Sumter County 2009
State Homeland Security Grant Program (SHSGP)
Emergency Operations Center (EOC) Functional Exercise

"TERROR"-Training Enhances Roles, Responsibilities, Operations and Response

Exercise After Action Report

June 16, 2009

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PREFACE

Sumter County Office of Emergency Management, Sumter County Sheriff's Office, and Emergency Response Educators and Consultants, Inc. (EREC, Inc.) conducted two Functional Exercises on Tuesday, June 16, 2009, involving a multiple vehicle accident on a major highway in Sumter County. This exercise program was sponsored by Sumter County Emergency Management.

An Exercise Design Team comprised of key community partners from Sumter County, along with Emergency Response Educators and Consultants, Inc. was responsible for the design, development, conduct and evaluation of the Sumter County 2009 SHSGP EOC Functional Exercise.

This After Action Report (AAR) was produced with the help, advice, and assistance of the exercise participants. The purpose of publishing an AAR is to document the overall exercise performance. As such, this report is tangible evidence of Sumter County Emergency Management's commitment to enhance public safety preparedness. The AAR/IP serves as a compendium of exercise observations and outlines a recommended plan of action that provides the basis for planning future exercises.

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EXECUTIVE SUMMARY

Community preparedness involves a cycle of outreach, planning, capability development, training, exercising, evaluation, and improvement. Successful exercises lead to an ongoing program of process improvements. This report is intended to assist agencies striving for preparedness excellence by analyzing exercise results and:

- ✓ Identifying strengths to be maintained and built upon.
- ✓ Identifying potential areas for further improvement.
- ✓ Recommending exercise follow-up actions.
- ✓ Implementing a progressive exercise program.

The suggested actions in this report should be viewed as recommendations only. In some cases, Sumter County may determine that the benefits of implementation are insufficient to outweigh the costs. In other cases, Sumter County may identify alternative solutions that are more effective or efficient. Each organization should review the recommendations and determine the most appropriate action and the time needed for implementation.

The exercise was conducted in two separate four-hour sessions, one in the morning and the other in the afternoon. Different responders attended the separate sessions; however, the same exercise scenario was presented at both. Evaluators separately assessed the functions assigned to them at both sessions; however, the analysis, recommendations and action items in this report are a compilation of both sessions.

This exercise simulated an emergency situation in a formal, stressful environment. The Sumter County Emergency Operations Center (EOC) in Bushnell, Florida, served as the location for both multi-disciplinary, multi-jurisdictional functional exercises. There was a realistic utilization of the EOC and human resources. Time pressures were in-place during both exercises. Participants were encouraged to respond in real time in arriving at decisions and actions. Moreover, this exercise was intended to test key EOC capabilities, including the use of new EOC software: WebEOC, CodeRed and Wire One. This exercise was intended to improve response capabilities of participating organizations and identify issues or potential problems that could impact an actual emergency response.

Major Strengths

The major strengths and successes identified during this exercise included:

- The Sumter County EOC organization and key community partners displayed excellent teamwork and a willingness to help one another.
- Sumter County Emergency Management fully staffed the EOC sufficiently for two exercises, both occurring on the same day (morning and afternoon).
- The Sumter County EOC personnel were able to receive additional training and

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practice application of the WebEOC incident management software in a simulated activation of the Emergency Operations Center.

- The exercise gave the EOC staff a better understanding of the EOC/Incident Command System interface.
- The participating Public Information Officers (PIO) were able to form and work in a Joint Information Center (JIC).

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in the participating agencies' abilities to respond to the incidents were identified. The primary areas for improvement, including recommendations, are as follows:

- Conduct periodic tests to make sure the telephone lines and equipment at the Emergency Operations Center are maintained in a state of operational readiness.
- Review, clarify and revise, if appropriate, plans and procedures related to:
    - Environmental health issues in response
    - Animal Protection issues
    - Care of children separated from their guardians
    - Joint Information System/Joint Information Center
- Provide follow-up training and procedural drills on the process to communicate incident information during activation using WebEOC and direct communications to all Emergency Operations Center's staff.
- Sumter County Emergency Management, working with member agency/ESF representatives, should develop hazard-specific plans and procedures for response to and recovery from natural, technological or human-caused hazards, including multiple vehicle disasters that are most likely to cause catastrophic-level events in Sumter County.
- Continue to refine the display boards and procedures for WebEOC to include addressing the following issues:
    - Relocate Status Board Displays so that they are visible to the majority of personnel in the EOC;
    - Set up all Status Boards to "auto-populate" with date and time of each entry;
    - Develop a brief "user guide" for WebEOC, to be available at each computer station in the EOC.
    - Confirm appropriate WebEOC authorization/access levels for all users, groups and positions; and
    - Provide periodic WebEOC training to all personnel who may be assigned

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to work in the Emergency Operations Center in future activations.

- Continue to develop and refine the County's Joint Information System/Center by addressing the following:
  - Update/complete and provide training on the Public Information Annex to the County's Comprehensive Emergency Management Plan to ensure that all personnel are familiar with the Standard Operating Procedures (SOPs);
  - Develop public education/information materials in alternate formats, including foreign languages;
  - Expand work space and equipment for PIOs in the Joint Information Center;
  - Identify media staging area(s) for mobile broadcast vehicles at the EOC site and other appropriate locations in the county; and
  - Develop a press/news release template that includes release number, date and time to identify the order and context of each release.
- Clarify procedures for requesting and deploying mutual aid resources, including animal protection, fire, hazardous material and emergency medical response.
- Provide additional Incident Command Training for county responders.

While the evaluators identified areas for improvement, it should be noted that participants dealt with many objectives of the exercise in an exemplary way. The participants clearly knew their community and how to do their jobs. The key community partners demonstrated that they work together well as a team in times of crisis and that they can adapt to almost any situation. Overall, this exercise was a successful learning tool that, if built upon, can prepare Sumter County for almost any hazard it may face.

Follow-up exercises should revisit:

Planners should use the results of this exercise to enhance existing plans and procedures, and by sharing agency expectations so key community partners become more familiar with the jurisdiction's full response capabilities.

While representatives of all agencies that participated in the exercise performed very well, future exercises should focus on the following items:

- Revised plans and procedures by participating agencies.
- Cross-discipline expectations of key community partners.
- Conduct functional and full-scale exercises for emergencies that require long durations of response/recovery as part of the progressive exercise program.

Conclusion:

In conclusion, representatives of Sumter County Emergency Management and all of the participating agencies recognized a need for training and evaluation of their plans and

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procedures within the county. The simulated incident involved a multi-agency, multi-jurisdictional response that allowed agencies to work together in an emergency situation. Thus, the exercise was both timely and necessary to prepare response personnel for such an incident. It was recognized early in the planning phase of the exercise that some of the jurisdiction's plans may need to be enhanced and other plans may need to be developed.

Sumter County can use the outcomes of this exercise to continue to enhance knowledge and training among all participants. This will help improve and expand familiarity with roles and responsibilities in the event of a real-world emergency. The Improvement Plan Matrix at the end of this document will allow Sumter County to visualize what improvement actions can be implemented to continue the cycle of training and exercises.

Overall, the exercise was received positively; there were some issues that were addressed and handled by sound problem solving during the exercise and others still pose a challenge to be resolved.

This exercise provided a significant learning experience and we believe that all parties involved have learned some very valuable lessons that will be applied in the future and will lead to additional training for continued improvement. We would like to commend all of the participating agencies for their enthusiasm and their desire to better serve the citizens they protect. **Job well done!**

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SECTION 1: EXERCISE OVERVIEW

Exercise Name:	Sumter County 2009 State Homeland Security Grant Program (SHSGP) Emergency Operations Center (EOC) Functional Exercise
Type of Exercise:	Functional EOC Exercise
Date:	June 16, 2009
Duration:	Two 4-hour Functional Exercises (morning and afternoon)
Sponsor:	Sumter County Emergency Management
Program:	State Homeland Security Grant Program (SHSGP)
Mission:	Response
Classification:	For Limited Use Only (FLUO)
Scenario:	Domestic Terrorism Multi-Vehicle Accidents
Location:	Bushnell, Florida
Funding Source:	State Homeland Security Grant Program (SHSGP)
Capabilities:	1. Animal Health Emergency Support 2. Communications 3. Emergency Operations Center Management 4. Emergency Public Information and Warning 5. Environmental Health 6. Mass Care (Sheltering, feeding and related services) 7. On-site Incident Management (Partial) 8. WMD/Hazardous Materials Response and Decontamination (HazMat only)

Exercise Planning Team

Name	Agency
Judd Wright	Sumter County Emergency Management
Rebecca Cason	Sumter County Emergency Management
Diane Surratt	Sumter County Emergency Management
Rachel Turner	Sumter County Sheriff's Office
Lisa Edwards	Sumter County Sheriff's Office
Walter Thomas	Sumter County Health Department
Beckie Langabeer	Sumter County Transit

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Lee Newsome	Emergency Response Educators and Consultants, Inc.
Erin Miller	Emergency Response Educators and Consultants, Inc.

Participating Organizations

Contract Support:	Emergency Response Educators and Consultants, Inc.
Agencies:	Sumter County Emergency Management
	Sumter County Sheriff's Office
	Sumter County Fire Rescue
	Lake-Sumter Emergency Medical Services
	Sumter County Department of Health
	Sumter County Board of County Commissioners
	Sumter County Board of County Commissioners – Citizen Information Lines
	Sumter County Administration
	Sumter County Community Services
	Sumter County Transit
	Sumter County Animal Control
	Sumter County Public Works
	Sumter County Building Services
	Sumter County Construction Services
	Sumter County Veterans' Service Office
	Sumter County Extension Services
	Sumter County Planning and Development
	Sumter County Misdemeanor Probation
	Sumter County Library Services
	City of Bushnell Police Department
	Salvation Army
	Progress Energy
	Amateur Radio Emergency Services (ARES)
	Florida Division of Emergency Management
	Florida Department of Children and Families

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Number of Participants

Players	73
Exercise Staff	1
Controllers/Evaluators	8
Observers	7
Media	0

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SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

The Sumter County Emergency Operations Center (EOC) "TERROR" Functional Exercise was designed to be two separate four-hour sessions presenting a scenario involving multi-vehicle-accidents-on-a-major-highway, to test Sumter County's EOC representatives. The exercise program provided a multi-disciplinary learning environment for players to exercise emergency response plans, policies, and procedures as they pertained to a disaster that was significant enough to warrant the activation of the jurisdiction's EOC. This exercise provided an opportunity for local agencies to train together, to assess their ability to function under the National Incident Management System (NIMS) and to implement local agreements in support of operations.

Exercise Objectives and Capabilities

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Target Capabilities List (TCL). The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Based upon the identified exercise objectives below, the exercise planning team decided to demonstrate the following capabilities during this exercise:

Objective 1: Evaluate the multi-agency coordination during Emergency Operations Center activation for transportation response to a Multiple Casualty Incident (MCI) in Sumter County.

Objective 2: Evaluate the command and control activities under the National Incident Management System (NIMS) during a multi-agency response incident.

Objective 3: Evaluate the abilities of Sumter County Public Information Officers to perform appropriate public information actions with a Joint Information System/Joint Information Center (JIS/JIC).

Objective 4: Evaluate the abilities of Sumter County's Key Community Partners to plan for appropriate protective actions.

Objective 5: Evaluate the use of new EOC hardware and software, to include, WebEOC, Code Red and Wire One.

