



North Carolina EM

I. Executive Summary

EMAP truly appreciated the opportunity to partner with the North Carolina EM staff in successfully accomplishing the initial Event Strategic Review (ESR). EMAP, partnering with stakeholders from the Federal Emergency Management Agency (FEMA), National Emergency Management Agency (NEMA), and International Association of Emergency Managers (IAEM) has developed the Event Strategic Review (ESR). The goal of the pilot project is to utilize EMAP's independent peer-review process to collect and analyze data that will support and assist the FEMA National Preparedness Assessment Division (NPAD) in meeting goals established in the Post Katrina Emergency Management Reform Act of 2006 and Remedial Action Management Program. Additionally, the pilot provided EMAP Training & Technology an opportunity to alpha test the ESR Application (ESRA) currently in development. For the purposes of the initial pilot, ESRA was alpha tested as an Access Database to provide a template by which the pilot software platform could be initiated.

EMAP will review and translate data collected into an aggregate format that will be provided to partnering stakeholders referenced above. ESR pilot expenses are funded through EMAP's cooperative agreement with FEMA thus providing your Program with a "free" review.

Please find attached a summary report that outlines preliminary findings of the review team. Thank you for devoting programmatic time, as well as the time of your staff towards the ESR pilot. We would like to take this opportunity to recognize the exemplary professionalism and assistance provided by the staff of the North Carolina EM and their Emergency Management Agency.

Emergency management requires the cooperation and collaboration of all organizations having a role in response and recovery. Your cooperation and efforts demonstrate the level of leadership and commitment required for the continual professionalization of emergency management to ensure our collective ability to protect the citizens we serve.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nicole M. Ishmael". The signature is fluid and cursive, with the first name "Nicole" being more prominent.

Nicole M. Ishmael
EMAP Executive Director

II. Introduction

A. ESR Candidate

Program: North Carolina EM

Program Address:

State of North Carolina/Division of Emergency Management
4713 Mail Service Center
Raleigh,
27699-4713

ESR Contact:

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B. ESR Team

Mark Howard, Arizona Emergency Response Commission - Executive Director
Cathi Slaminski, -

C. ESR Methodology

As this was a “stand-alone” pilot, an EMAP Reviewer team was assembled to conduct an On-site review separate from an existing scheduled baseline assessment. The process followed many of the same components of the proven peer-review process used by EMAP. The Program was given an opportunity to complete a Self-review, submit supportive documentation and complete an On-site Review prior to the arrival of the Assessor Team.

The program completed an internal self review against pilot methodology and EMAP Standards. The On-site Review was conducted by a team of EMAP liaisons, which provided pilot guidance and direct observation for measuring ESR pilot delivery; monitored progress and outcomes; and coordinated the activities of three (3) independent trained reviewers from outside the pilot program.

III. Applying the ESR Data Points

A. Purpose and Scope of the ESR Data Points

The pilot project purpose is to collect and identify priority issues, corrective actions, lessons learned and best practices for improvement of existing after-action processes used for exercises and real world events.

The ESR is not prescriptive in nature, rather the ESR applies existing standards and data analysis inquiry to review event documentation pursuant to EMAP Standards 4.3: Hazard Identification, Risk Assessment and Consequence Analysis and EMAP Standard 4.14: Exercises, Evaluations and Corrective Actions. An “Event” is defined as an occurrence of significant involvement that includes multiple jurisdictions and/or agencies that spans multiple operational periods that produces both information and formal event documentation.

Documents to be reviewed and/or considered:

- Exercise Events (Discussion Based, Tabletops, Functional & Full-Scale)
 - o State Preparedness Report(s)
 - o After Action Report(s)
 - o Improvement Plan(s)
 - o Corrective Action Plan(s)
 - o Training & Exercise Work Plan(s)
- Real World Events
 - o Incident Action Plan(s)
 - o After Action Report(s)
 - o Improvement Plan(s)
 - o Corrective Action Plan(s)

Criteria that will be collected and analyzed will span from 2006 to present:

- Event details (date, location, type of event/exercise, etc.)
- Top 10 Corrective Action items currently being improved upon
- Corrective Actions that have been resolved within the last year
- Lessons Learned within the last year
- Agency funding for Exercise(s)
- Identified strengths and areas of improvement
- EMAP Standard 4.3: Hazard Identification, Risk Assessment and Consequence Analysis
- EMAP Standard 4.14: Exercises, Evaluations and Corrective Actions

B. Organization of Review Findings

Section IV of the review report lists foundational documentation that provided for review and data points. Review and data points were applied to the Program, and describe the findings of the review team for each point. Any exemplary or otherwise noteworthy aspects of the Program that were brought to light during the review are included.

Corrective Action Process

The Program has a Continuous Corrective Action process: true
The Program has a Corrective Action Development Process: true
The Program has a Corrective Action Tracking Process: true

Corrective Action Process Summary:

At the conclusion of each exercise an After Action Report and Improvement Plan is developed based upon the exercise evaluation. An After Action Conference is conducted and each issue is discussed. If an issue is determined to be an item for improvement it is assigned to a responsible section with a point of contact. The corrective action is detailed along with the state and end dates of the program. Corrective actions are loaded into the DHS CAP program and tracked to completion.

Resolved Corrective Actions in the previous year:

HURREX 2010 Exercise 5/4 -5/5/ 2010

Item 1.3.1 (HURREX 2010) - additional training for the uses and capability of the Hurrevac software. Hurrevac training conducted 6/29/10, 7/27/10, 8/4/10, 8/30/10.

Item 1.6 Need more opportunities to use and practice with WEB EOC System. WEB EOC. Training conducted 8/17/10, 9/7/10, 9/9/10, 10/14/10, 10/19/10, 10/27/10, 1/5/11, 1/18/11, 2/24/11, 3/15/11 for a total of 400 personnel.

Item 2.3 Mission Assignment Coordinator needs to work with Regional Coordination Centers to develop better Standrd Operating Guide as MAC. SOG published on 9/1/2010 and training conducted at the RCC.

Item 2.7 Recommend using Connect-Pro for all organizations during an event that requires briefings and external agencies. Conducted two courses and have two advanced courses for Section users in August 2010.

Item 3.5 Demonstrate tracking shelter operations in WEB EOC. Developed Shelter Board in WEB EOC that tracks opening, closing, number personnel in shelter and who is responsible for shelter.

Item 3.6 Training on procedures and use of Special Medical Needs Registry. Produced a CD ROM of training and distributed it to counties and DHHS in October 2010..

None provided. (GW)

Disaster Declarations

- Remnants of Tropical Storm Nicole - Severe Winter Storms & Flooding
- 2010-10-14
- Severe Winter Storms & Flooding - 2010-02-02
- Tropical Storm Hanna - 2008-10-08

Exercise Plan(s)

Hazard Identification, Risk Assessment and Consequence Analysis

The Program's Exercise Plan matches their HIRA: false

Identified Hazards:

- Floods
- Earthquakes
- Fires
- Hurricanes & Coastal Hazards
- Severe Winter Weather
- Drought
- Dam Failure
- Infectious Diseases
- Tornado/Thunderstorms
- Climate Change
- Hazardous Substances
- Biological
- Nuclear
- Explosives

IV. Event Review Findings

Event: Operation Terminator

Event Start Date: Aug 06 09

Event End Date: Aug 07 09

Event Duration: 5 Hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Alternate EOC, Raleigh

Event Type: Drill

Event Host(s):

Event Funding Source(s):

- NCEM

Event Goals:

Event Scenario: Fire

Event Scenario Summary:

Statewide Event and/or MultiState Event: false

Event Participants:

- NCEM Staff in Raleigh

Role of the State Emergency Management Program:

The purpose of this exercise was to provide the State Emergency Response Team functional leads and staff an opportunity to discuss inter-relationships and coordination issues involving an incident affecting Asheville, Smithfield, and Kinston while implementing the Continuity of Operations Plan. The exercise will focus on the SERT coordination, critical decisions, and the related policies and plans to successfully deliver resources to incident operations.

