Hospital and several acute care facilities and family care clinics. The River Valley Hospital, also in Tower Beach, has a state-of-the-art burn center with many experts in trauma, burns, and HazMat exposure.

The Public Works Division has a moderate inventory of disaster recovery equipment, including cranes and dump trucks for debris removal but has no assigned team for this purpose. There are no full-time personnel assigned as disaster recovery specialists, but two individuals work with the city to keep plans updated and serve in the city Emergency Operations Center (EOC) when activated. They typically work from 8:00 a.m. to 5:00 p.m. at the Public Works Department and are on call at other times.

Hazards and Vulnerabilities

Tower Beach serves as a port of entry into the United States, which results in a large amount of commerce being transported into the county and subsequently moved via rail to points throughout the United States, including a large amount of HazMat. There is also a railway, which transports commerce between Mexico and the United States.

Being a coastal community, Tower City is susceptible to hurricanes and coastal flooding. There is also the threat of river flooding along the Lonely River, but it largely flows outside of populated areas. Other hazards include tornadoes and threats of terrorism.

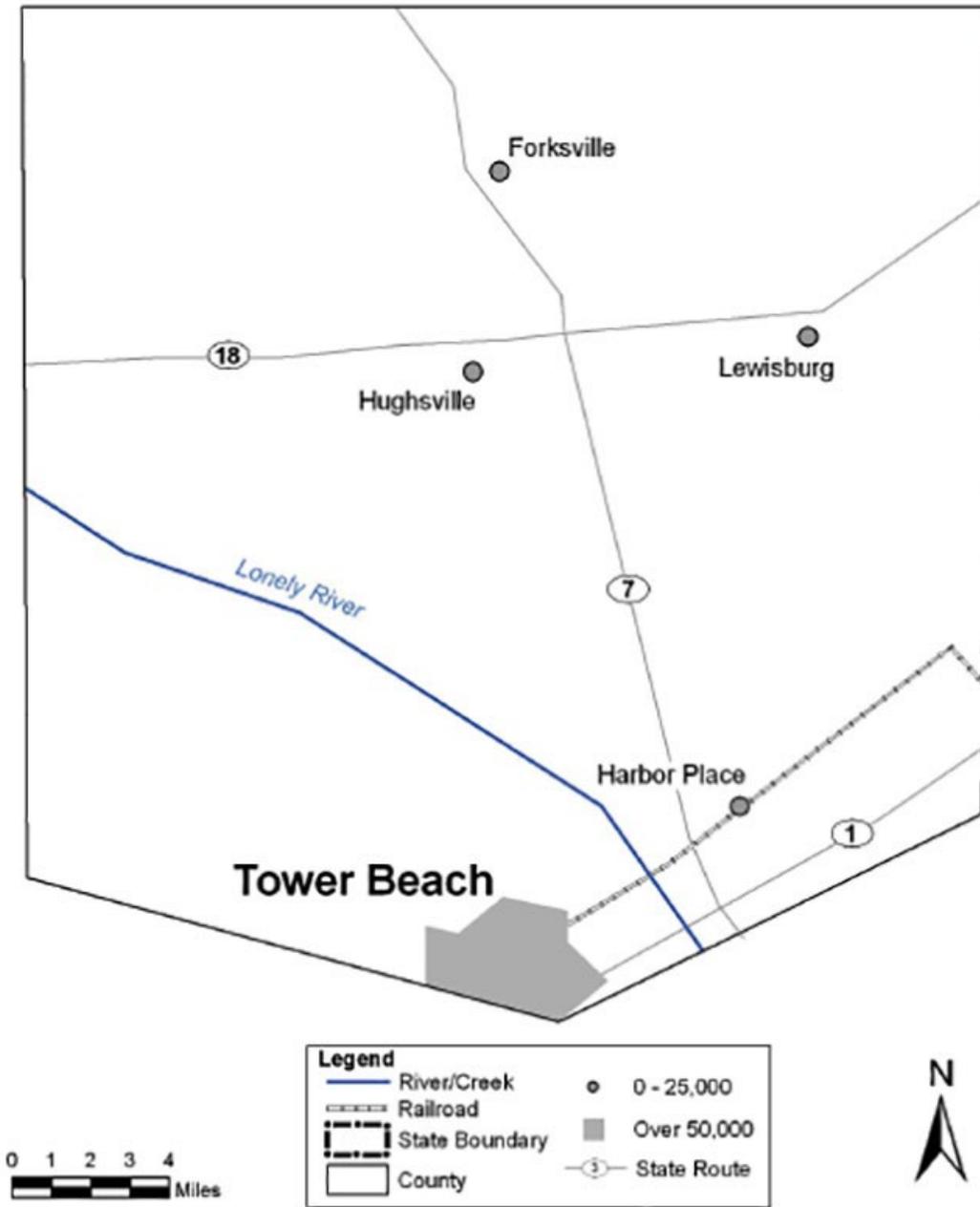
Training and Exercises

A variety of homeland security training has been conducted throughout the county. Exercise funding has improved over the last 3 years, with current funding being adequate to support a variety of city and county exercises for the foreseeable future.