Objective 6: Evaluate the ability of the Sumter County Citizen Information Lines to perform operations, appropriately relaying public information to the citizens of Sumter County.

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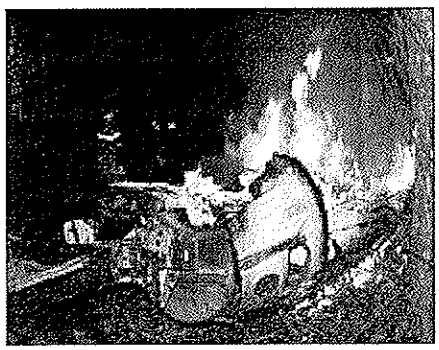
Scenario Summary

Variables were used for the development of the scenario and the overall structuring of the exercises. The following variables were decided by the Exercise Planning Committee.

The **scenario** involves a multiple casualty incident to a major highway in Sumter County, FL.

Background - Over the past couple of weeks, federal intelligence assets have noticed an increased frequency of internet chatter from websites sympathetic to domestic terrorist causes. Majority of the chatter has centered on hijackings of small business class aircraft.

During the early morning hours of Tuesday, June 16, a Beachcraft King Air 350 Turboprop (small business aircraft) was hijacked by unknown domestic terrorists with a total of eight souls on board. The aircraft crashed in an empty field just west of I-75 and east of Lake Panasoffkee. The jet "A" fuel from the turboprop aircraft caused a woodlands fire. So far, authorities have been unable to control the spread of the now massive fire due to the current vegetation and severe drought conditions. The heavy smoke and dense fog combined to blanket portions of Interstate 75 and have rapidly caused very low visibility conditions. Local news radio outlets cautioned motorists about the risk from the smoke and the impact on visibility. However, due to the heavy coverage of the terrorist crisis, many motorists have not heeded the message about the smoke.



Scenario Narrative - Today is Tuesday, June 16, 2009, at 8:15 am. You and many of the personnel that staff the EOC are present in the EOC to attend WebEOC in-service training. Before the in-service training begins, Emergency Management Director Judd Wright provides a short briefing on the current situation involving the aircraft crash and woodlands fire.

The rest of the scenario will be provided for by the MSEL (Master Scenario Events List).

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SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives of the Sumter County 2009 EOC "TERROR" Functional Exercises are listed below, followed by corresponding activities. Each activity is followed by related observations, which include an analysis of the capability, recommendations, and action items for implementation.

CAPABILITY 1: ANIMAL HEALTH EMERGENCY SUPPORT

Capability Summary: Animal Health Emergency Support is the capability to protect, prevent, detect, respond to, and recover from threats and incidents that would result in the disruption of industries related to U.S. livestock, other domestic animals (including companion animals) and wildlife and/or endanger the food supply, public health, and domestic and international trade. It includes the ability to respond to large-scale national and regional emergencies as well as to smaller scale incidents through rapid determination of the nature of the event, initiation of the appropriate response, containment of the disrupting effects, and facilitation of recovery.

Analysis: The Critical Infrastructure section of this exercise was comprised of four (4) different agencies within Sumter County. Animal Protection Services, Public Works, Transit, and the Building Department all worked in this section and solved problems collectively, as a team.

The Animal Protection representatives attending the morning session were extremely knowledgeable about animal response operations; however they had not been able to attend the pre-exercise training on the use of WebEOC. This resulted in a somewhat slower initial response within their functional group, due to becoming familiar with the software application while participating in the exercise scenario. As exercise-related calls began coming in, participants began to assess their capabilities and resources to pickup and shelter the first 10 dogs that needed to be rescued. As the second and third calls concerning animal rescues came in, they quickly realized that animal-response resources were insufficient to support the magnitude of the incident. Consequently, they made the decision to implement their mutual aid agreements with Marion County Animal Protection.

Animal response personnel noted that a veterinarian was on duty at the Sumter County shelter to deal with the injured animals. The veterinarian would be making critical decisions, such as whether to treat or euthanize the animals and how to remove and properly dispose of deceased animals from the scene.

As events at the scene began to play out, and it became apparent that hazardous materials were potentially released at the scene, the morning group began considering the need for decontamination of their staff and the rescued animals. The decision was made, should the situation have called for it, that they would decontaminate the animals

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at the shelter and impacted personnel would be decontaminated through the on-scene fire department.

Animal Protection Services also had different representatives in the afternoon session. While they had had basic training in the use of WebEOC, they had not yet gained proficiency; however this did not prove to be an obstacle to them as they used established EOC procedures to continually share and request information from other sections.

While this group put into action a response plan that was similar to the morning session's plan, some differences were noted. While the morning group decided to implement mutual aid with Marion County, the afternoon group decided to ask Lake County Animal Services for assistance. The morning group determined that they would not euthanize animals on-scene, while the afternoon group said they would. While these may be subtle differences in how emergency plans would be implemented in response to an incident of this type, there should be a consistent plan that provides clear and specific guidelines for personnel to follow. This will help to minimize any uncertainty among Animal Protection Service groups assigned to the EOC; so as not to risk a real-world incident that potentially points out the inconsistencies in plans or procedures.

Both groups of participants were highly competent and worked well together as a functional unit. During this exercise, it was noted that both groups easily implemented emergency plans and adjusted those plans to the changing event.

Recommendation 1: Review plans and procedures to minimize the inconsistencies between the courses of action taken by the separate agencies within the functional Section.

Action Item 1.1: Engage in a comprehensive intra-agency review of plans and procedures related to animal protection and response and discuss morning and afternoon responses to the exercise scenario in relation to these plans.

Action Item 1.2: Form an inter-agency working group to identify the optimal plan and appropriate procedures for future scenarios.

Action Item 1.3: Revise agency plans and procedures to reflect the accepted best practices related to animal protection issues during disasters.

Action Item 1.4: Conduct in-service training and future exercises on the new/revised plan and procedures.

Action Item 1.5: Allow the opportunity for personnel feedback and evaluation.

Recommendation 2: Clarify mutual aid policies and accepted protocols related to animal protection issues during emergencies and disasters.

Action Item 2.1: Identify, invite, and schedule a meeting date with contiguous and surrounding counties' Animal Protection Services that

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Sumter County would engage for mutual aid.

Action Item 2.2: Define operational procedures and protocols pertaining to mutual aid agreements.

Action Item 2.3: Provide training and exercise opportunities for multi-jurisdictional animal protection personnel to learn and apply plans and procedures to hazard-specific scenarios.

Action Item 2.4: Allow personnel the opportunity for feedback and evaluation.

CAPABILITY 2: COMMUNICATIONS

Capability Summary: Communications is the fundamental capability within disciplines and jurisdictions that practitioners need in order to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they possess sufficient communications capabilities to meet their daily internal and emergency communication requirements before they focus on interoperability. Communications includes the most basic method, which is face-to-face.

Analysis: During past activations and real-world incidents in other counties, WebEOC has proven that it is an excellent tool to help communications among emergency personnel. This was also very evident within the Sumter County EOC, for this first exercise using WebEOC. Communications capabilities were increased from past exercises conducted. WebEOC, while it can enhance communications, cannot replace face-to-face communication as the most direct method to convey information from one functional unit in the EOC to the next. Four status boards were used in the EOC to maintain displays of critical incident information for EOC personnel. However, the placement of the boards made it difficult for some personnel to monitor information created and input into WebEOC by their Section. In addition, the Status Boards were not positioned in a location that was readily visible to personnel in the Citizen Information Lines (CIL) stations, without physically leaving their terminals to view data on the display boards. Despite this setback in information flow to the CILs, all the personnel that answered the exercise-simulated incoming phone calls handled their jobs efficiently and professionally. For each phone call, they asked for a name and call back number in case the call was dropped. Then, they proceeded to answer the caller's questions to the best of their abilities, sometimes having to research the information and call back the citizen later. In some instances, callbacks were made during the exercise. The majority of information that was disseminated or conveyed by the CIL was accurate and informative. With only a few errors detected, the majority of the information was timely and accurate to the script of the scenario, and it would have benefited the public in a real-world emergency.

At the Critical Infrastructure table, participants readily exchanged information with one another. However, their sharing of information with other sections in the EOC was somewhat limited primarily due to a lack of proficiency with WebEOC. Some participants were particularly focused on the mechanics of making entry updates into

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the system, which delayed the sharing or directing of the information with other sections in the EOC. On several occasions morning participants were reminded by the evaluator that information should be shared with the JIC, Public Safety Section and EOC Management Section. This issue was less apparent in the afternoon session, as the afternoon group had a willingness to get up and talk with the other sections. It was unclear as to whether this was due to some frustration with using the WebEOC and reverting to previous proven face-to-face methods of communications, or whether participants were just more proactive in the scenario. In general, participants grasped the concept that while technology such as WebEOC can provide a tool to manage an incident; they should not totally rely on it. Software applications like WebEOC are a powerful management tool when used to their fullest capability; however, they are not intended to replace direct communication.

An issue was identified concerning the phones in the EOC. Although the CILs answered calls through their stations, when dialing the direct numbers to EOC phones from the exercise Simulation Cell (SimCell), the EOC representatives did not always answer. In order to eliminate the noise of ringing telephones in the EOC, they were set up to initiate a visual indicator (blinking red light) for an incoming call. A number of times, participants were focused on the computer screens to monitor WebEOC and did not see the indicators blinking. This could be a potential problem during real-world activation if critical calls are missed. As an example, if an Incident Command is unable to reach the EOC representatives in a timely fashion, then vital pieces of information can get lost or delayed, severely impacting operations. Additional methods to set up the phones to indicate the presence of an incoming call should be explored.

Overall, this exercise was a good "shakedown" for the Sumter County EOC and their implementation of WebEOC. Continued training and practice with the program will only make it more valuable to the operation of the EOC. It was impressive to see how willingly the EOC representatives embraced the new technology. This evaluator believes that this is attributable, in part, to the enthusiasm of the Sumter County Emergency Management staff.

Recommendation 1: Reconfigure the status board screens within the EOC so that the maximum number of people can see them from any angle. One possibility would be at forty-five degree angles in the corners of the room.

Action Item 1.1: Research the best and easiest way to allow the maximum number of people to see the boards in the EOC.

Action Item 1.2: Re-hang the screens in the selected positions.

Action Item 1.3: Verify that all or majority of the tables can see each of the status boards at the new positions.

Action Item 1.4: Conduct future exercises that specifically test personnel's ability to view the status boards.

Action Item 1.5: Allow personnel the ability for feedback and evaluation.

Recommendation 2: Continue required training of all EOC personnel, no matter what level of experience they have, with the capabilities and functions of the

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WebEOC system.

Action Item 2.1: Establish an on-going exercise schedule to provide WebEOC training sessions at appropriate intervals for all EOC representatives.

Action Item 2.2: Conduct exercises that fully test the program and the EOC staff's ability to use the program to communicate, including a scenario that results in the WebEOC being inoperable, to assure that personnel can carry out the communications function in any environment.

Action Item 2.3: Allow personnel the opportunity for feedback and evaluation.

Recommendation 3: Phone communications protocols need to be further refined to allow for proper answering of calls.

Action Item 3.1: Identify if the current system can use alternate ring tones or head sets to alleviate ringing lines while communicating with each other or from outside the EOC.

Action Item 3.2: Test options identified to see if all the EOC phones can be answered during an activation utilizing the new or improved set up.

Action Item 3.3: Provide for personnel feedback.