Target Capabilities, Corrective Actions & Strengths:

Lessons Learned:

Documents Reviewed:

Event: Hurricane Earl

Event Start Date: Aug 30 10

Event End Date: Sep 08 10

Event Duration: 233 hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Beaufort County
- Bertie County
- Brunswick County
- Camden County
- Carteret County
- Chowan County
- Craven County
- Currituck County
- Dare County
- Duplin County
- Hyde County
- New Hanover County
- Onslow County
- Pamlico County
- Pasquotank County
- Pender County
- Perquimans County
- Pitt County
- Tyrrell County
- Washington County
- Columbus County
- Edgecombe County
- Gates County
- Greene County
- Halifax County
- Hertford County
- Jones County

- Lenoir County
- Martin County
- Northampton County

Event Type: Real World Event

Event Host(s):

Event Funding Source(s):

- State Funds
- Federal Funds

Event Goals:

Event Scenario: Hurricane

Event Scenario Summary:

Statewide Event and/or MultiState Event: true

Event Participants:

- NC Emergency Management
- NC Division of Marine Fisheries
- Salvation Army
- NC Department of Transportation
- NC State Highway Patrol
- American Red Cross
- NC National Guard
- NC Office of Emergency Medical Services
- NC Department of Environment & Natural Resources
- NC Division of Forest Resources
- NC Baptist Men

Role of the State Emergency Management Program:

Respond to resource requests

Support impacted counties with needed equipment and commodities

Support coastal evacuations and sheltering

Prepare and conduct post-event impact assessments and recovery activities

Target Capabilities, Corrective Actions & Strengths:

Lessons Learned:

Documents Reviewed:

Event: Remnants of Tropical Storm Nicole

Event Start Date: Sep 27 10

Event End Date: Oct 01 10

Event Duration: 120 hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Beaufort County
- Bertie County
- Craven County
- Hertford County
- Onslow County
- Tyrrell County
- Brunswick County
- Camden County
- Jones County
- Martin County
- New Hanover County
- Pender County
- Pitt County
- Washington County

Event Type: Real World Event

Event Host(s):

Event Funding Source(s):

- State funds
- Federal funds

Event Goals:

Event Scenario: Hurricane

Event Scenario Summary:

Remnants of Tropical Storm Nicole resulted in severe storms, flooding and straight line winds The storm impacted several communities in the eastern part of North Carolina.

Statewide Event and/or MultiState Event: false

Event Participants:

- NC Emergency Management

Role of the State Emergency Management Program:

To provide assistance to the counties impacted

Target Capabilities, Corrective Actions & Strengths:

Lessons Learned:

Documents Reviewed:

Event: NC SNS Security and Transportation Tabletop Exercise

Event Start Date: Sep 23 09

Event End Date: Sep 23 09

Event Duration: Three (3) hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Winston Salem, North Carolina

Event Type: Table Top

Event Host(s):

Event Funding Source(s):

- FY 2009 CDC Public Health Emergency Preparedness Grant

Event Goals:

Event Scenario: Health

Event Scenario Summary:

Scenario Type

(Terrorist Aerosolized Anthrax Incident)

This multimedia, facilitated tabletop exercise had three (3) modules as listed:

Modules

1-Initiation:

Activating Receipt, Stage, and Store (RSS) Warehouse

2-Staging:

RSS Security and Transport

3-Security and Transport:

RSS to Local Receiving Site Security/Transport

Statewide Event and/or MultiState Event: false

Event Participants:

- NC Public Health Preparedness & Response
- NC Division of Emergency Management
- Forsyth County Emergency Management
- NC State Highway Patrol
- Winston-Salem Fire Service

- Greensboro Police Department.
- NC Office of Emergency Medical Services (Lead Pharmacist/SMAT)
- Public Health Regional Surveillance Team 1,2,4 (RSS Regional Pharmacist)
- Public Health Regional Surveillance Team 3,5 (Regional Pharmacists and Nurse Consultant)
- Landstar Carrier Group
- Caswell County Health Department
- Davie County Health Department
- Forsyth County Health Department
- Guilford County Health Department

Role of the State Emergency Management Program:

NC EM provides support to NC Public Health when using the Strategic National Stockpile is required. NC EM provides transportation arrangements and logistical support during the event. For the exercise, NC EM staff were involved in the exercise planning; exercise participants; and evaluators.

Target Capabilities, Corrective Actions & Strengths:

• Planning

Activity Level(s):

- Develop/revise operational plans
- Develop plans, policies, programs and systems for intelligence information and sharing
- Develop plans, procedures, policies and systems for medical management and distribution.

Strength(s):

Public Health and Emergency Management have demonstrated collaboration in preparing the SNS plan and the detail on SNS listed in the State Emergency Operations Plan, Annex B, Appendix 7

The Highway Patrol has a policy for SNS shipment that provides security for shipment from the RSS to LRS.

There are State Emergency Response Team (SERT) communications occurring at the state level. Incident Management Team is activated. At the local level each county has some type of multi-agency task force that will be activated. These groups have discussed terrorism, SNS, etc., prior to this event.

The local agencies reach out to federal agencies early in the event for assistance. The Bioterrorism Task Force was notified and SERT activated.

Public Health has demonstrated that there are measures in place to order the resources needed to support any operation.

The State Emergency Response Team has made prior planning and efforts for preparedness.

Area(s) of Improvement:

To have more participation from local law enforcement in future exercises, regarding on-site and transportation security. Incorporate

the State Haz-Mat Regional Response Team into training and preparedness' for Biological attacks.

Need to address local communications/coordination. Several counties and agencies are involved. This will be a local/regional tasking. Examine if there will be enough staff for the state Emergency Operations Center and the RSS warehouse Incident Management Team.

The local law enforcement agencies may consider seeking out possible state or federal training for Bioterrorism attacks. The local agencies may want to meet with the State Regional Haz-Mat response teams to learn their capabilities' to field test substances to determine if possible Biological agent. This team would be able to aid NC Public Health with their initial assessments.

The use of an IMT in a warehouse operation needs to be fully developed and written into the plan.

Need more work at the local and regional level. Who is responsible - the State Medical Assistance Team, Regional Area Coordinator, Domestic Preparedness and Readiness Committee? Public Health will be lead but will need support.

Summary:

The SNS Security and Transportation Tabletop Exercise was a success. Though it fostered communication between SERT partners and representatives from the counties, more communications plans and information sharing is encouraged. Participants followed along with the Participant or Evaluator Logs and were fully engaged in discussion. Though the room was small, sound was good and everyone could hear. Recommend allotting at least four to six hours for future tabletop exercises on SNS-related topics. This will provide more time to digest and provide details. "Action exercises" and less planning are needed in order to determine what can or may not work. Plans that are developed or revised should include review by local partners and then updating them to mesh with county Emergency Operations Plans. Direct local involvement and perspective with law enforcement, emergency management and public health on this subject are needed.

Significant Recommendations

Plans must be adjusted
Training for Type IV Incident Management Team is needed throughout the state
Invite additional partners during future exercises
Intelligence: identify population impacted
Truck staging requires further review
Expand inventory and manpower
Public Information: must factor in human element

Corrective Actions:

- Revise/harmonize plans, Standard Operations Guides (SOG) and checklists for response roles and responsibilities during bioterrorism incidents and SNS security and transport deployments

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- Train and exercise response roles and responsibilities for bioterrorism incidents and SNS security and transport deployments

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

Improvement Plan Provided: true
Improvement Plan Completed: false

• Intelligence and Information Sharing and Dissemination

Activity Level(s):

- Share information and/or intelligence between federal, state, local and tribal levels by using clearly defined
- Ensure security meets medical supplies at point of entry of state.
- Coordinate with law enforcement to provide security to protect medicines, supplies and public health personnel.

Strength(s):

Local law enforcement had to leave before this topic was discussed in detail.