Recent Events and Incidents

Water quality testing over the last 2 months has shown an increasing trend in the presence of Enteric Bacteria along the southern coast. There is currently one local case of Legionnaire's disease suspected to have been contracted during a beach vacation. During last summer's heat wave, the city opened several cooling centers. Faith-based organizations supported home-bound residents with transportation to and from the centers. Unfortunately, the cooling systems of several of the smaller nursing homes and long-term care facilities failed under the increased demand. Medical Reserve Corp volunteers were activated to assist EMS in relocating these residents.

Stramford County



Capital City

Vital Statistics

Population (Based on 2020 Census) Population

..... 265,000

Households.....

106,854

Under 18

20.3%

Over 65

.....18.2%

Median age34.2

years

Birth rate per 1,000

11%

Death rate per 1,000

6.25%

Major Landmarks

Falcon Tower

- 620-foot tall tower with observation deck, completed in 1991

Columbia State Capital

- Built in 1843
- Contains chamber for the State House and Senate

Quick Facts

Business - Major Area Employers

- State government.....23,000
- New Twinkie/Fruit Pie Bakery.....5,000

Rainfall

- Mean rainfall 28.2 inches
- Driest monthJanuary/2.1 inches
- Wettest monthMay/5.3 inches

Culture and Entertainment

Capital City Museum

- Founded 1910, opened 1916
- Serves 425,000 visitors a year

Capital City Stadium

- Built in 2011
- State-of-the-art multi-purpose stadium
- Home of the Capital City Crusaders (Coastal Football League Professional Football)

Historical Society

- Founded 1950
- Includes three galleries, library with more than 20,000 volumes, and 28 historical sites

Downtown Performing Arts Center

- Opened in 1985
- Seats 4,500 people
- Serves as the home of the Capital City Symphony Orchestra

- Great Atlantic & Pacific Railway..4,000
- Capital City Hospital.....1,264
- Pine Cogeneration Plant.....1,100
- Coca-Cola Bottling Company.....1,050

Normal Temperatures

- Mean temperature 64.2°F
- Coldest month December/37.1°F
- Hottest month August/82.4°F

Emergency Management

Capital City Fire Department

- 20 stations
- 475 uniformed service members
- Engines
 - 22 Type I
 - 6 Type II
 - 4 Type VI
- Ladder Trucks
 - 8 Type I
 - 4 Type II
- Hazardous Materials (HazMat) Entry Teams
 - 1 Type I
- Available Liberty County Mutual Aid (4 Departments)

Emergency Medical Services (EMS)

- 130 personnel
- 3 Type I Advanced Life Support (ALS) Ambulance
- 12 Type II ALS Ambulances
- 10 Type IV Basic Life Support (BLS) Ambulances
- 1 Type I Rotary Wing Aircraft

Public Works and Engineering

- Public Works Emergency Management Support Team
- Disaster Management Recovery Team

Law Enforcement

- Pine County Sheriff's Department
 - 250 Sworn Officers
 - 50 Non-Sworn Staff
- Capital City Police Department
 - 200 Sworn Officers
 - 75 Non-Sworn Staff
- 1 Type III Explosive Ordinance Disposal (EOD) team (Capital City Police Department)
- 1 Type III Special Response Team (SRT) (Sheriff's Department)
- Columbia State Police HQ and District 1
 - 195 Sworn Officers
 - 70 Non-Sworn Staff

- Equipment Preventative Maintenance Team
- Heavy Preventative Maintenance and Repair Team

Capital City

You are the exercise planning team for Capital City, which is the largest city in the State of Columbia. The city comprises a large urban area surrounded by a relatively large suburban sprawl. A large number of commuters live within 2 hours of the city center and travel I-102, which skirts the southern to western edges of the city. The region is a major transfer point for ground-based and air-based commerce and serves as a port of entry. It has one major airport that serves domestic flights and acts as a hub for several smaller discount airlines.