CAPABILITY 3: EMERGENCY OPERATIONS CENTER (EOC) MANAGEMENT

Capability Summary: Emergency Operations Center (EOC) Management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Analysis: Exercise participants represented a sufficient range of stakeholder entities to meet the functional needs of the exercise scenario. Participants were generally knowledgeable about local response plans and procedures, and grasped the potential implications and consequences of the scenario. Strengths included having existing all-hazards plans and procedures for response that identified command structures that could adapt to the specific scenario. As an example, the participants were familiar with their position roles and assignments in the command structure at the Emergency Operations Center. Due to this being the first exercise to use the jurisdiction's newly installed WebEOC application, most participants were focused on the input of information and operation of the system. This resulted in a decline in verbal communication, which would normally have been taking place between individuals in the EOC during the morning session, but was improved during the afternoon session.

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In addition, the exercise pointed out some additional modifications to enhance the use of WebEOC that can be easily resolved, such as auto-populating all display boards with the date and time of each entry.

Issues discussed during the modules included the need to coordinate and communicate resource requests within the command structure, and assure that critical information related to the incident is communicated to and from the Joint Information Center (JIC).

Another discussion topic concerned the use of WebEOC. Aside from further training, a number of participants thought that a "cheat sheet" would be beneficial at each table; the "cheat sheet" would consist of a laminated piece of paper, which would include some of the basic instructions about using WebEOC. This would not replace the additional training that should occur with EOC representatives in the use of WebEOC; however, it would augment their knowledge and allow someone who has not yet had training to function in the EOC by gaining a limited working knowledge of WebEOC.

A logistical issue identified within by participants related to the number of computers required to be fully functional in all sections. Many tables did not have enough computers to accommodate all representatives. Despite this issue, participants found a way to work around this and make the exercise successful. However, if there was a computer workstation in the EOC for every functional position, then communication and coordination would be greatly enhanced.

Another issue that was identified during this exercise was with the EOC weather equipment. Despite trouble-shooting for a portion of the morning, the equipment was inoperable and caused a delay in requests from the Incident Commander for periodic weather updates. Some participants were aware of optional methods of obtaining accurate weather information for the local area, but did not employ these methods after it was determined that the weather station was not working. Sources should be identified and posted in the EOC or on WebEOC for future use in case the weather station goes down.

One area of improvement for the participants was identified as Incident Command terminology. In some cases, participants did not use common terminology consistent with ICS, as mandated by the National Incident Command System (NIMS). As an example, state highways commonly known as Interstate 75 and the Florida Turnpike have other names for law enforcement dispatch purposes. There was some confusion among participants as to the correct dispatch name for these roads, which would have been eliminated if common names were used. For purposes of this exercise, this shortfall did not become a problem. However, in future training and exercises, the use of ICS terminology should be encouraged and practiced in order to allow those agency personnel the ability to walk into any situation and talk competently to the command structure. Training should also assure that all personnel with EOC or ICS positions or assignments are trained to the appropriate ICS level specified by NIMS requirements. Training should emphasize online basic ICS courses on the FEMA website, and include scheduling onsite training for intermediate and advanced level ICS courses.

The flow of information necessary to develop public information releases was hampered slightly during the exercise, due to the fact that all PIOs were located in a separate JIC

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and not physically present in the EOC room. This restricted PIO's from accessing any critical information other than that posted to WebEOC, and could potentially lead to confusion and lack of timeliness in releasing information to the public in a real-world event.

Recommendation 1: Continue training EOC representatives with WebEOC, to further increase knowledge about how to post to and use status board displays, and proper procedures in order to gain the most benefit from the new operating system.

Action Item 1.1: Review personnel assignments and position responsibilities to refine authorization/access levels.

Action Item 1.2: Conduct follow-up training and procedural drills to further familiarize personnel with boards related to position assignments.

Action Item 1.3: Set up display boards to auto-populate date and time with each entry.

Recommendation 2: Ensure that procedures for coordination and communication of critical information to the public are sufficient to maintain a consistent information flow between the EOC and the JIC.

Action Item 2.1: Review current procedures for public information collection and dissemination between the EOC and the JIC.

Action Item 2.2: Develop additional procedures that will enhance the ability of the EOC, in coordination with the JIC, to prepare and release accurate and timely information to the public.

Action Item 2.3: Provide follow-up training and procedural drills to test the process for collecting, validating and disseminating public information.

Recommendation 3: Identify the process to document acknowledgement of messages received through the Citizen Information Line in the EOC and actions taken.

Action Item 3.1: Review and revise, as appropriate, Citizen Information Line procedures to document and acknowledge calls, and the process for taking action related to calls.

Action Item 3.2: Conduct procedural drills for answering calls, and taking, documenting and processing requests from callers.

Recommendation 4: Develop short, concise user instructions for the basic functions of WebEOC and place a copy or two at each table within the EOC. The instructions should assume that the user is unfamiliar with WebEOC.

Action Item 4.1: Assign someone with WebEOC knowledge the responsibility to create a "cheat sheet" or user guide

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Action Item 4.2: Conduct procedural drills using the "cheat sheets" with personnel that have no prior knowledge about WebEOC to accurately gauge the effectiveness of them.

Recommendation 5: Research the feasibility of buying additional computers, loaded with WebEOC, so that every workstation in the EOC has a computer and access to WebEOC.

Action Item 5.1: Conduct a cost-analysis study of gaining more computers for the EOC.

Action Item 5.2: Identify funding source(s) and, if possible, buy additional computers to put in the EOC.

Action Item 5.3: Ensure that all new computers are loaded with WebEOC.

Action Item 5.4: Test the new computers during future training and exercises to ensure proper performance.

Recommendation 6: Research and document ancillary sources, on visual and WebEOC display boards that can give accurate local weather information in case the EOC weather station is out-of-service.

Action Item 6.1: To augment the EOC weather station, identify multiple sources that can provide accurate, up-to-date weather information to the EOC during activation.

Action Item 6.2: Document those sources and ensure that a copy of the document is housed within the EOC.

Recommendation 7: Train personnel on the use of the Incident Command structure to ensure knowledge and use of ICS-approved terminology in future exercises or real-world emergencies.

Action Item 7.1: Assure that all personnel with EOC or ICS positions or assignments are trained to the appropriate ICS level specified by NIMS requirements.

Action Item 7.2: Assign specific personnel to coordinate, schedule and facilitate ICS position training.

Action Item 7.3: Conduct and evaluate exercises to ensure the proper use of the IC structure and ICS terminology.

Action Item 7.4: Provide the opportunity for personnel feedback and evaluation through a progressive training and exercise program.

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CAPABILITY 4: EMERGENCY PUBLIC INFORMATION AND WARNING

Capability Summary: Develop, coordinate, and disseminate accurate alerts and emergency information to the media and the public prior to an impending emergency and activate warning systems to notify those most at-risk in the event of an emergency. By refining its ability to disseminate accurate, consistent, timely, and easy-to understand information about emergency response and recovery processes, a jurisdiction can contribute to the well-being of the community during and after an emergency.

Analysis: The law enforcement and fire-rescue PIOs served as the lead PIOs for the morning and afternoon exercises, respectively. In a real-world event, the Department of Transportation PIO would have served as lead PIO in this type of incident. The lead PIOs were able to coordinate, direct, and manage all of the public information activities involving the multiple agencies' and organizations' partners. For the afternoon exercise, the law enforcement PIO allowed the fire-rescue and health PIOs an opportunity to exercise independent of his guidance, although he was available to provide input as needed.

Currently, the EOC does not have space for PIOs to function--especially considering the magnitude of the given scenario and the amount of documents and releases that PIOs would have to generate in response to this event. However, a JIC has been accommodated within the existing facility to provide work space. One disadvantage of this configuration is that it separates the PIOs from the EOC room and creates a disconnect in the flow of information between the PIO function and the rest of the sections in the EOC. It would be advantageous if there was a way to accommodate not only the PIOs within the EOC, but also the media that would be attracted to an event of this magnitude. Additionally, accommodations in the parking lot and off-site areas should be designated for use by media trucks and personnel when activation does not allow for the media to be housed in/near the EOC.

As the scenario began to unfold, a designated PIO liaison was briefed by the EOC manager and a Fire-Rescue representative. They recognized the disconnect between the EOC and ESF-14, and overcame it by simulating deployment of their liaison to retrieve the necessary information needed to begin decision making related to messaging. Both the JIS/JIC and CIL were established and staffed immediately.

The designated Lead PIO contacted additional agency and organization PIOs to augment staffing in the JIC and work as one group (one voice)--to determine an immediate and longer-term course of action for public information activities at the event scene and EOC JIC. The Lead PIO and supporting PIOs identified the need to issue a media advisory to inform media and the public about the accident and road closure information. Within that media advisory was the phone number to the CIL, which the public was told to call for further information or questions. The media releases and documents would need to be in English and also in Spanish. A possible issue could be additional unidentified language barriers that would require quick translation.

Within the JIC, a Standard Operating Procedures (SOP) plan/annex could not be found, as well as a master EOC Contact list for ESF-14. A copy of both of these items should be placed and maintained in the JIC work space. A comprehensive SOP plan/annex

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would ensure that acceptable coordination, cooperation and communication exist between all PIOs, the chain of command, and PIO support staff.

Future exercises should include contacting the Regional Domestic Security Task Force (RDSTF) and reserving the mobile PIO unit for use. The JIC SOP could define the process for requesting deployment of this unit as an established part of the pre-impact request for response resources–specifically for large-scale events. Pre-deployment of the unit will ensure that this valuable resource is received in a manageable timeframe.

Recommendation 1: To enhance the public information function coordinated by Public Information Officers, ensure that all PIOS are fully trained and capable of managing the JIS/JIC during EOC activation.

Action Item 1.1: Conduct recurring training for PIOs in JIS/JIC SOPs and WebEOC.

Action Item 1.2: Conduct exercises that fully test the County's PIO procedures and personnel, including the use of the WebEOC software.

Recommendation 2: Research the feasibility of acquiring and purchasing additional operational equipment so that every workstation in the JIC has a computer and all required tools to support their function.

Action Item 2.1: Identify the types and quantities of equipment needed for the JIC, including: additional computers loaded with WebEOC, laptop docking stations, a printer/fax/scanner/copier, additional whiteboard(s), DVD/VHS tape capabilities for media monitoring, and necessary connectivity (TV & Audio) to the EOC for briefings when unable to physically attend.

Action Item 2.2: Conduct a cost-analysis study to determine the method of purchasing and funding sources that can be used for more computers/hardware for the PIOs.

Action Item 2.3: If possible, buy additional computers/hardware to put in the PIO room/EOC.

Action Item 2.4: Ensure that all new computers are loaded with WebEOC and media-related software.

Action Item 2.5: Test the new computers during future training and exercises to ensure proper performance.

Recommendation 3: Research the feasibility of constructing/identifying a space for a Media Center within the EOC, so that media can work out of and conduct press conferences/media briefings within.

Action Item 3.1: Conduct a space analysis to identify required operational square footage, infrastructure and technology needs to construct a Media Center within the EOC.

Action Item 3.2: Conduct a cost-analysis study to determine the feasibility and/or funding sources for construction.

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Action Item 3.3: If feasible, move forward with design and construction to allocate or construct a space for a Media Center.

Action Item 3.4: Ensure that the space can accommodate the media with proper connections and Wi-Fi.

Action Item 3.5: Test the new Media Center during future training and exercises to ensure proper performance.

Recommendation 4: Identify Media staging/operations areas within the parking lot of the EOC, and off-site, which the media can utilize if the event does not allow them in/near the EOC.