The North Carolina State Highway Patrol has a policy in place regarding SNS shipments.

Excellent state EOC/SERT communications/coordination. The US Marshalls provide security to the state followed by NC State Highway Patrol picking up from there. This has been considered for both truck and aircraft deliveries.

NC EM has set up security at the RSS with the local agency to provide security and property is fenced in.

Area(s) of Improvement:

The local agencies can utilize the NC Fusion Center, a component of the State Bureau of Investigation (SBI), for combating terrorism and crime. The SBI has direct accesses to Homeland Security and is familiar with numerous federal resources in terrorist attack.

Some additional communications and coordination is needed with local agencies (police, Sheriff's Office, emergency management, etc.). This could, and should, include face-to-face, conference calls, etc. Also, prepare for public/media interest due to the large crowds involved.

NC EM needs to coordinate or further develop plans with airport security to ensure adequate security is provided if the SNS supplies are received at an airport.

Airports need to be part of a planned process to coordinate pickup of SNS assets. Assure there are written agreements. Consider use of military or smaller airports as they may provide more time and space.

There needs to be a plan developed for security for the LRS and airport if local law enforcement is not present when the supplies arrive.

Summary:

The SNS Security and Transportation Tabletop Exercise was a success. Though it fostered communication between SERT partners and representatives from the counties, more communications plans and information sharing is encouraged. Participants followed along with the Participant or Evaluator Logs and were fully engaged in discussion. Though the room was small,

sound was good and everyone could hear. Recommend allotting at least four to six hours for future tabletop exercises on SNS-related topics. This will provide more time to digest and provide details. "Action exercises" and less planning are needed in order to determine what can or may not work. Plans that are developed or revised should include review by local partners and then updating them to mesh with county Emergency Operations Plans. Direct local involvement and perspective with law enforcement, emergency management and public health on this subject are needed.

Significant Recommendations

Plans must be adjusted

Training for Type IV Incident Management Team is needed throughout the state

Invite additional partners during future exercises

Intelligence: identify population impacted

Truck staging requires further review

Expand inventory and manpower

Public Information: must factor in human element

Corrective Actions:

- Secure SNS assets received via large aircraft

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Critical Resource Logistics and Distribution**

Activity Level(s):

- Coordinate and obtain external resources for sustained operations of medical supplies management and distribution.
- Activate medical supplies management and distribution.
- Mobilize resources to ready for transportation.

Strength(s):

Public Health (PH) has demonstrated that there are measures in place to order the resources needed to support any operation.

Public Health has a well coordinated process for determining if a SNS Push Package is required for an event.

Public Health and Emergency Management both clearly demonstrated that effective means of communication and mobilization of resources will occur in the event a RSS must be stood up and an SNS Push Package is requested.

Area(s) of Improvement:

Continued training and exercising of the RSS warehouse operations as well as additional work on local regional levels.

Continued training and exercising of this process.

Make provisions for additional law enforcement personnel to provide security so the truck driver and assigned State Highway Patrol Trooper can rest/sleep when required. It is impossible for the assigned Trooper to escort the truck and then guard the truck during a sleep/rest period.

Include in the plan how to handle the materials in the event the RSS warehouse staff do not arrive to accept the supplies.

Summary:

The SNS Security and Transportation Tabletop Exercise was a success. Though it fostered communication between SERT partners and representatives from the counties, more communications plans and information sharing is encouraged. Participants followed along with the Participant or Evaluator Logs and were fully engaged in discussion. Though the room was small,

sound was good and everyone could hear. Recommend allotting at least four to six hours for future tabletop exercises on SNS-related topics. This will provide more time to digest and provide details. "Action exercises" and less planning are needed in order to determine what can or may not work. Plans that are developed or revised should include review by local partners and then updating them to mesh with county Emergency Operations Plans. Direct local involvement and perspective with law enforcement, emergency management and public health on this subject are needed.

Significant Recommendations

Plans must be adjusted

Training for Type IV Incident Management Team is needed throughout the state

Invite additional partners during future exercises

Intelligence: identify population impacted

Truck staging requires further review

Expand inventory and manpower

Public Information: must factor in human element

Corrective Actions:

- Incorporate sleep/rest breaks for escort and transport into the SNS Plan/SOG

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

- Increase redundancy (e.g., use of the Citizen Emergency Response Team)

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

- Address transport/staging areas for RSS warehouse (e.g., identify vehicles) in Incident Management Team SOG

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Improvement Plan Provided: true

Improvement Plan Completed: false

Lessons Learned:

- Significant Recommendations

Significant Recommendations

Plans must be adjusted

Training for Type IV Incident Management Team is needed throughout the state

Invite additional partners during future exercises

Intelligence: identify population impacted

Truck staging requires further review

Expand inventory and manpower

Public Information: must factor in human element

Documents Reviewed:

- NC SNS Security and Transport TTX AAR-CAP 09-23-09 Final (2).pdf
- NC SNS Security and Transport TTX Record 09-23-09.doc

Event: Winter Storms 2009

Event Start Date: Dec 17 09

Event End Date: Dec 22 09

Event Duration: 92 hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Alleghany County
- Ashe County
- Avery County
- Buncombe County
- Burke County
- Caldwell County
- Haywood County
- Jackson County
- Madison County
- McDowell County
- Mitchell County
- Watauga County
- Yancey County
- Eastern Cherokee Reservation

Event Type: Real World Event

Event Host(s):

Event Funding Source(s):

- State Funds
- Federal Assistance

Event Goals:

Event Scenario: Cold

Event Scenario Summary:

Winter Weather Advisories and Winter Storm Warnings were issued for the western two-thirds of North Carolina until late on 19 December. Winter precipitation was expected, for the most part, west of US Highway 1. As much as 18 inches of snow was anticipated in the northern Mountains, between 12 and 15 inches in the central Mountains, and lesser amounts in the southern Mountains. The northwestern Piedmont was predicted to receive 8 to 14 inches with amounts decreasing to the east and southeast. Freezing rain and drizzle is expected overnight and during the day tomorrow. Maximum accumulation were expected to be just west of I85, but even there should be less than ¼ inch. Wind gusts and snow and ice on roadways caused hazardous driving conditions, and power outages resulted from a combination of wet snow, freezing rain and high winds.

As the system continued to move away to the Northeast and produced a decent 2-4 inches additional overnight. Advisory was issued for Macon, Jackson and Buncombe. The snow should taper off in the afternoon east of the mountains

Statewide Event and/or MultiState Event: false

Event Participants:

- NC Emergency Management
- NC National Guard
- NC Department of Transportation
- NC State Highway Patrol
- NC Division of Forestry

Role of the State Emergency Management Program:

Protect the life and property of the citizens and visitors of North Carolina

Target Capabilities, Corrective Actions & Strengths:

Lessons Learned:

Documents Reviewed:

Event: Tropical Storm Hanna

Event Start Date: Sep 03 08

Event End Date: Mar 10 11

Event Duration: 96 hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Beaufort County
- Brunswick County
- Person County
- New Hanover County

Event Type: Real World Event

Event Host(s):

Event Funding Source(s):

Event Goals:

Event Scenario: Hurricane

Event Scenario Summary:

Tropical Storm Hanna made landfall across North Carolina on September 6, 2008 leaving rainfall totals up to 8 inches and tropical storm force winds and flooding in several areas. The storm moved on into the New England states after exiting North Carolina.