The city has a fairly robust light-rail system and is also served by commercial rail. The light rail system serves over 30,000 customers per day. The Capital City Regional Airport, which opened in 1939, is a regional transfer hub and has daily service to Liberty International Airport, Atlanta, and Cincinnati, with future service to include Dayton, OH.

Capabilities

Capital City has 475 full-time firefighters in four fire districts. The personnel and equipment within these districts are divided into 8 fire battalions. The fire departments also have command and control of the Emergency Medical Services (EMS) and are augmented by an additional 150 volunteer fire personnel. The shifts work in a 72-hour rotation, with a third of the on-duty force rotating off duty each day at 5:00 a.m. There is one hazardous materials (HazMat) team in the city.

The law enforcement resources in Capital City have been recently upgraded by the addition of several police precincts, bringing the total to 8. Within these precincts, the 250 uniformed personnel have been active in their response training, but protective equipment has been a lacking resource in recent years. Training with mutual-aid districts has been spotty and difficult to organize, but the condition has been improving. Police units in Capital City typically work 8-hour shifts, with varying hours for shift changes based on the precinct's needs. Many of the downtown districts are relatively quiet at night, while they are extremely crowded during daylight hours. The EOD team, which falls under the police force, recently added a robotic EOD response unit to their list of capabilities. The county Special Response Team (SRT), which is assigned to the Pine County Sheriff's Department, has also used homeland security grant funding to purchase an armored vehicle for hostage response. The vehicle was purchased based on a rising number of barricaded suspects situations and active shooter incidents in the outskirts of the city limits.

The emergency medical resources in Pine County are limited to Capital City Hospital, which is a 400-bed, Level II Trauma Center. The hospital is capable of accepting and decontaminating chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE)-exposed patients, but one additional decontamination/isolation unit is scheduled to become operational next spring. These resources are combined with the capabilities of a Disaster Medical Assistance Team (DMAT), which has been recently established to respond to mass casualty incidents (MCIs)

within the city, county, and State. Additionally, there is one dialysis center, several Ambulatory Surgical Centers, Long-Term Care facilities, Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/IID), and Home Health Agencies. There are two hospice centers and two home hospice agencies, and one psychiatric residential treatment facility operating within the county.

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The Capital City Department of Public Works has a significant amount of disaster recovery equipment including, a Public Works Emergency Management Support Team, Disaster Management Recovery Team, Equipment Preventative Maintenance Team, and a Heavy Preventative Maintenance and Repair Team. Memorandums of Agreement (MOAs) are signed with construction crews in the city indicating that equipment may be required for use by the city in a time of emergency. Liability is assumed by the city in these instances, and equipment rental and operator time is reimbursed by the city as a part of this agreement. There are a total of 457 employees in the department, including 8 full-time personnel that serve in the county/city joint Emergency Operations Center (EOC) when activated.

Hazards and Vulnerabilities

To the west of the city lies a large chemical manufacturing complex that frequently transports dangerous goods within the city limits including pesticides, herbicides, chlorine, ammonia, and other manufactured chemicals in smaller amounts. The companies operating on the outskirts of the populated areas store vast quantities of these chemicals for their processes. They have been cited as a potential risk to the city's residents, especially after a major fire at one of the facilities sickened hundreds of nearby residents and put a black cloud of smoke over the city center for several days until it was brought under control.

Training and Exercises

As the capital of the State of Columbia, Capital City has a robust training and exercise program, with significant funding coming from the Urban Area Security Initiative (UASI) grant program. Recently, State transportation officials participated in a discussion-based exercise, which exposed several flaws in emergency response coordination along the outlying areas of the city. The city is continuing to standardize response and communications equipment across the area to allow first responders greater flexibility in responding to mutual-aid situations in other areas.

Central City continues to conduct a large amount of Incident Command System (ICS) training due to a large amount of recent retirements and staff openings. There has also been a significant amount of local training provided by various members of the U.S. Department of Homeland Security's Training Consortium.

Future UASI funding is expected to decrease but expectations are that future funding will be sufficient to continue a moderate level of exercises. Past exercises have indicated weaknesses in the areas of communications and evacuation planning, largely because of the growing populations in the surrounding communities and the difficulties involved with large-scale urban

evacuations. A recent citywide reverse 911 system has been installed to warn residents of an emergency, which provides a redundant method of issuing protective action decisions to the public during emergencies.