Action Item 4.1: Identify areas near the EOC that can accommodate large vehicles and personnel.

Action Item 4.2: Include these new areas within the plan and procedures for the PIO function.

Action Item 4.3: Conduct future training and exercises that involve sending media to these new locations.

Recommendation 5: A copy of the PIO Standard Operating Procedures (SOP) plan and ESF-14 contact list need to be located within the JIC at the EOC.

Action Item 5.1: Locate or create and house multiple copies of SOPs and ESF-14 contact lists in the JIC.

Action Item 5.2: Revise and update the SOPs and contact lists on a schedule determined by Sumter County Emergency Management.

Recommendation 6: Include in the PIO Standard Operating Procedures (SOP) the process to contact the Regional Domestic Security Task Force (RDSTF) and request deployment of their mobile PIO unit at the beginning of major events to ensure the use and quick delivery of the asset.

Action Item 6.1: Revise the SOPs for the PIO function to reflect immediately contacting the RDSTF for the mobile PIO unit at the beginning of major events.

Action Item 6.2: Include these protocols from the revised plan in future training and exercises.

Recommendation 7: Identify Spanish/other language translators for all printed collateral materials, as well as spokespersons to relay information. If unavailable locally, there are many translation companies in-state and nationwide that are available to reproduce products in other languages, as needed.

Action Item 7.1: Identify Spanish-speaking/writing personnel that can translate messages for the PIOs in a timely fashion.

Action Item 7.2: Identify local or nationwide services that can quickly translate documents for PIOs, for multiple languages and added redundancy.

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CAPABILITY 5: ENVIRONMENTAL HEALTH

Capability Summary: Environmental Health is the capability to protect the public from environmental hazards and manage the health effects of an environmental health emergency. This capability includes the design, implementation, and interpretation of results from environmental field surveys, laboratory sample analyses, rapid needs assessments, and comprehensive environmental health and risk assessments focused on drinking water, food, and mass care safety, waste water management, vector control, solid waste and debris removal, and hazardous materials disposal.

Analysis: This scenario called for the fire department and health department to communicate and coordinate with one another, and work together to mitigate the circumstances of a possible environmental catastrophe as a result of a multiple vehicle accident on the interstate. Both agencies have extensive experience in their respective roles and responsibilities. The fire department has response protocols for incidents involving potential public health risks, including potential hazardous material releases. In addition, the health department has protocols for responding to potential incidents in the field related to health risks, water contamination, and other environmental issues. Health department protocols include the collection and transportation of material samples for laboratory analyses. Despite the extensive response procedures understood and practiced by both fire and health, direct communication and coordination between the agencies was minimal during the exercise. This fact can possibly be attributed to the focus on using WebEOC to communicate and coordinate in the scenario, which inhibited the face-to-face communications that would normally take place in the EOC. Future exercises should focus on communication and coordination procedures involving fire and health agencies in mitigating a disaster situation.

> **Recommendation 1:** Conduct a meeting with the management personnel from fire and health agencies to identify agency plans, procedure, resources and expectations in future EOC activations.
>
> > **Action Item 1.1:** Conduct training with EOC personnel from Fire and Health on the expectations of coordination and communication.
> >
> > **Action Item 1.2:** Allow the opportunity for personnel feedback and evaluation.

CAPABILITY 6: MASS CARE (SHELTERING, FEEDING AND RELATED SERVICES)

Capability Summary: Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident, including special needs populations. Special needs populations include individuals with physical or mental disabilities who require medical attention or personal care beyond basic first aid. Other special-needs populations include non-English speaking populations that may need to have information presented in other languages. The mass care capability also provides for pet care/handling through local government and appropriate animal-related

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organizations. Mass care is usually performed by nongovernmental organizations (NGOs), such as the American Red Cross, or by local government-sponsored volunteer efforts, such as Citizen Corps. Special-needs populations are generally the responsibility of local government, with medical needs addressed by the medical community and/or its alternate care facilities. State and Federal entities also play a role in public and environmental health by ensuring safe conditions, safe food, potable water, sanitation, clean air, etc.

Analysis: This exercise provided the opportunity to view two very different responses to the same scenario and message injects. The staff that attended the morning session (alpha shift) were very well trained and experienced in their respective positions. It was clearly evident that these individuals were ready to respond at a moment's notice and were extremely prepared to handle whatever was presented to them. The afternoon shift (bravo shift), had had less opportunity to participate in similar scenarios, both in exercises and real-world events, which provided the opportunity for those present to become more familiar with response plans, procedures and tools related to the EOC. Follow-up training for all personnel will ensure that back-up as well as primary staff is fully engaged in EOC operations. Joint training for both shifts could include roles and responsibilities of various agencies during activations, as well as WebEOC user training. Participants were extremely willing to expand their knowledge level and experience.

Some specific recommendations came from the actual use of WebEOC. During the exercise, it was determined that the only status options on the shelter status board were "open" or "closed". For this reason, "closed" was chosen by default to indicate which shelters would be opened once requested by the EOC. An additional status of "Standby" would allow ESF-6 personnel to indicate potential facilities that could be opened for use. An additional recommendation would be to self-populate the fields for address, etc. once a shelter was selected from the drop-down menu. Currently, once the shelter is chosen, the user must enter all the pertinent location data, which is time consuming and can leave room for error. Self-populating these fields based on the shelter chosen in the drop-down menu would eliminate this.

Throughout the morning session, there was substantial interaction by participants via WebEOC, in some instances, to the exclusion of face-to-face communications. At times, communications could have been facilitated by directly interacting with another table. However, WebEOC was utilized to send the message instead, which in some cases caused a delay in carrying out an action while waiting for a response. Additionally, there were some issues with phone communications protocols. Some phones were set to ring and some were configured for a visual indicator, which was done to try to minimize the noise level within the EOC. Unfortunately, there were a number of missed calls in both the morning and afternoon session. This issue has been identified in previous exercises and should be addressed to improve the communications between EOC functional groups. Another issue was identified in the afternoon session with WebEOC. The WebEOC access rights had not been set up to authorize the individual serving as Section Chief to view the same status boards that were available in the morning. This was resolved during the exercise by information

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technology assistance, but could continue to pose a problem as different individuals may be assigned to serve in this and other roles in the EOC. Sumter County Emergency Management is responsible for establishing appropriate authorization levels, groups, users and positions and can direct technical staff to establish the correct configuration of the system. Some thought may need to be given to create a blanket user for the Section Chief login to ensure all functionality is present or make sure that all individual users have the appropriate rights. Also, some positions were restricted in access to viewing particular status boards. The intent of the system set up was to keep the user interface as straightforward as possible, but this may need to be reviewed to assure that all personnel who need to view specific boards have access to that function.

In both the morning and afternoon sessions, the desire outcome was achieved, that is, the shelters were identified and staffed and feeding services for responders and shelter clients were appropriately handled. More training and experience would be beneficial for some of the individuals who will serve as alternates in their positions to create depth and a line of succession for those positions.

A specific concern was identified in the afternoon session, which was attended by a representative of the Department of Children and Families. A message was simulated to give DCF involvement in the scenario, which involved children on scene with no or minor injuries and both parents deceased. There was some confusion between law enforcement and DCF on how this would be handled. DCF felt they would have no involvement at all unless it became a court issue and law enforcement was looking to DCF to take the children into their care. Clarification of roles and responsibilities as well as delineation of authorities is needed on how this scenario would be handled should it actually occur.

On the technology side, the systems in use worked quite well for a first run in the county with limited training before hand. Wire One performed as expected in utilizing the audio visuals available in the EOC to provide constant information status boards to all present. Use of Code Red for notification to area residents was discussed but not actually tested during the exercise. One area of concern was the weather system. There was some difficulty in obtaining information on existing weather conditions due to some problems with the system and unfamiliarity of the staff. There are a number of other sources for weather information on the Internet that would have provided the needed data to the field even without the weather system being operational in the EOC. Further training on the weather system is needed as well as alternate sources of information. In conclusion, although some areas for improvement were identified in the technical operations and training levels, all and all, this Health and Human Services Section functioned well within the boundaries of the exercise and did what was necessary to help the impacted individuals in the scenario. Time and more use of the systems will only serve to improve the response of the very capable individuals that serve in the EOC for Sumter County. [Recommendations and action items related to WebEOC and the EOC weather system are included in *Capability 3: EOC Management*, Recommendations 1, 3 and 6. Recommendations for telephone protocols are included in *Capability 2: Communications*, Recommendation 3.]

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Recommendation 1: More training is needed for those individuals that will serve as alternates to their respective positions in the EOC.

Action Item 1.1: Identify those that will serve in the respective positions and schedule and conduct additional training.

Action Item 1.2: Provide opportunities for cross-training and job shadowing during training events and actual activations for alternates.

Action Item 1.3: Provide an opportunity for personnel feedback.

Recommendation 2: Conduct further customization and training on WebEOC.

Action Item 2.1: Identify those program fixes that will allow for self-populating of fields based on a drop-down menu selection as well as other status options for shelters.

Action Item 2.2: Identify rights and access issues specific to users or Section Chiefs to ensure that users that need access have the appropriate authorities within the system and well as view-only capability on status boards.

Action Item 2.3: Provide an opportunity for personnel feedback.

Recommendation 3: Emergency Management should facilitate a meeting between area law enforcement and representatives from Department of Children and Families to clarify roles and responsibilities.

Action Item 3.1: Identify delineation of roles and responsibilities in the presented scenario and make expectations clear among law enforcement and DCF.

Action Item 3.2: Provide opportunities for discussion of different scenarios to ensure expectations are reasonable and shared among law enforcement and DCF.

Action Item 3.3: Provide an opportunity for personnel feedback.

CAPABILITY 7: ON-SITE INCIDENT MANAGEMENT (PARTIAL)

Capability Summary: Onsite incident management is the capability to effectively direct and control incident management activities by using the Incident Command System (ICS) consistent with the National Incident Management System (NIMS).

Analysis: The Critical Infrastructure section of this exercise was comprised of four (4) different agencies within Sumter County. Animal Protection Services, Public Works, Transit, and the Building Department all worked in this section and solved problems collectively as a team, in both the morning and afternoon sessions.

As exercise play began, the Public Works representatives began assessing road closures and developing a plan to reroute impacted traffic on I-75. As with any county, their plan was predicated on the fact that the FDOT would ultimately be responsible for

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traffic on the interstate. Since FDOT was not participating in the exercise, assumptions were made that any traffic plan implemented would be acceptable to the state. Road closure and rerouting information was posted using WebEOC. For the afternoon exercise, the Public Works representative, who was acting as the section leader and was less familiar with WebEOC than his morning counterparts, successfully communicated critical information by both posting it to the appropriate WebEOC display board as well as communicating face-to-face with other sections.

The Transit Department began their assessment by determining if any of their buses or vans was involved in or inaccessible due to the accident. Thereafter, they began the planning process to respond to the evacuation needs from the scene. They set up a staging area for their vehicles and suspended their normal pickups. Special needs pickups were considered and plans were setup to move vehicles around the accident scene to continue these pickups. The Transit representative was not able to log on to WebEOC with her laptop, but overcame the issue by using the Public Works or Animal Protection stations to update the Transit responses.

In this exercise, although the Building Department did not have a direct role, the department representative at the morning session used the exercise to familiarize himself with WebEOC by handling all the entries for Public Works.

Both exercises presented an opportunity for personnel associated with the law enforcement entities, through a team approach, to determine needs and response capabilities. Each agency utilized WebEOC for identification and delivery of their respective resources.