Statewide Event and/or MultiState Event: false

Event Participants:

- NC Emergency Management

- NC Department of Transportation
- American Red Cross

Role of the State Emergency Management Program:

Support county evacuations and shelter actions being taken

Target Capabilities, Corrective Actions & Strengths:

-

Activity Level(s):

Strength(s):

Area(s) of Improvement:

Summary:

Corrective Actions:

Improvement Plan Provided: false

Improvement Plan Completed: false

Lessons Learned:

Documents Reviewed:

- Tropical Storm Hanna After Action.doc

Event: Evans Road Fire

Event Start Date: Jun 01 08

Event End Date: Jun 30 08

Event Duration: over 672 hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Hyde County
- Tyrrell County
- Washington County

Event Type: Real World Event

Event Host(s):

Event Funding Source(s):

Event Goals:

Event Scenario: Fire

Event Scenario Summary:

Lightning caused a fire to start on June 1, 2008 which rapidly spread through underbrush in the nearby Pocosin Lakes National Wildlife Refuge. Fire was finally contained

Statewide Event and/or MultiState Event: false

Event Participants:

- US Fish and Wildlife
- NC Forest Service
- NC Department of Transportation
- NC Department of Corrections
- NC Office of the State Fire Marshal
- NC State Parks
- NC State Highway Patrol
- NC Office of Emergency Medical Services
- NC Department of Environment & Natural Resources
- NC Baptist Men
- NC Department of Agriculture
- NC National Guard

Role of the State Emergency Management Program:

To protect the life & property of the citizens and visitors of
North Carolina

Target Capabilities, Corrective Actions & Strengths:

Lessons Learned:

Documents Reviewed:

Event: Joint Reception, Staging and Onward Movement Integration (JRSOI) [RSOI] Exercise

Event Start Date: Jun 20 09

Event End Date: Jun 23 09

Event Duration: Three and one-half days (72 hours)

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Winston-Salem, NC
- Raleigh, NC

Event Type: Full Scale

Event Host(s):

Event Funding Source(s):

- NC Emergency Management (NC EM)
- NC National Guard (NC NG)

Event Goals:

Event Scenario: Earthquake

Event Scenario Summary:

The The The event was a full-scale exercise (FSE) designed to establish a learning environment for players to test and assess emergency response plans, policies, and procedures as they pertain to operating a Joint Reception, Staging and Onward Integration (RSOI) site.

The scenario simulated a 5.8 earthquake which occurred Friday, June 18, 2009 near Asheville, North Carolina. A simulated order from the SERT director to establish a RSOI was relayed to the exercise participants on June 18.

At 1225 June 20, 2009, the exercise director provided a hard copy of the order. The Incident Management Team (IMT) received copies of the RSOI plan, standard operating procedure (SOP) and exercise plan.

At 1335 June 20, 2009, the IMT established Unified Command and began to implement the RSOI plan. In accordance with the RSOI plan, the RSOI advance party arrived Saturday, June 20, 2009 by 1200. The main body of the RSOI organization arrived by 1100 Sunday June 21, 2009.

Participants established the RSOI, trained staff and conducted rehearsals so the RSOI could be operational by 0700 Monday June 22, 2009. Almost 600 personnel were processed and organized into fourteen simulated response organizations.

The exercise ended June 23, 2009 with departure, after breakfast, of a 120 person Military Police (MP) Company from the South Carolina National Guard and demobilization of the site by 1200 hours. Participants were provided boxed lunches.

Statewide Event and/or MultiState Event: false

Event Participants:

- North Carolina Emergency Management
- North Carolina National Guard
- North Carolina Baptist Men
- Winston-Salem Rescue Squad
- North Carolina Department of Agriculture
- North Carolina Division of Forest Resources
- North Carolina Air Guard
- City of Winston-Salem Fire Department
- Forsyth County Sheriff's Office
- South Carolina National Guard
- Forsyth County Emergency Management
- Civil Air Patrol
- Guilford County Emergency Management
- Guilford County Department of Public Health
- Greensboro Fire Department USAR #6 Team
- Triad Medical Reserve Corps (MRC)
- Guilford County EMS SMAT III Teams
- Wake Med/Triangle Triad SMAT II Teams
- American Red Cross, Northwest North Carolina Chapter
- Winston-Salem Police Department
- National Emergency Management Association

Role of the State Emergency Management Program:

Planned exercise

Participated

Evaluated

Funded

Target Capabilities, Corrective Actions & Strengths:

• **Planning**

Activity Level(s):

- Conduct Strategic Planning
- Develop/Revise Operational Plans
- Validate Plans

Strength(s):

Having a RSOI plan, SOP and pre-identified RSOI sites was a major asset to the conducting of this exercise.

Having the agencies most likely to be tasked involved in the RSOI plan development was crucial.

The RSOI plan supplements the North Carolina

Emergency Operations Plan (EOP) regarding the management of mutual aid resources and should be added to the EOP.

The main objective of the exercise was to validate the RSOI plan and SOP. The exercise validated both and indicated areas in both documents needing improvement.

Area(s) of Improvement:

Summary:

The full-scale exercise, Joint Reception, Staging and Onward Movement Integration (RSOI), is considered a success. The exercise fulfilled the purpose of testing the State Emergency Response Team's (SERT) ability to employ the current RSOI plan. The Incident Management Team came together as a cohesive unit and quickly formed a Unified Command structure. Although successful, there are areas for improvement.

Corrective Actions:

- Add the RSOI plan to the emergency operations plan.

Assigned To: Glenn Wisbey

Completed By: Glenn Wisbey

Completed Date: 2010-05-14

Reviewer Findings:

Program provided recommendation in the CA block however in review of the AAR/IP, the program identified a corrective action of Re-format plan as necessary and coordinate with Plans to add it to EOP. Completion date of this action is listed as 1/1/10. No validation documentation provided to confirm corrections have been completed.

Review of the CAP tracking sheet for the JRSOI, indicated that this CA had been completed on 5/14/10. Status of CA indicated as being 100% complete. Primary Action Officer is Alan Roberts.

- Re-format plan as necessary and coordinate with Plans to add it to EOP

Assigned To: Glenn Wisbey

Completed By: Glenn Wisbey

Completed Date: 2011-03-30

Reviewer Findings:

Program provided a recommendation of Add site surveys of alternate RSOI sites to the plan. The Corrective Action is the same as previously listed of Re-format plan as necessary and coordinate with Plans to add it to EOP.

Review of the CAP tracking sheet for the JRSOI, indicated that this CA had been extended to 3/30/11. Currently access to the CAP system is not available. Once access is granted, a new completion date will be determined.

Primary Action Officer is Alan Roberts.

- Re-format plan as necessary and coordinate with Plans to add it to EOP

Assigned To: Glenn Wisbey

Completed By: Glenn Wisbey

Completed Date: 2010-03-03

Reviewer Findings:

Program provided a recommendation of Add a lessons learned section to the RSOI

SOP. The Corrective Action is the same as with previous TC of Planning.

Review of the CAP tracking system indicated a completion date of 3/3/10 and shows status as complete.

Improvement Plan Provided: true
Improvement Plan Completed: false

• **Communications**

Activity Level(s):

- Alert and Dispatch
- Provide Incident Management Team Communications Support
- Demobilization of RSOI Communications

Strength(s):

The Incident Management Team (IMT) excelled in communicating between IMT sections and in briefing the mutual aid resources processed during the exercise

The use of radios for on-site coordination worked well.

Assigning VIPER event channels to support RSOI operations ensured communications were maintained with the State Emergency Operations Center (SEOC),

Accountability and demobilization of communication resources was conducted effectively.

Area(s) of Improvement:

Incoming team leaders did not have copies of WebEOC and EMAC order.

Staging area gate guards had neither a list of arriving resources, nor a radio to enable them to talk to RSOI managers who did.

It is imperative internet connectivity at the RSOI is maintained to ensure the flow of information between the State Emergency Operations Center (SEOC) and the RSOI staff.

Summary:

The full-scale exercise, Joint Reception, Staging and Onward Movement Integration (RSOI), is considered a success. The exercise fulfilled the purpose of testing the State Emergency Response Team's (SERT) ability to employ the current RSOI plan. The Incident Management Team came together as a cohesive unit and quickly formed a Unified Command structure. Although successful, there are areas for improvement.

Corrective Actions:

- Prepare exercise materials in time to distribute to players

Assigned To: Alan Roberts

Completed By: Alan Roberts

Completed Date: 2010-05-31

Reviewer Findings:

Program has identified a corrective action however there was no completion date noted and no validation documentation to confirm implementation.