Recent Events and Incidents

Last August Falcon Tower hosted the annual Shellfish Spectacular during which an extended family of 18 all began experiencing allergic reactions of varying severity. Evacuation of all victims was delayed because only one ambulance gurney will fit in the elevator at a time. Three months ago, a major multi-vehicle traffic accident including three tractor-trailer trucks carrying Hazardous Materials occurred northeast of town, just south of the airport. The thick black smoke columns drifted over the railroad line and airport. Firefighters and HazMat personnel were on-scene for more than 24 hours. The rehabilitation team was activated, but had only minimal medical staffing. Issues identified after the incident included a suspected increase in the number of firefighters transported for heat injuries and smoke inhalation than if a fully staffed (more medical providers) rehabilitation unit had responded.

Roaring River Tribal

Community

Vital Statistics

Population (Based on 2020 Census) Population

.....	7,375
Households.....	
.....	1,505
Under 18	
.....	27.2
%	
Over 65	
.....	21
%	
Median age	
.....	39 years
Birth rate per 1,000	
.....	11%
Death rate per 1,000	
.....	8.1%

Major Landmarks

Big Rock Creek (source of revenue [fishing])

- Over 10 miles of hiking trails on each side of the creek

Big Rock

- A site of spiritual and cultural significance

Quick Facts

Culture and Entertainment

Roaring River Community Heritage Center

- Founded 1963
- Includes displays of artifacts and history

Language Revitalization Center

- Provides language courses
- Contains more than 30,000 books, transcripts, and historical records

Schools

- Elementary schools.....1
- Middle schools.....2
- High Schools (attend either Central City or Zurich).....0

Emergency Management

Tribal Fire Department

- 2 stations
- 21 full-time service members (including eight certified paramedics)
- 50 volunteer fire personnel
- Pumper Trucks
 - 3 Type II
- Emergency Medical Services (EMS)
 - 3 Type I advanced life support (ALS) ambulance

Law Enforcement and Security Resources

- 4 stations

Area

- 1,200 square miles
- 37 uniformed police/security members
- 10 support staff

Altitude

- 400-500 feet above sea level

Business - Major Area Employers

- Small Manufacturing
- Tourism

Normal Temperatures

- Mean temperature 58.2°F
- Coldest month December/37.1°F
- Hottest month July/84.1°F

Rainfall

- Mean rainfall 30.9 inches
- Driest monthOctober/1.6 inches
- Wettest monthJuly/3.3 inches
- Mean annual snowfall.....8.2 inches

Roaring River Tribal Community

During the early 1800s, the Roaring River Tribal Community was formed as Native Americans were forced from their lands in other states. Many tribes of other nations came together for the common cause of rebuilding a life resembling the one they knew before. The tribal area spans four counties: Liberty, Green, Kane, and Mineral and was given to the tribal confederation by the United States in perpetuity in 1898. The duties of public security and safety have fallen to the Department of Public Safety, which has built a small but well trained group of emergency response personnel.

Industry has been limited in the tribal area largely because of a lack of transportation and a limited workforce. Until the late 1980s, the main source of income had been tourism. Recent development within the counties in which the Tribal Nation lies has spurred a modest growth in the retail sector as residents began working outside the borders of the Tribal Nation to earn a greater income for their families. As a result, small retail outlets are growing near populated areas within the confines of the Tribal lands. The residents of Liberty, Green, Kane, and Mineral Counties are using the opportunity of differing tax regulations within these areas, and shopping centers featuring many types of retail goods are thriving.

Capabilities

Emergency response planning is early in the developing stages within the Tribal Nation. The primary threats to the residents of the Tribal Nation have been from hurricanes, floods, residential fires, automobile accidents and petty crime. The expansion of the retail sector has brought an increased flow of residents and visitors to the area and has focused population near the retail outlets.

Hazards and Vulnerabilities

A significant flash flood 2 years ago brought about many changes in the local emergency services departments, with both the fire and police departments seeking mutual-aid partnerships with neighboring jurisdictions. There has been some reluctance within the community to enter into these agreements because of the sovereign status of the Nation.

Since the flood, there has been a focus on all hazards planning for emergencies on tribal lands. All significant emergency response equipment outside the usual fire suppression systems must be brought into the area based on Memorandums of Understanding (MOUs) from the counties surrounding the tribal land. Communication systems between first responders on the tribal lands and the counties are currently incompatible, and there has never been an incident that would require tribal leaders to ask for mutual aid from their neighboring governments.

Training and Exercises

A limited budget was set up for exercises within the tribal lands after the flood, which killed 8 residents. The exercises have focused on mass evacuations and warning techniques, as well as an awareness campaign and swift water rescue training for the fire department and volunteer staff.

Roaring River Tribal Community