This group had just recently completed a limited in-service training session on WebEOC. Despite the recent training, they displayed a good attitude toward further learning and familiarizing themselves with the system.

During both sessions, the law enforcement personnel present represented the Sumter County Sheriff's Office and the Bushnell Police Department. (BPD was only present in the afternoon exercise.) Each deputy/officer was enthusiastic and engaging. Due to the exercise involving a tabletop format, each participant was quizzed on the components of On-site Incident Management while displaying their proficiency involving Communications and WebEOC.

As the exercise unfolded, the deputies/officers reacted to each event provided in the scenario. Each deputy/officer had a thorough working knowledge of the components associated with the execution of On-site Incident Management as well as the strengths and weaknesses of the Communications component. Each deputy/officer had a full understanding of the Incident Command System and was able to articulate an operational command of resource management and the necessary components of an Incident Action Plan. Each deputy/officer was able to relate the agency protocols associated with the deployment of the Mobile Command Center and the functionality of communications interoperability. As a note, the Sumter County Sheriff's Office handles dispatch for four (4) municipal agencies; Bushnell, Center Hill, Webster and Coleman. A fifth city, Wildwood, has in-house dispatch capability.

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The deputies/officers displayed a balanced approach to communications within the EOC. They utilized the WebEOC program to post notifications as well as requests for resources. Their proficiency with the program advanced as the exercise progressed. On several occasions, the deputies/officers either became aware of valuable information or were able to corroborate information received from an outside source through WebEOC postings. However, they did not become fully dependant on the technology, but rather utilized it in conjunction with face-to-face interaction with their community partners.

While working with the WebEOC, several deputies with the Sheriff's Office discussed the need to ensure that they have a Mobile Data Terminal (portable laptop computer) on-site in the EOC. The system allows the agency to track each Patrol Deputy via Global Positioning System (GPS). This would enable those in the EOC as well as the On-site Incident Commander the ability to pin-point the location of each unit on the scene. Under the circumstances of the exercise scenario (limited visibility due to smoke), this would greatly enhance the ability to identify and locate injured or distressed officers.

Throughout the exercise, the deputies/officers were aware of the public's need for information pertaining to the incident. Special emphasis was placed on public notification to include activation of the automatic calling system (Code Red), Citizen Information Lines and the coordination of media releases. Although these duties were not a direct responsibility of the officers, they were cognizant of the need for information and the benefit of knowledge of the agency protocols.

All officers present were enthusiastic and engaging. They displayed professional diligence in the performance of their respective duties.

Recommendation 1: Public Works entities should conduct an evaluation of disaster response procedures related to the impact of a state road.

Action Item 1.1: Engage in forthright discussions with FDOT emergency response personnel, based on this or another "worst-case" scenario to identify potential response gaps and procedural needs to address gaps.

Action Item 1.2: Post-discussion, document mutually agreed upon procedures in a Memorandum of Understanding/Agreement for future response to this type of incident.

Recommendation 2: Law enforcement agencies should continue training and exercising together to gain further knowledge and cooperation for future activations.

Action Item 2.1: Establish continuing annual in-service training schedules.

Action Item 2.2: Assign specific personnel to coordinate and facilitate the training.

Action Item 2.3: Provide hands-on interactive scenarios.

Action Item 2.4: Provide opportunity for personnel feedback and

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evaluation through a progressive exercise schedule.

Recommendation 3: Continue required training of all Emergency Operations Center Law Enforcement Agencies (EOC LEAs), no matter what level of experience they have, with the capabilities and functions of the WebEOC system.

Action Item 3.1: Conduct recurring WebEOC training sessions for the EOC LEAs.

Action Item 3.2: Conduct exercises that fully test the program and the EOC LEA's ability to use the program to communicate.

CAPABILITY 8: WMD/HAZARDOUS MATERIALS RESPONSE AND DECONTAMINATION (HAZMAT ONLY)

Capability Summary: Weapons of Mass Destruction (WMD)/Hazardous Materials Response and Decontamination is the capability to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack. It includes testing and identifying all likely hazardous substances onsite; ensuring that responders have protective clothing and equipment; conducting rescue operations to remove affected victims from the hazardous environment; conducting geographical survey searches of suspected sources or contamination spreads and establishing isolation perimeters; mitigating the effects of hazardous materials, decontaminating on-site victims, responders, and equipment; coordinating off-site decontamination with relevant agencies, and notifying environmental, health, and law enforcement agencies having jurisdiction for the incident to begin implementation of their standard evidence collection and investigation procedures.

Analysis: Although HazMat decontamination was not required as part of this scenario, a discussion was held in the Operations Section of the EOC about what conditions would exist to warrant decontamination. The scenario contained multiple vehicle accidents that caused many fuel leaks and spills. Although an environmental concern, the fuel did not require decontamination efforts. The participants discussed the levels of decontamination and where the best place would be to start the process had this scenario called for mass decontamination. The EOC staff of the Operations Section was knowledgeable about their fire department's capabilities and how a mass decontamination effort of this magnitude would impact Sumter County's resources. Participants agreed that if this had been something more volatile than fuel, then mutual aid from contiguous counties would have been needed.

Recommendation 1: Review and revise, as needed, mutual aid agreements with contiguous counties for HazMat decontamination services.

Action Item 1.1: Review current plans and procedures to ensure that Sumter County is prepared to respond to a large-scale HazMat situation.

Action Item 1.2: If needed, revise plans and procedures with contiguous counties for mutual aid response.

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Action Item 1.3: Provide in-service training and follow-up exercises on plans and procedures that implement mutual aid agreements.

Action Item 1.4: Allow personnel the opportunity for feedback and evaluation.

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SECTION 4: CONCLUSION

The Sumter County Exercise Committee should use the outcomes of these exercises to continue to enhance knowledge and training among the Emergency Operations Center (EOC) representatives. This will help to improve and expand the familiarity of personnel with their roles and responsibilities in the event of EOC activation. The Improvement Plan Matrix at the end of this document will allow the Sumter County EOC agencies to visualize where improvement actions can be implemented to continue the ongoing improvement cycle.

DEMONSTRATED CAPABILITIES

The Target Capabilities listed below helped to form the foundation of the Sumter County 2009 SHSGP EOC Functional Exercises and were demonstrated along with the objectives in these exercises.

1. Animal Health Emergency Support
2. Communications
3. Emergency Operations Center Management
4. Emergency Public Information and Warning
5. Environmental Health
6. Mass Care (Sheltering, feeding and related services)
7. On-site Incident Management (Partial)
8. WMD/Hazardous Materials Response and Decontamination (HazMat only)

PRIMARY AREAS FOR IMPROVEMENT:

Throughout the exercise, several opportunities for improvement in the participating agencies' abilities to respond to the incidents were identified. The primary areas for improvement, including recommendations, are as follows:

- Conduct periodic tests to make sure the telephone lines and equipment at the Emergency Operations Center are maintained in a state of operational readiness.
- Review, clarify and revise, if appropriate, plans and procedures related to:
  - Environmental health issues in response
  - Animal Protection issues
  - Care of children separated from their guardians
  - Joint Information System/Joint Information Center
- Provide follow-up training and procedural drills on the process to communicate incident information during activation using WebEOC and direct communications

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to all Emergency Operations Center's staff.

- Sumter County Emergency Management, working with member agency/ESF representatives, should develop hazard-specific plans and procedures for response to and recovery from natural, technological or human-caused hazards, including multiple vehicle disasters that are most likely to cause catastrophic-level events in Sumter County.
- Continue to refine the display boards and procedures for WebEOC to include addressing the following issues:
    - Relocate Status Board Displays so that they are visible to the majority of personnel in the EOC;
    - Set up all Status Boards to "auto-populate" with date and time of each entry;
    - Develop a brief "user guide" for WebEOC, to be available at each computer station in the EOC.
    - Confirm appropriate WebEOC authorization/access levels for all users, groups and positions; and
    - Provide periodic WebEOC training to all personnel who may be assigned to work in the Emergency Operations Center in future activations.
- Continue to develop and refine the County's Joint Information System/Center by addressing the following:
    - Update/complete and provide training on the Public Information Annex to the County's Comprehensive Emergency Management Plan to ensure that all personnel are familiar with the Standard Operating Procedures (SOPs);
    - Develop public education/information materials in alternate formats, including foreign languages;
    - Expand work space and equipment for PIOs in the Joint Information Center;
    - Identify media staging area(s) for mobile broadcast vehicles at the EOC site and other appropriate locations in the county; and
    - Develop a press/news release template that includes release number, date and time to identify the order and context of each release.
- Clarify procedures for requesting and deploying mutual aid resources, including animal protection, fire, hazardous material and emergency medical response.
- Provide additional Incident Command Training for county responders.

While the evaluators identified areas for improvement, it should be noted that participants dealt with many objectives of the exercise in an exemplary way. The participants clearly knew their community and how to do their jobs. The key community partners demonstrated that they work together well as a team in times of crisis and that

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they can adapt to almost any situation. Overall, this exercise was a successful learning tool that, if built upon, can prepare Sumter County for almost any hazard it may face.

Follow-up exercises should revisit:

Planners should use the results of this exercise to enhance existing plans and procedures, and by sharing agency expectations so key community partners become more familiar with the jurisdiction's full response capabilities.

While representatives of all agencies that participated in the exercise performed very well, future exercises should focus on the following items:

- Revised plans and procedures by participating agencies.
- Cross-discipline expectations of key community partners.
- Conduct functional and full-scale exercises for emergencies that require long durations of response/recovery as part of the progressive exercise program.

EVALUATOR COMMENTS:

"The Sumter County Emergency Operations Center has developed over the last few years into a viable center capable of coordinating the response to any unusual occurrence in a professional manner. The recent upgrades have enhanced the centers capabilities through the deployment of technologically advanced applications. The citizens of Sumter County should feel comfort in their community's ability to provide this valuable service."

Fred LaTorre, EREC Evaluator

"This evaluator has worked with these responders on prior exercises. They are highly competent and work well as a section. During this exercise, it was noted that both groups easily implemented their respective emergency plans and adjusted those plans to the changing event."

Rick Shimer, EREC Evaluator

"Exercise participants demonstrated a thorough understanding of their roles and responsibilities in this scenario. In addition, despite limited previous experience using the WebEOC software, they quickly learned how to integrate the technology into the EOC operational procedures."

Nancy Freeman, EREC Evaluator

*"I would like to commend the exercise participants for their motivation and their desire to better serve the citizens they protect" "**Job well done!**"*

Lee Newsome, CEM, MEP, CHS-V
Exercise Facilitator

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APPENDIX A: ACRONYM LIST

AAR	After Action Report
AAR/IP	After Action Report/Improvement Plan
ARES	Amateur Radio Emergency Services
C/E	Controller and Evaluator
CEMP	Comprehensive Emergency Management Plan
CHD	County Health Department
CP	Command Post
CWP	County Warning Point
DHS	U.S. Department of Homeland Security
DOH	Department of Health
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EREC	Emergency Response Educators and Consultants, Inc.
ERT	Emergency Response Team
ESF	Emergency Support Function
ExPlan	Exercise Plan
FBI	Federal Bureau of Investigation
FDEM	Florida Division of Emergency Management
FDLE	Florida Department of Law Enforcement
FDOH	Florida Department of Health
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
GPS	Global Positioning System
HazMat	Hazardous Materials
HSAS	Homeland Security Advisory System
HSEEP	Homeland Security Exercise and Evaluation Program
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	incident Management Team
IST	Incident Support Team
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
LEA	Law Enforcement Agency

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MAA	Mutual-Aid Agreement
MCI	Mass Casualty Incident
MCIP	Mass Casualty Incident Plan
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NRF	National Response Framework f/k/a National Response Plan (NRP)
OP	Operational Period
PIO	Public Information Officer
POC	Point of Contact
PPE	Personal Protective Equipment
RDSTF	Regional Domestic Security Task Force
SEOC	State Emergency Operations Center
SimCell	Exercise Simulation Cell
SitMan	Situation Manual
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SWP	State Warning Point
TCL	Target Capabilities List
TTX	Tabletop Exercise
UC	Unified Command

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APPENDIX B: IMPROVEMENT PLAN FOR SUMTER COUNTY

2009 SHSGP EOC FUNCTIONAL EXERCISE

This IP has been developed specifically for Sumter County, Florida, as a result of a Functional Exercise conducted on June 16, 2009. These recommendations draw on both the After Action Report and the After Action Conference.