Review of the CAP for this CA indicated a due date of 5/31/10 however the status indicated as Cancelled. Interview with Glenn Wisbey indicated that this CA is still on schedule for the next event as was indicated in the AAR/IP.

- Coordinate with NC Dept of Forest Resources' Incident Management Team to determine number of radios to add to the Table of Organization & Equipment (TOE) equipment list

Assigned To: Sheldon Tennian

Completed By: Sheldon Tennian

Completed Date: 2010-03-03

Reviewer Findings:

In the AAR/IP, the program identified a completion date for this CA of 11/30/09, however no completion date provided.

Review of the CAP for this CA indicated a completed date of 3/3/10. Status had shown an overdue status from the original due date of 11/30/09.

- Coordinate with NC Dept of Forest Resources' Incident Management Team to determine number of radios to add to the Table of Organization & Equipment (TOE) equipment list

Assigned To: Glenn Wisbey

Completed By: Glenn Wisbey

Completed Date: 2010-03-03

Reviewer Findings:

In the AAR/IP, the program identified a completion date for this CA of 11/30/09, however no completion date provided.

Review of the CAP for this CA indicated a completion date of 3/3/10 and status of 100% complete. Status had shown overdue from the original due date of 11/30/09.

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Critical Resource Logistics and Distribution**

Activity Level(s):

- Direct Critical Resource Logistics and Distribution
- Activate Critical Resource Logistics and Distribution
- Respond to Needs Assessment and Inventory
- Acquire Resources

- Transport, Track and Manage Resources
- Maintain and Recover Resources
- Demobilize Critical Resource Logistics and Distribution

Strength(s):

Management of on-site resources to handle large increases in the number of in-processing people and vehicles was excellent.

Accountability for equipment and supplies was effective
Implementation of the demobilization plan was effective

Area(s) of Improvement:

All RSOI staff need to be trained in WebEOC, the state's incident management software.

Bulk ice should be ordered for summertime RSOI operations.

The facility contract assigned the sleeping area in the same open floor space as the in-processing and RSOI headquarters. This arrangement produced too much noise in the sleeping area.

The Delegation of Authority Letter provided to the RSOI Unified Command did not specify purchasing authority and dollar limits.

Maintenance of personnel rosters for mutual aid resources processing through the RSOI needed improvement.

Future exercise should test the demobilization (out-processing) of EMAC resources to the base of record.

Summary:

The full-scale exercise, Joint Reception, Staging and Onward Movement Integration (RSOI), is considered a success. The exercise fulfilled the purpose of testing the State Emergency Response Team's (SERT) ability to employ the current RSOI plan. The Incident Management Team came together as a cohesive unit and quickly formed a Unified Command structure. Although successful, there are areas for improvement.

Corrective Actions:

- Include training package in SOP

Assigned To: Glenn Wisbey

Completed By: Glenn Wisbey

Completed Date: 2010-03-03

Reviewer Findings:

Program identified completion date of 11/30/09. No validation documentation provided of implementation.

Review of CAP for this CA indicated a completion date of 3/3/10. Status for CA

indicated as 100% complete.

- Add to RSOI Table of Organization and Equipment (TOE) in the plan and include purchasing authority in the Delegation of Authority Letter

Assigned To: Glenn Wisbey
Completed By: Glenn Wisbey
Completed Date: 2010-03-03

Reviewer Findings:

Program identified completion date of 11/30/09. No validation documentation provided of implementation.

Review of CAP for this CA indicated a completion date of 3/3/10. Status for CA indicated as 100% complete.

- Ensure separate sleeping and in-processing areas are requirements that are added to the RSOI plan

Assigned To: Glenn Wisbey
Completed By: Glenn Wisbey
Completed Date: 2010-03-03

Reviewer Findings:

Program lists Ensure separate sleeping and in-processing areas are requirements that are added to the RSOI plan as a recommendation then again as a CA. Program identifies 11/30/09 as completion date.

Review of CAP for this CA indicated a completion date of 3/3/10. Status for CA indicated as 100% complete.

- Add enclosure to SOP for staging / parking operations which incorporate techniques used during the exercise

Assigned To: Sheldon Tennian
Completed By: Sheldon Tennian
Completed Date: 2010-03-03

Reviewer Findings:

Program in the AAR/IP identifies adding enclosure for staging utilizing techniques used during exercise. Those techniques were not identified in the IP.

Program identifies 11/30/09 as completion date.

Review of CAP for this CA indicated a completion date of 3/3/10. Status for CA indicated as 100% complete.

- Purchase a good identification card system and database for use at staging areas and include instructions for using the methodology in the RSOI SOP

Assigned To: Paul Latham
Completed By: Paul Latham
Completed Date: 2010-09-01

Reviewer Findings:

Program identifies 12/31/10 as completion date.

Review of CAP for this CA indicated a completion date of 9/1/10. Status for CA indicated as 100% complete.

- Schedule another RSOI exercise within three years and include demobilization activities

Assigned To: Alan Roberts
Completed By: Alan Roberts
Completed Date: 2011-03-30

Reviewer Findings:

Program identified a completion date of 12/30/12. In reviewing the 2012 exercise schedule, this reviewer did not see an RSOI exercise scheduled as per the IP.

Review of CAP for this CA indicates a new due date of 6/28/13. Status is indicated as open on schedule. 0% complete.

- Include instructions reference coordination of head counts within the SOP

Assigned To: Glenn Wisbey
Completed By: Glenn Wisbey
Completed Date: 2010-03-03

Reviewer Findings:

This CA was not found listed under this TC in the AAR/IP. However this reviewer believes it should have been listed under the TC of On-Site Incident Management as is indicated in the AAR/IP.

Review of CAP for this CA indicated a completion date of 3/3/10. Status for CA indicated as 100% complete.

Improvement Plan Provided: true
Improvement Plan Completed: false

• **On-site Incident Management**

Activity Level(s):

- Implement On-Site Incident Management
- Establish Full On-Site Incident Command
- Resource Management
- Develop Incident Action Plan (IAP)
- Execute Plan
- Evaluate/Revise Plans

Strength(s):

Incident Command was established upon arrival of first agency.

Personnel assignments within the ICS structure were adjusted as needs arose.

Incident Action Plans (IAPs) were created for each operational period. Multiple copies were available for anyone.

All RSOI staff executed the RSOI plan, SOP and IAPs effectively and without incident.

In-processing and EMAC resource briefing sessions were

effective.

Weather was considered in the planning process in regards to personnel safety.

Area(s) of Improvement:

Coordination of head counts for meals as well as obtaining signatures on meal head-count rosters needed improvement.

Summary:

This full-scale exercise, Joint Reception, Staging and Onward Movement Integration (RSOI), is considered a success. The exercise fulfilled the purpose of testing the State Emergency Response Team's (SERT) ability to employ the current RSOI plan. The Incident Management Team came together as a cohesive unit and quickly formed a Unified Command structure. Although successful, there are areas for improvement.

Corrective Actions:

- Include instructions in the SOP

Assigned To: Glenn Wisbey

Completed By: Glenn Wisbey

Completed Date: 2010-03-03

Reviewer Findings:

The program provided "Include instructions in the SOP" for the CA. A more detailed description of instructions is found in the Recommendation found in the AAR/IP.

A completion date of 11/30/09 was noted in the AAR/IP.

Review of CAP for this CA indicated a completion date of 3/3/10. Status for CA indicated as 100% complete.

Improvement Plan Provided: true

Improvement Plan Completed: false

Lessons Learned:

- Planning

The planning process for the JRSOI began more than one year prior to the exercise when work began on formulating the RSOI plan and standard operations plan (SOP) by the exercise director, Paul Latham. This exercise was conducted to test and make worthwhile adjustments to that existing plan. The Incident Management Team (IMT) at this exercise took the plan and SOP and formulated an on-going action plan. By following accepted National Incident Management System (NIMS) Incident Command Structure (ICS) protocols during their on-site planning process, the IMT Unified Commanders were able to implement the RSOI plan.