Table A.1 Improvement Plan Matrix

Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
CAPABILITY 1: ANIMAL HEALTH EMERGENCY SUPPORT	**Recommendation 1:** Review plans and procedures to minimize the inconsistencies between the courses of action taken by the separate agencies within the functional Section.	**Action Item 1.1:** Engage in a comprehensive intra-agency review of plans and procedures related to animal protection and response and discuss morning and afternoon responses to the exercise scenario in relation to these plans.	**Planning**	Animal Control	Frank Taberner	June 1, 2010
		Action Item 1.2: Form an inter-agency working group to identify the optimal plan and appropriate procedures for future scenarios.	**Planning**	Animal Control	Frank Taberner	October 2009
		Action Item 1.3: Revise agency plans and procedures to reflect the accepted best practices related to animal protection issues during disasters.	**Planning**	Animal Control	Frank Taberner	June 2010

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 1.4: Conduct in-service training and future exercises on the new/revised plan and procedures.	**Training**	ESF 17 Interagency	Frank Taberner	June 2010
		Action Item 1.5: Allow the opportunity for personnel feedback and evaluation.	**Exercises, Evaluations, &Corrective Actions**	Animal Control	Frank Taberner	Ongoing
	Recommendation 2: Clarify mutual aid policies and accepted protocols related to animal protection issues during emergencies and disasters.	**Action Item 2.1:** Identify, invite, and schedule a meeting date with contiguous and surrounding counties' Animal Protection Services that Sumter County would engage for mutual aid.	**Planning**	Animal Control	Frank Taberner	February 2010
		Action Item 2.2: Define operational procedures and protocols pertaining to mutual aid agreements.	**Planning**	Animal Control	Frank Taberner	January 2010
		Action Item 2.3: Provide training and exercise opportunities for multi-jurisdictional animal protection personnel to learn and apply plans and procedures to hazard-specific scenarios.	**Training / Exercises, Evaluations, &Corrective Actions**	Animal Control	Frank Taberner	April 2010
		Action Item 2.4: Allow personnel the opportunity for feedback and	**Exercises, Evaluations, &Corrective Actions**	Animal Control	Frank Taberner	Ongoing

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		evaluation.				

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
CAPABILITY 2: COMMUNICATIONS	**Recommendation 1:** Reconfigure the status board screens within the EOC so that the maximum number of people can see them from any angle. One possibility would be at forty-five degree angles in the corners of the room.	**Action Item 1.1:** Research the best and easiest way to allow the maximum number of people to see the boards in the EOC.	**Planning**	EM	Judd Wright	June 2009
		Action Item 1.2: Re-hang the screens in the selected positions.	**Equipment and Systems**			N/A
		Action Item 1.3: Verify that all or majority of the tables can see each of the status boards at the new positions.	**Planning**			6/09
		Action Item 1.4: Conduct future exercises that specifically test personnel's ability to view the status boards.	**Exercises, Evaluations, &Corrective Actions**			Ongoing
		Action Item 1.5: Allow personnel the ability for feedback and evaluation.	**Exercises, Evaluations, &Corrective Actions**			Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
	Recommendation 2: Continue required training of all EOC personnel, no matter what level of experience they have, with the capabilities and functions of the WebEOC system.	**Action Item 2.1:** Establish an on-going exercise schedule to provide WebEOC training sessions at appropriate intervals for all EOC representatives.	**Training**	EM	Brian Gibson	Ongoing
		Action Item 2.2: Conduct exercises that fully test the program and the EOC staff's ability to use the program to communicate, including a scenario that results in the WebEOC being inoperable, to assure that personnel can carry out the communications function in any environment.	**Exercises, Evaluations, &Corrective Actions**	EM	Diane Surratt and Brian Gibson	Ongoing
		Action Item 2.3: Allow personnel the opportunity for feedback and evaluation.	**Exercises, Evaluations, &Corrective Actions**			Ongoing
	Recommendation 3: Phone communications protocols need to be further refined to allow for proper answering of calls.	**Action Item 3.1:** Identify if the current system can use alternate ring tones or head sets to alleviate ringing lines while communicating with each other or from outside the EOC.	**Equipment and Systems**	EM	Judd Wright	June 2009 Adjusted ringtones and provided headsets

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 3.2: Test options identified to see if all the EOC phones can be answered during an activation utilizing the new or improved set up.	**Equipment and Systems**	EM	Judd Wright	August 2009
		Action Item 3.3: Provide for personnel feedback.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	SOP
CAPABILITY 3: EMERGENCY OPERATIONS CENTER (EOC) MANAGEMENT	**Recommendation 1:** Continue training EOC representatives with WebEOC, to further increase knowledge about how to post to and use status board displays, and proper procedures in order to gain the most benefit from the new operating system.	**Action Item 1.1:** Review personnel assignments and position responsibilities to refine authorization/access levels.	**Planning**	EM	Brian Gibson	August 2009
		Action Item 1.2: Conduct follow-up training and procedural drills to further familiarize personnel with boards related to position assignments.	**Training / Exercises, Evaluations, &Corrective Actions**	EM	Brian Gibson	Ongoing
		Action Item 1.3: Set up display boards to auto-populate date and time with each entry.	**Equipment and Systems**	EM	Brian Gibson	August 2009

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
	Recommendation 2: Ensure that procedures for coordination and communication of critical information to the public are sufficient to maintain a consistent information flow between the EOC and the JIC.	**Action Item 2.1:** Review current procedures for public information collection and dissemination between the EOC and the JIC.	**Planning**	SPIN (Sumter Public Information Network)	Bobby Caruthers	Ongoing
		Action Item 2.2: Develop additional procedures that will enhance the ability of the EOC, in coordination with the JIC, to prepare and release accurate and timely information to the public.	**Planning**	SPIN	Bobby Caruthers	Ongoing
		Action Item 2.3: Provide follow-up training and procedural drills to test the process for collecting, validating and disseminating public information.	**Training**	SPIN	Bobby Caruthers	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
	Recommendation 3: Identify the process to document acknowledgement of messages received through the Citizen Information Line in the EOC and actions taken.	**Action Item 3.1:** Review and revise, as appropriate, Citizen Information Line procedures to document and acknowledge calls, and the process for taking action related to calls.	**Planning**	EM	Brian Gibson	Ongoing
		Action Item 3.2: Conduct procedural drills for answering calls, and taking, documenting and processing requests from callers.	**Exercises, Evaluations, &Corrective Actions**	EM	Brian Gibson	Ongoing – regular training

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
	Recommendation 4: Develop short, concise user instructions for the basic functions of WebEOC and place a copy or two at each table within the EOC. The instructions should assume that the user is unfamiliar with WebEOC.	**Action Item 4.1:** Assign someone with WebEOC knowledge the responsibility to create a "cheat sheet" or user guide.	**Personnel**	EM	Brian Gibson	August 2009
		Action Item 4.2: Conduct procedural drills using the "cheat sheets" with personnel that have no prior knowledge about WebEOC to accurately gauge the effectiveness of them.	**Exercises, Evaluations, &Corrective Actions**	EM	Brian Gibson	August 2009

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
	Recommendation 5: Research the feasibility of buying additional computers, loaded with WebEOC, so that every workstation in the EOC has a computer and access to WebEOC.	**Action Item 5.1:** Conduct a cost-analysis study of gaining more computers for the EOC.	**Planning**	EM	Judd Wright	Ongoing
		Action Item 5.2: Identify funding source(s) and, if possible, buy additional computers to put in the EOC.	**Planning**	EM	Judd Wright	Ongoing
		Action Item 5.3: Ensure that all new computers are loaded with WebEOC.	**Equipment and Systems**	EM	Brian Gibson	Ongoing
		Action Item 5.4: Test the new computers during future training and exercises to ensure proper performance.	**Equipment and Systems**	EM	Brian Gibson	Ongoing
	Recommendation 6: Research and document ancillary sources, on visual and WebEOC display boards that can give accurate local weather information in case the EOC weather station is out-of-service.	**Action Item 6.1:** To augment the EOC weather station, identify multiple sources that can provide accurate, up-to-date weather information to the EOC during activation.	**Planning**	EM	Judd Wright	In the process of establishing a Sumter County weather page.

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 6.2: Document those sources and ensure that a copy of the document is housed within the EOC.	**Planning**	EM	Brian Gibson	The above info will be available on WebEOC
	Recommendation 7: Train personnel on the use of the Incident Command structure to ensure knowledge and use of ICS-approved terminology in future exercises or real-world emergencies.	**Action Item 7.1:** Assure that all personnel with EOC or ICS positions or assignments are trained to the appropriate ICS level specified by NIMS requirements.	**Training**	EM	Judd Wright	Sumter County is NIMS compliant.
		Action Item 7.2: Assign specific personnel to coordinate, schedule and facilitate ICS position training.	**Personnel**	EM	Judd Wright and Diane Surratt	Ongoing. This was discussed by the AAR committee
		Action Item 7.3: Conduct and evaluate exercises to ensure the proper use of the IC structure and ICS terminology.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing
		Action Item 7.4: Provide the opportunity for personnel feedback and evaluation through a progressive training and exercise program.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
CAPABILITY 4: EMERGENCY PUBLIC INFORMATION AND WARNING	**Recommendation 1:** To enhance the public information function coordinated by Public Information Officers, ensure that all PIOS are fully trained and capable of managing the JIS/JIC during EOC activation.	**Action Item 1.1:** Conduct recurring training for PIOs in JIS/JIC SOPs and WebEOC.	**Training**	SPIN	Bobby Caruthers	Ongoing
		Action Item 1.2: Conduct exercises that fully test the County's PIO procedures and personnel, including the use of the WebEOC software.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing
	Recommendation 2: Research the feasibility of acquiring and purchasing additional operational equipment so that every workstation in the JIC has a computer and all required tools to support their function.	**Action Item 2.1:** Identify the types and quantities of equipment needed for the JIC, including: additional computers loaded with WebEOC, laptop docking stations, a printer/fax/scanner/copier, additional whiteboard(s), DVD/VHS tape capabilities for media monitoring, and necessary connectivity (TV & Audio) to the EOC for briefings when unable to physically attend.	**Equipment and Systems**	EM	Judd Wright	June 2009