The IMT held initial and scheduled planning briefings, and

published Incident Action Plans (IAP) for each operational period. All command staff meetings were conducted by the plans section chief and documented.

Concerning planning of the exercise, it was long term and accomplished with input from NC National Guard/Air Guard (NC NG/AG) and NC Division of Forest Resources (NC DFR) planning team members. This was a crucial factor in the success of the exercise. For future exercises of this magnitude it is recommended that at least one Homeland Security Exercise and Evaluation Program (HSEEP) discussion-based exercise such as a tabletop exercise is conducted well in advance of the full-scale exercise (FSE).

Lessons Learned for Planning

Ensure a good identification (ID) card system and database are available for use at staging areas and include instructions for using the methodology in the SOP. The technology will ensure accurate, searchable unit rosters are maintained for resources processing through the RSOI and will assist with meal headcount identification.

The RSOI plan and SOP needs to allow for an increase in the number of personnel in the staging unit to handle large military units.

The simulated Emergency Management Assistance Compact (EMAC) assets need to be supplied with copies of the EMAC or WebEOC mission numbers and documentation as would be the case in a real event.

Order a bulk supply of ice to be delivered to the RSOI on the first day during summer months.

- Communications

The JRSOI communications process worked well throughout the exercise due to exercise pre-planning, site re-con and the successful operation conducted by the Incident Management Team (IMT). The communications interoperability plans and protocols were implemented on the first day. A comprehensive communications attachment was included in each incident action plan (IAP). All available communications equipment was secured, tested, protected and sign-out sheets were completed for each item. Communications between the RSOI IMT and the State EOC was established. Some issues with the wireless internet were encountered but the NC EM information technology (IT) representative made the needed adjustments. (Even though an IT tech from the facility was covered in the contract for the event, when the need for a tech was recognized, contact could not be made.) This helped with the connectivity with WebEOC as it is the primary means of communications according the RSOI plan and SOP.

Communications equipment was distributed to the IMT Logistics Communications Unit for their control and distribution.

The NC EM area coordinator on scene was able to provide WebEOC training for IMT personnel and share his knowledge of NC EM procedures.

Lessons Learned for Communications

Make sure there is a backup internet capability on hand in case the wireless connections fail or are overloaded with numerous personal computers (PCs). Suggest as many users as possible bring internet air cards for connectivity assurance. This should be incorporated into the RSOI plan and SOP. Also include the NC EM satellite communication (SATCOM) trailer for future exercises and real world RSOI events.

The number of two-way walkie-talkies on hand need to be increased so each IMT section is fully equipped. (The exterior control point personnel needed a two-way radio and a list of EMAC unit estimated times of arrival (ETA) at the very beginning of the check-in/inspection operation on the third day [6-22-09]. This issue was rectified by 0745.)

- Critical Resource and Distribution

The acquisition and pre-staging of required supplies and equipment

to support the RSOI exercise was a major undertaking. The Exercise Planning Team followed the current RSOI plan and SOP for support requirements. This included but was not limited to a forklift, one large copier, a trailer from the NC EM Badin Warehouse with cots, blankets and pallets of water and meals-ready-to-eat (MREs). Meal supply needs were coordinated with the NC Baptist Men as the number of RSOI participants was finalized.

The on-scene Critical Resource and Distribution process was conducted by the Incident Management Team/Unified Command. A Logistics Supply Unit was formed with a Supply Receiving & Distribution Team per the RSOI SOP. A secure logistics staging area was established to provide facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services.

The Incident Management Team (IMT) through the plans chief formulated plans to distribute required supplies and equipment to the various sections of the IMT and mutual aid resources. Incident Action Plans were also made for each operational period including the arrival, in-processing and demobilization of the security assets, the RSOI Force Package and the simulated EMAC assets.

Reports and various documents for the RSOI from all sections were completed and submitted to the plans section as required. This included resource tracking and finance reports for the IMT.

Lessons Learned for Critical Resource and Distribution

The RSOI IMT followed the RSOI plan and SOP as close as possible with some minor adjustments as additional supply, personnel or equipment needs were recognized.

The plan should include a refrigerated trailer and bulk ice (by the pallet) during the summer months. During the exercise, sufficient bags of ice were procured locally using a purchase card.

Whether real world or exercise, a delegation of purchasing authority must be given to the IMT delineating amount thresholds they are

allowed to spend on a daily basis or per case basis. All other resource requests should be processed through the State EOC.

On peak days involving large numbers of units and personnel, designate "flexible space" to temporarily "park" personnel/teams when in-processing stations are full. Also, increase personnel for the exterior vehicular check-in and inspection during known times that large quantities of resources are expected to arrive.

- Onsite Incident Management

The Command and Control aspect of the RSOI exercise was greatly enhanced early on in the planning process because of the input of the experienced members of the NC DFR, National Guard & Air Guard and NC EM. Another positive was the vast experience of the NC Baptist Men Kitchen leadership and personnel, whose leaders were included in the IMT planning process.

Upon arrival at the RSOI exercise site the NC DFR leadership established command thereby initiating and implementing the Incident Command Structure. An Incident Command Post was established in the interior of the LJMC Education Building in the southwest corner in a space well suited to the task. Transition to a Unified Command structure for the JRSOI was completed by combining the staffs of the NC DFR, NC NG and Air Guard with the addition of the NC EM area coordinator. This IMT organizational structure was formulated according to the current RSOI plan and SOP. All IMT sections operated according to SOP with implementation, operational requirements, resource needs and the recording of all information in the appropriate forms. Each section was able to give an on-the-spot update upon request of command staff.

The Unified Command Team conducted regular command staff meetings, operational briefings and posted all pertinent information in plain sight. The plans section chief conducted all meetings and published operational period Incident Action Plans. All informational guidance and information was briefed and posted for all participants.

The IMT unified command enforced the standards of conduct listed in Section XV of the RSOI SOP.

Lessons Learned for Onsite Incident Management

(Command and Control of Response Assets)

The incident command experience and professionalism of the NC DFR, NC EM area coordinator and the Guard assets were highly instrumental in the success of the JRSOI operation. Their conduct of the operation should be used as a model for future exercises and real world events.

The IMT public information officer (PIO) established a media holding area on the northwest side of an adjacent structure to the LJMC Education Building. This allowed for a controlled entry point for the media representatives to be brought into the site for briefings conducted by the Unified Command staff and agency leads. This is a very good idea for future exercises and events.

The IMT rotated exterior check-in and security personnel due to high heat and dehydration issues.

The IMT should ensure that enough personnel are available for exterior check-in and inspection operations when large military units are scheduled to arrive.

Documents Reviewed:

- RSOI After-Action Conference Minutes 27 July 2009.doc
- JRSOI Planning Doc - Dec 5 2008.doc
- JRSOI AAR-IP_Final PL.doc

Event: NC Coastal Region Evacuation and Sheltering Exercise

Event Start Date: May 20 08

Event End Date: May 21 08

Event Duration: 48 hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Statewide

Event Type: Full Scale

Event Host(s):

Event Funding Source(s):

- Dept. of Homeland Security Grant Funding

Event Goals:

Event Scenario: Hurricane

Event Scenario Summary:

Two main events dictate play. The first event has Western North Carolina responding to the remnants of a Gulf Coast hurricane that causes severe flooding and wind damage. The hurricane makes landfall in Mississippi, then moves north along the Blue Ridge Mountains, bringing more than 8 inches of rain in a 24-hour period to the western counties of North Carolina on May 17, 2008. The State Emergency Response Team (SERT) is fully activated, and special teams, equipment, material and commodities are supporting the western counties.