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 2.2: Conduct a cost-analysis study to determine the method of purchasing and funding sources that can be used for more computers/hardware for the PIOs.	**Planning**	N/A		
		Action Item 2.3: If possible, buy additional computers/hardware to put in the PIO room/EOC.	**Equipment and Systems**	EM		June 2009
		Action Item 2.4: Ensure that all new computers are loaded with WebEOC and media-related software.	**Equipment and Systems**	EM	Brian Gibson	June 2009 and ongoing
		Action Item 2.5: Test the new computers during future training and exercises to ensure proper performance.	**Equipment and Systems**	EM	Brian Gibson	June 2009 and ongoing with new software
	Recommendation 3: Research the feasibility of constructing/identifying a space for a Media Center within the EOC, so that media can work out of and conduct press conferences/media briefings within	**Action Item 3.1:** Conduct a space analysis to identify required operational square footage, infrastructure and technology needs to construct a Media Center within the EOC.	**Planning**	N/A Media will not have access to the EOC.		N/A
		Action Item 3.2: Conduct a cost-analysis study to determine the feasibility and/or funding sources for construction.	**Planning**	Media is confined to the SO lobby w/ a video feed from EOC.		N/A

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 3.3: If feasible, move forward with design and construction to allocate or construct a space for a Media Center.	**Equipment and Systems**	N/A		N/A
		Action Item 3.4: Ensure that the space can accommodate the media with proper connections and Wi-Fi.	**Equipment and Systems**	N/A		N/A
		Action Item 3.5: Test the new Media Center during future training and exercises to ensure proper performance.	**Exercises, Evaluations, &Corrective Actions**	N/A		N/A
	Recommendation 4: Identify Media staging/operations areas within the parking lot of the EOC, and off-site, which the media can utilize if the event does not allow them in/near the EOC.	**Action Item 4.1:** Identify areas near the EOC that can accommodate large vehicles and personnel.	**Planning**	EM	Judd Wright	June 2009
		Action Item 4.2: Include these new areas within the plan and procedures for the PIO function.	**Planning**	EM	Judd Wright	June 2009
		Action Item 4.3: Conduct future training and exercises that involve sending media to these new locations.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	N/A (SO and BOCC parking lot will accommodate)

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
	Recommendation 5: A copy of the PIO Standard Operating Procedures (SOP) plan and ESF-14 contact list need to be located within the JIC at the EOC.	**Action Item 5.1:** Locate or create and house multiple copies of SOPs and ESF-14 contact lists in the JIC.	**Planning**	SPIN	Bobby Caruthers	
		Action Item 5.2: Revise and update the SOPs and contact lists on a schedule determined by Sumter County Emergency Management.	**Planning**	SPIN	Bobby Caruthers	in process
	Recommendation 6: Include in the PIO Standard Operating Procedures (SOP) the process to contact the Regional Domestic Security Task Force (RDSTF) and request deployment of their mobile PIO unit at the beginning of major events to ensure the use and quick delivery of the asset.	**Action Item 6.1:** Revise the SOPs for the PIO function to reflect immediately contacting the RDSTF for the mobile PIO unit at the beginning of major events.	**Planning**	SPIN Contact is made as needed and determined by EM Director/EOC Manager	Bobby Caruthers	

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 6.2: Include these protocols from the revised plan in future training and exercises.	**Exercises, Evaluations, &Corrective Actions**			
	Recommendation 7: Identify Spanish/other language translators for all printed collateral materials, as well as spokespersons to relay information. If unavailable locally, there are many translation companies in-state and nationwide that are available to reproduce products in other languages, as needed.	**Action Item 7.1:** Identify Spanish-speaking/writing personnel that can translate messages for the PIOs in a timely fashion.	**Personnel**	SPIN	Dina Martinez	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 7.2: Identify local or nationwide services that can quickly translate documents for PIOs, for multiple languages and added redundancy.	Planning	SPIN	Bobby Caruthers	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
CAPABILITY 5: ENVIRONMENTAL HEALTH	**Recommendation 1:** Conduct a meeting with the management personnel from fire and health agencies to identify agency plans, procedure, resources and expectations in future EOC activations.	**Action Item 1.1:** Conduct training with EOC personnel from Fire and Health on the expectations of coordination and communication.	**Training**	EM	Judd Wright	Ongoing
		Action Item 1.2: Allow the opportunity for personnel feedback and evaluation.	**Exercises, Evaluations, &Corrective Actions**	"	"	"
CAPABILITY 6: MASS CARE (SHELTERING, FEEDING AND RELATED SERVICES)	**Recommendation 1:** More training is needed for those individuals that will serve as alternates to their respective positions in the EOC.	**Action Item 1.1:** Identify those that will serve in the respective positions and schedule and conduct additional training.	**Personnel**	EM	Judd Wright	Ongoing
		Action Item 1.2: Provide opportunities for cross-training and job shadowing during training events and actual activations for alternates.	**Training**	EM	Judd Wright	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 1.3: Provide an opportunity for personnel feedback.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing
	Recommendation 2: Conduct further customization and training on WebEOC.	**Action Item 2.1:** Identify those program fixes that will allow for self-populating of fields based on a drop-down menu selection as well as other status options for shelters.	**Equipment and Systems**	EM	Brian Gibson	August 2009
		Action Item 2.2: Identify rights and access issues specific to users or Section Chiefs to ensure that users that need access have the appropriate authorities within the system and well as view-only capability on status boards.	**Equipment and Systems**	EM	Brian Gibson	August 2009
		Action Item 2.3: Provide an opportunity for personnel feedback.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
	Recommendation 3: Emergency Management should facilitate a meeting between area law enforcement and representatives from Department of Children and Families to clarify roles and responsibilities.	**Action Item 3.1:** Identify delineation of roles and responsibilities in the presented scenario and make expectations clear among law enforcement and DCF.	**Planning**	EM	Judd Wright	Ongoing
		Action Item 3.2: Provide opportunities for discussion of different scenarios to ensure expectations are reasonable and shared among law enforcement and DCF.	**Planning / Training**	EM	Judd Wright	Ongoing
		Action Item 3.3: Provide an opportunity for personnel feedback.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
CAPABILITY 7: ON-SITE INCIDENT MANAGEMENT (PARTIAL)	**Recommendation 1:** Public Works entities should conduct an evaluation of disaster response procedures related to the impact of a state road.	**Action Item 1.1:** Engage in forthright discussions with FDOT emergency response personnel, based on this or another "worst-case" scenario to identify potential response gaps and procedural needs to address gaps.	**Planning**	Public Works	Gary Kuhl	August 2009
		Action Item 1.2: Post-discussion, document mutually agreed upon procedures in a Memorandum of Understanding/Agreement for future response to this type of incident.	**Planning**	Public Works	Gary Kuhl	Ongoing
	Recommendation 2: Law enforcement agencies should continue training and exercising together to gain further knowledge and cooperation for future activations.	**Action Item 2.1:** Establish continuing annual in-service training schedules.	**Training**	EM	Judd Wright	Ongoing
		Action Item 2.2: Assign specific personnel to coordinate and facilitate the training.	**Personnel**	EM	Judd Wright	Ongoing
		Action Item 2.3: Provide hands-on interactive scenarios.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
		Action Item 2.4: Provide opportunity for personnel feedback and evaluation through a progressive exercise schedule.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing
	Recommendation 3: Continue required training of all Emergency Operations Center Law Enforcement Agencies (EOC LEAs), no matter what level of experience they have, with the capabilities and functions of the WebEOC system.	**Action Item 3.1:** Conduct recurring WebEOC training sessions for the EOC LEAs.	**Training**	EM	Judd Wright	Ongoing
		Action Item 3.2: Conduct exercises that fully test the program and the EOC LEA's ability to use the program to communicate.	**Exercises, Evaluations, &Corrective Actions**	EM	Judd Wright	Ongoing

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Projected Completion Date
CAPABILITY 8: WMD/HAZARDOUS MATERIALS RESPONSE AND DECONTAMINATION (HAZMAT ONLY)	**Recommendation 1:** Review and revise, as needed, mutual aid agreements with contiguous counties for HazMat decontamination services.	**Action Item 1.1:** Review current plans and procedures to ensure that Sumter County is prepared to respond to a large-scale HazMat situation.	**Planning**	Fire Rescue	Bill Gulbrandsen	Ongoing
		Action Item 1.2: If needed, revise plans and procedures with contiguous counties for mutual aid response.	**Planning**	Fire Rescue	Bill Gulbrandsen	Ongoing
		Action Item 1.3: Provide in-service training and follow-up exercises on plans and procedures that implement mutual aid agreements.	**Training / Exercises, Evaluations, &Corrective Actions**	Fire Rescue	Bill Gulbrandsen	Ongoing
		Action Item 1.4: Allow personnel the opportunity for feedback and evaluation.	**Exercises, Evaluations, &Corrective Actions**	Fire Rescue	Bill Gulbrandsen	Ongoing

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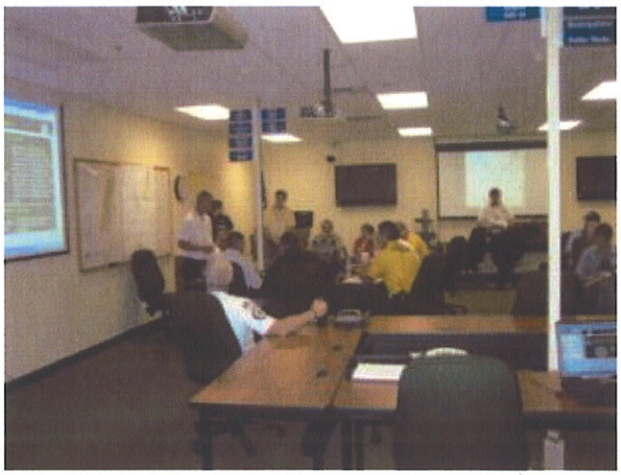
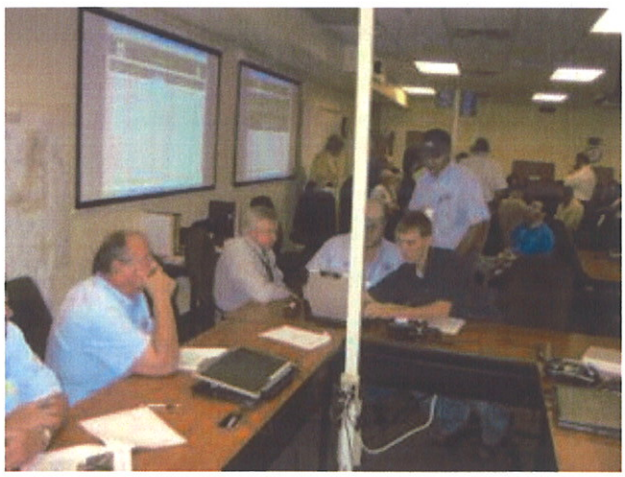
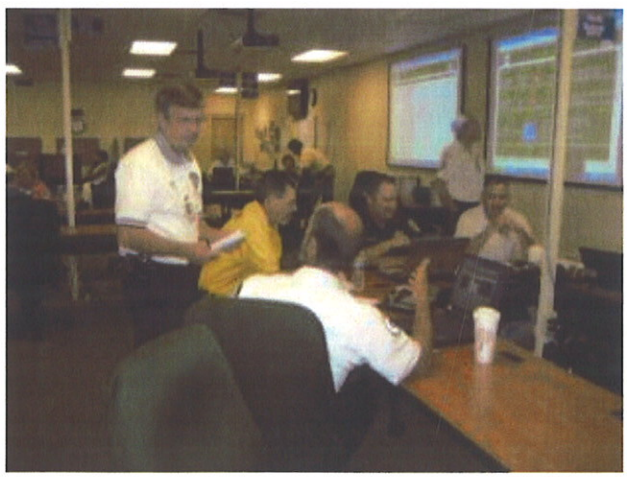
APPENDIX C: SUMTER COUNTY 2009 FUNCTIONAL EXERCISE

PICTORIAL HISTORY







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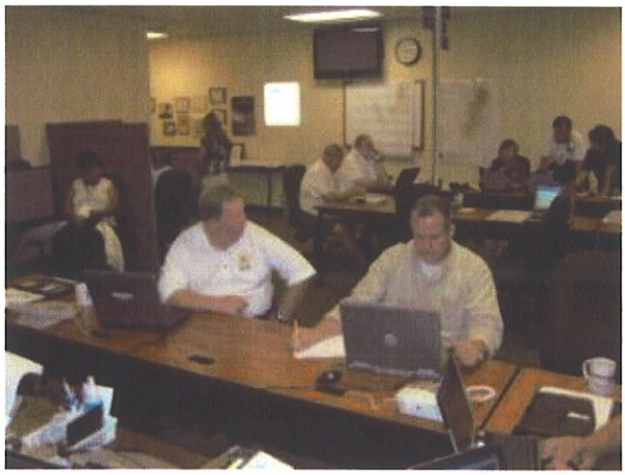

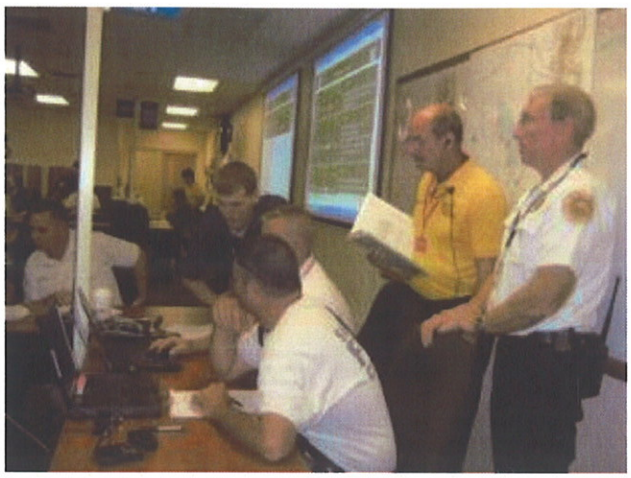

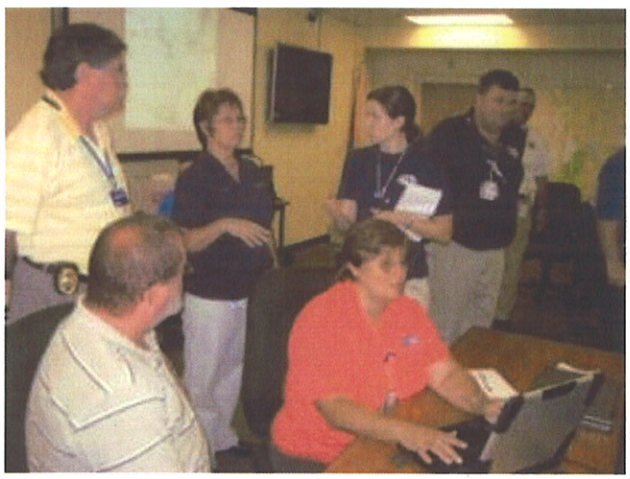

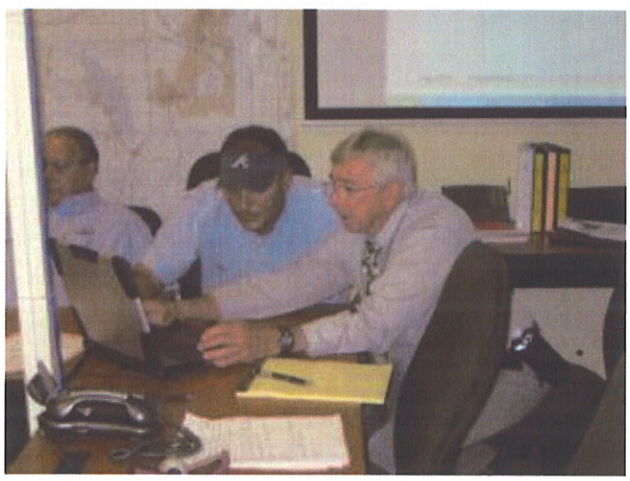

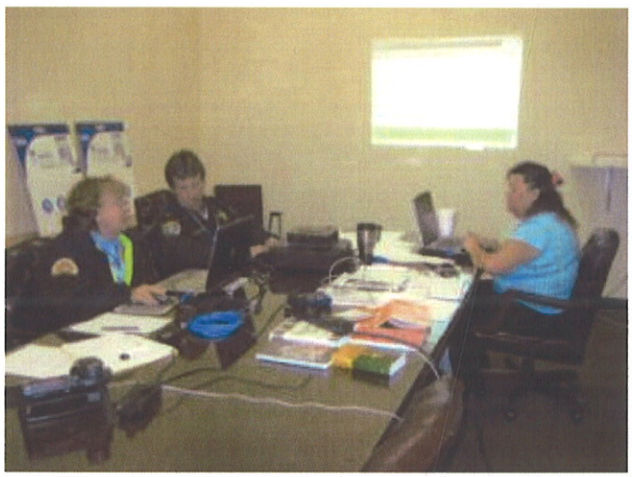

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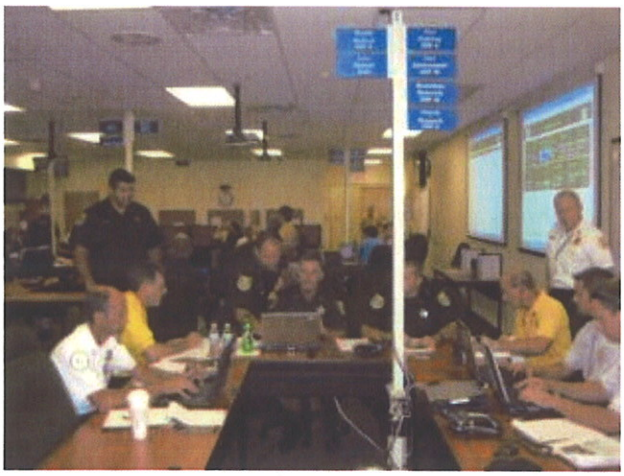

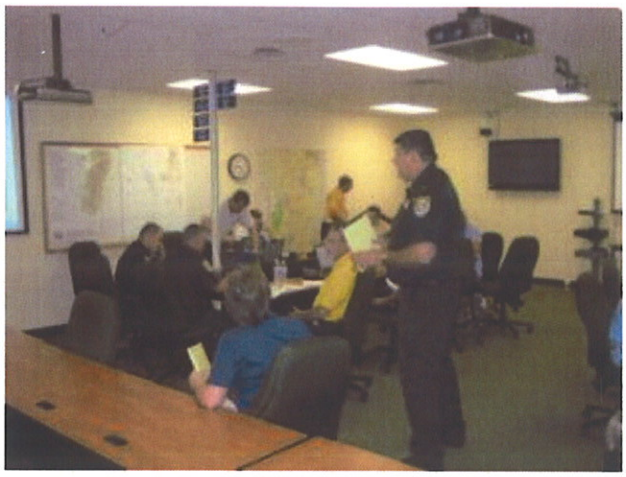

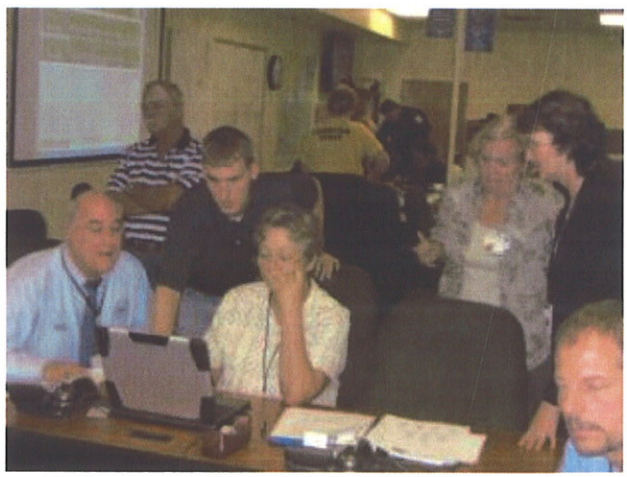

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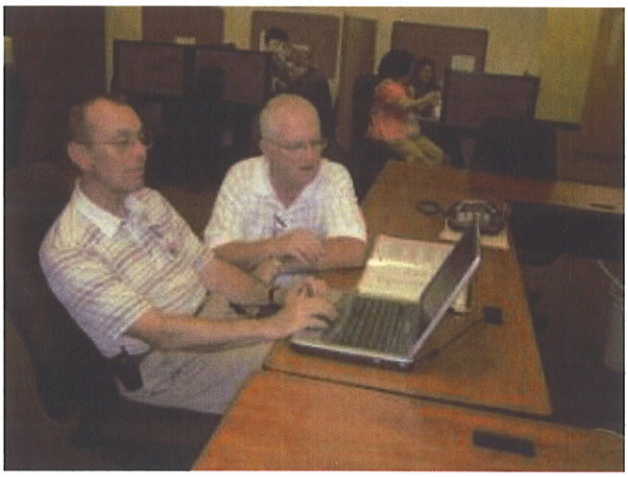

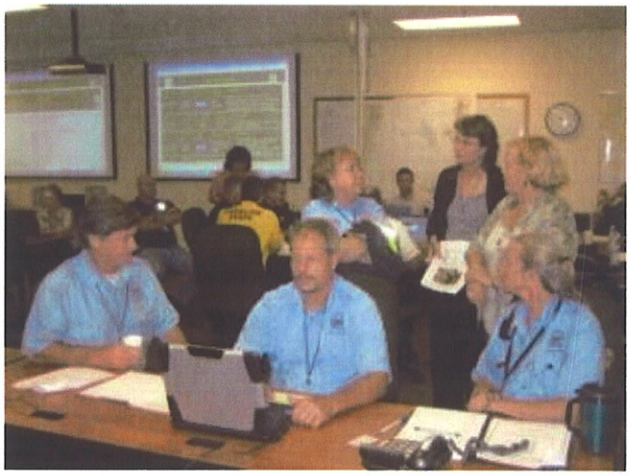

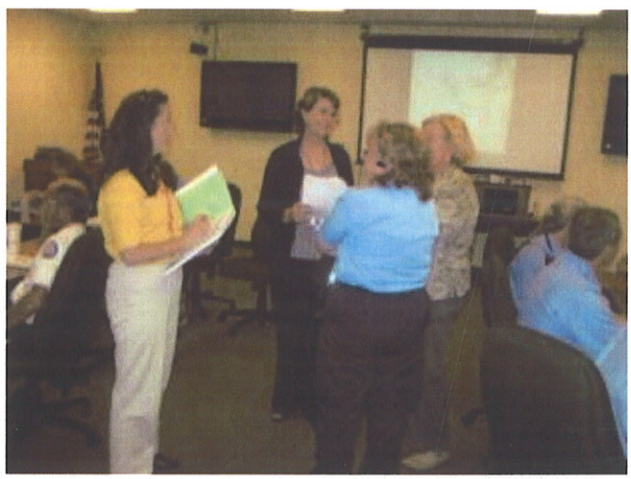

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