The second event centers on 120 to 24 hours before another hurricane making landfall. On May 17, 2008 the National Hurricane Center (NHC) gives the name Hurrex of a Category 4 hurricane heading northwest off the southeastern coast of Cuba. The NHC predicts landfall between Myrtle Beach, SC and Virginia Beach, VA, not later than May 24. On May 29, the NHC narrows the landfall prediction to between Little River, NC and Ocracoke Island, NC. The SERT focuses its attention on a coastal evacuation between landfall minus 120 hours and landfall minus 24 hours.

On Day 1, exercise play commences with an IAP brief, which brings all participants up to speed on both events (e.g. allocation of State assets in the west, weather, hurricane track). Two counties in the western region of NC, Macon and Henderson Counties, activate their EOCs and focus on recovery and

development of an IAP in relation to the western flooding. These counties interact with the State EOC. In regards to Hurrex, participants on Day 1 discuss ESF-1, ESF-6, and ESF-12 operations and end with the development of an IAP.

Day 2 activities in the western part of the State focus on the use of Incident Management Teams (IMT). For the eastern portion of the scenario, Day 2 begins with Hurrex 72 hours from landfall and ends 24 hours before landfall. The activities primarily focus on State and local EOC evacuation and shelter operations. The North Carolina Office of Emergency Services conducts a TTX in the morning concerning FMSS transportation and shelter operations covering the period of 96 to 24 hours before landfall.

Three counties (i.e. Carteret, New Hanover, and Onslow) in the eastern region of NC test evacuation and transportation of patients who cannot transport themselves out of harm's way. In-county assets are used in the transportation aspect of the exercise.

While persons in at-risk counties are not physically transported to the host counties during the exercise, two host counties (i.e. Harnett and Johnston) set up shelters during the exercise. In addition, Moore County moved County Animal Mobile Equipment Teams (CAMET) into Harnett County. Harnett County opens a collocation shelter, while Johnston County uses a drop-off shelter for animals.

Statewide Event and/or MultiState Event: true

Event Participants:

- American Red Cross
- Brunswick County
- Carteret County
- FEMA Region IV
- Harnett County
- Henderson County
- Johnston County
- Macon County
- Martin County
- New Hanover county
- NC Baptist Disaster Relief
- NC Critical Stress Management Teams
- NC Dept. of Agriculture
- NC Crime Control and Public Safety
- NC Dept. of Environment and Natural Resources
- NC Dept. of Health and Human Services
- NC Dept. of Insurance
- NC Dept. of Transportation
- NC Div. of Aging & Adult Services
- NC Div. of Emergency Management
- NC Div. of Parks and Recreation
- NC Div. of Public Health
- NC National Guard
- NC Office of Emergency Medical Services
- NC Office Information Technology
- NC Office of Governor
- NC Psychological Foundation
- NC State Bureau of Investigation
- NC State Energy Office
- NC State Highway Patrol
- Onslow County
- University of NC School of Pharmacy
- Washington County

Role of the State Emergency Management Program:

North Carolina Emergency Management Exercise Group was the lead planner and facilitator for this exercise

Target Capabilities, Corrective Actions & Strengths:

• **Citizen Evacuation and Shelter-in-Place**

Activity Level(s):

- Direct Evacuation and/or in-Place Protection Tactical Operation

Strength(s):

Exercise facilitated networking and built solid working relationships between various component agencies with the SERT and in branch offices and counties that participated

Exercise was taken very seriously, from Secretary Beatty

down to lower-level participants

SERT worked well together and did an excellent job of finding ways to resolve issues

Area(s) of Improvement:

The State EOC needs to better communicate a common operating picture (COP) to all agencies. If a meeting or briefing ends or any activity occurs that causes functional area staff to potentially lose the COP or otherwise fall behind in information flow, functional leads should conduct short briefings within their perspective area to ensure that everyone understands the period objectives and begins to forecast needs and identify and position resources accordingly. The IAP and all critical planning documents must be kept current in WebEOC and not in other locations that may not be accessible to everyone. Exercise participants experienced difficulties using WebEOC. NC should provide WebEOC training sessions on a recurring basis. NC should develop a 15-minute just-in-time training package to familiarize new EOC members with the capabilities and input requirements of WebEOC.

Summary:

Validate the NC CRES SOG, including the following components:

1. Evacuation: Identify the processes and assets that must be coordinated to support mass evacuations from coastal counties. Review SERT integration of coastal county and municipality plans for mass evacuation, with special interest in the functionally medical fragile population. Review the Interstate 40 Reversal Plan with the NC Dept. of Transportation and the NC State Highway Patrol in a discussion based seminar.
2. Transportation: Integrate coastal county evacuation transportation plans with designated host sheltering counties, and identify all shortfalls requiring State assistance. Conduct TTXs so the SERT can review ESF-1, Transportation, and ESF-6, Mass Feeding Operations, in support of coastal evacuations.
3. Sheltering: Review sheltering plans with Harnett and Johnston Counties to demonstrate host-county sheltering in support of a coastal evacuation. Conduct a TTX to review plans for ESF-8, Emergency Services FMSSs at community colleges. Deploy CAMETs to designated shelters in Harnett, Johnston, and Martin Counties.

Corrective Actions:

- Henderson County should incorporate an aerial overlay when using flood maps to obtain a better overall picture of potential affected areas

Assigned To: NCEM, GTM; Henderson County

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This corrective action language is found under 'Recommendation' of the AAR/IP, while

nothing was entered under 'Corrective Action Description' .

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review. CAP System data was also unavailable.

- New Hanover and Harnett counties should work together to determine if additional space is needed to shelter New Hanover Emergency Operations Center staff members and their families. If additional space is needed the counties should conduct a cost-benefit analysis of procuring another shelter for staff members and their families versus using additional space at the high school

Assigned To: NCEM, Operations Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the Corrective Action language is as follows: NCEM Area Coordinators will work with counties to determine spatial needs.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review. CAP System data was also unavailable for review

- NCEM should conduct awareness/training sessions on the NC Coastal Region Evacuation and Sheltering (CRES) SOG

Assigned To: NCEM, Operations Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the Corrective Action language is as follows: NCEM Area Coordinators will work with counties involved with the CSRES SOG.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- New Hanover and Harnett need to brief nurses and other support personnel on roles, responsibilities, and authorities granted to support personnel operating in the other county

Assigned To: NCEM, Operations Chief; OEMS

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the Corrective Action language is as follows: Statewide issue that affects all counties.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- NC should develop standing agreements between the State and public transportation

agencies to tap their on-hand fuel deposits to support ongoing evacuation efforts

Assigned To: NCEM, Logistics Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the Corrective Action language is as follows: On-going, addressed in Plan. Meeting to be held with Transportation Directors.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- The SERT should include local jurisdictions in traffic control planning sessions

Assigned To: NCEM, Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the Corrective Action language is as follows: Senior Staff to review.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- New Hanover County should work with the NC OEMS to determine the best possible shelter location for the county's functionally and medically fragile population.

Assigned To: OEMS, Mark Chambers

Completed By:

Completed Date: 2006-01-01

Reviewer Findings:

In order to be consistent with the other CAs written in the ESR App for this TCL (which are from the 'Recommendation' column of the AAR/IP), this CA was added into the ESR App. This language, like the others, is found under 'Recommendation' of the AAR/IP, while the Corrective Action language is as follows: On-going. There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review. .

Improvement Plan Provided: true

Improvement Plan Completed: true

• **Emergency Operations Center Management**

Activity Level(s):

- Activate EOC/MAC Initial Operating Facility

Strength(s):

Exercise facilitated networking and built solid working relationships between the various component agencies with the SERT and in the branch offices and counties that participated

Exercise was taken seriously from Secretary Beatty down to lower-level participants

Area(s) of Improvement:

Several important aspects of briefing incoming EOC personnel were not consistently addressed. Not all individual functions at the State EOC were attended to throughout the operation period. Continuity of operations and maintaining a COP were not always considered and at times even conflicted. Essential staffing of other SERT partners and functional areas were inconsistent. State EOC personnel did not know where other agency representatives were located in the EOC. NIMS roles were not clearly defined or identified at the Harnett County Shelter. Another management layer was needed within the Operations Section at the State EOC. There appeared to be a lack of communication between the functional leads and the Operations Section Chief. The staff in the Harnett County Shelter did not have a good comfort level with situational awareness. New Hanover County uses a local version of WebEOC. The New Hanover County Public Information Officer and the EPIC did not share information. There are shortfalls in the equipment and other aspects of the State EOC's communication infrastructure, including insufficient telephone and computer availability. Although the State EOC was fully staffed and the ESFs were present the term functional lead was used on a regular basis. This term is not consistent with ICS. New Hanover County staff members need a location to rest and reenergize. Harnett County was unclear about where its residents would go if forced to evacuate. Johnston County Shelter needs to accommodate more backup generators. New Hanover nurses did not know which parameters to follow while at the Harnett County Shelter. New Hanover County personnel were not comfortable with sending their functionally and medically fragile population to Robeson Community College. Local jurisdictions were not included in traffic control sessions. NC needs to develop agreements to support evacuation efforts.

Summary:

1. Incident Management Teams (IMTs)

Utilize the Incident Command System at the State, county and municipal levels to direct and control disaster activities. Review EOC activation, management, and operations to ensure procedures and plans are consistent with NIMS. Develop two or more IAPS in response to a hurricane and flooding in Western NC

Corrective Actions:

- Incorporate shift briefings into IMT briefings

Assigned To: NCEM, Plans Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review

- Incorporate slide or introduction of next speaker so everyone know who is speaking

Assigned To: NCEM, Plans Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- Incorporate safety briefing into IMT briefing

Assigned To: NCEM, Plans Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- Operations will enforce existing SOP

Assigned To: NCEM, Operations Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

More detailed language is found under 'Recommendation' of the AAR/IP that further explains this Corrective Action, as follows: The State Emergency Response Team (SERT) should ensure that adequate staff members are available to staff each area's positions during briefings or meetings. This may involve the need to leave someone behind to answer the phone and otherwise maintain continuity for the function.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- Standard Operating Guidelines review

Assigned To: NCEM, Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

More detailed language is found under 'Recommendation' of the AAR/IP that further explains this Corrective Action, as follows: Staff members who missed a briefing should as soon as practicable be brought up to speed by the functional lead. Staff members who missed a briefing should as soon as practicable be brought up to speed by the functional lead.

- Prepare org chart and map of EOC with functions

Assigned To: NDCM, Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

More detailed language is found under 'Recommendation' of the AAR/IP that further explains this Corrective Action, as follows: The functional lead for each area should appoint an interim deputy to ensure that leadership and responsibility are maintained in the functional area at all times. The functional lead for each area should appoint an interim deputy to ensure that leadership and responsibility are maintained in the functional area at all times :

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- Bigger EOC to handle SERT partners

Assigned To: NCEM, Operations Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- Operations Section should coordinate with functional leads when preparing input for IAP

Assigned To: NCEM, Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the 'Corrective Action' language states: Better communication with Functional Leads.

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- Test internet connectivity at outlying branches on regular basis

Assigned To: NCEM, Operations Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

- NCEM Senior Staff should review procedures and have phones in functional areas turned on before disaster

Assigned To: NCEM, Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

There is no 'Completion Date' for this Corrective Action in the AAR/IP, nor is there any validation documentation provided. CAP System data was also unavailable for review.

Improvement Plan Provided: true
Improvement Plan Completed: false

• **Communications**

Activity Level(s):

Strength(s):

Exercise facilitated networking and built solid working relationships between the various component agencies with the SERT and in the branch offices and counties that participated.

Exercise was taken very seriously, from Secretary Beatty down to lower-level participants

SERT worked well together and did an excellent job of finding ways to resolve issue.

Area(s) of Improvement:

Exercise participants experienced difficulties using WebEOC. Lack of interoperable communications on the NC State VIPER radio system. Communications contained acronyms that were confusing to players. New Hanover County lacked a Communications Unit Leader (COML). Radio system is needed to communicate with the Johnson County shelter. Not all computers in the State EOC functioned properly.

Summary:

1. Voice Interoperability Plan for Emergency Responders
VIPER System:

Demonstrate the ability of first responders to communicate within and across jurisdictions via radio and satellite communications. Ensure SERT interoperability between county and municipality EOCs using voice, data, telecommunications, and video on demand, as needed.

2. WebEOC. Utilize WebEOC as NC's crisis management platform to coordinate preparation, response, recovery, and mitigation of multihazard events.

Corrective Actions:

- Provide WebEoc training sessions on a recurring basis
Assigned To: GTM/Logistics T&E, John Domran/Dianne Benton
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA is listed as 'Recommendation' in the AAR/IP, while there was no entry under 'Corrective Action'.

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review

- Develop 15-minute just-in-time training package to familiarize new EOC members with the capabilities and input requirements of WebEOC

Assigned To: GTM/Logistics T&E, John Dorman, Steve Sloan

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the actual 'Corrective Action' language is: Develop training program and distance learning through Community College System. Area Coordinators will train local EM.

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- Work with WebEOC vendor to determine if a person's name could be grayed out if they are logged into WebEoc

Assigned To: GTM, John Dorman

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the actual 'Corrective Action' language is: Work with Public Health and Dept. of Agriculture to see what they did with this. Work with Public Health and Dept. of Agriculture to see what they did with this. Work with Public Health and Dept. of Agriculture to see what they did with this.

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- Check EOC computers on a regular basis to see if working properly

Assigned To: EM, Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the actual 'Corrective Action' language is: In progress. Functional Leads will check computers on a regular basis. In progress. Functional Leads will check computers on a regular basis In progress. Functional Leads will check computers on a regular basis In progress. Functional Leads will check computers on a regular basis In progress. Functional Leads will check computers on a regular basis In progress. Functional Leads will check computers on a regular basis In progress. Functional Leads will check computers on a regular basis

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

Assigned To: New Hanover County
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while there is no language found in 'Corrective Action' .

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- New Hanover County should exercise VIPER capable radio equipment in next exercise

Assigned To: New Hanover County
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while there is no language found in 'Corrective Action' .

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- Carteret County should work with telephone system provider to resolve the issue concerning older answering machines

Assigned To: Carteret County, Jo Ann Smith
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while there is no language found in 'Corrective Action' .

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- At the start of each shift, personnel should be reminded to use established common response communications language

Assigned To: NCEM, Plans Chief
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the actual 'Corrective Action' language is: Pre-format shift change briefings.

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- Emphasize the need to clear text communications in all documents and training opportunities

Assigned To: NCEM, Plans Chief

Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the actual 'Corrective Action' language is: Review plans and training materials to ensure clear text is used throughout documents. Remind personnel to avoid overuse of acronyms. Review plans and training materials to ensure clear text is used throughout documents. Remind personnel to avoid overuse of acronyms

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- New Hanover county should incorporate the assignment of a Communications Unit Leader (COML) and ICS form 205

Assigned To: New Hanover County
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while there is no language found in 'Corrective Action' .

There was no 'Completion Date', nor was there any validation documentation provided. CAP System data was also unavailable for review.

- Agencies involved with operating shelters should procure the appropriate number of radios for use at the shelter

Assigned To: None provided.
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the actual 'Corrective Action' language is: Already completed.

There was no 'Completion Date', nor was there any validation documentation provided; however, "Already Completed" was entered under 'Corrective Action'. CAP System data was also unavailable for review.

- State EOC should identify computers that need to be updated or replaced.

Assigned To: NCEM, GTM/EOC Manager
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

This CA language is found under 'Recommendation' of the AAR/IP, while the actual 'Corrective Action' language is: EOC Manager and GTM will ensure computers are in working order or recommend changes to SERT partners for replacements.

There was no 'Completion Date', nor was there any validation documentation provided.

CAP System data was also unavailable for review.

Improvement Plan Provided: true
Improvement Plan Completed: false

• **Critical Resource Logistics and Distribution**

Activity Level(s):

Strength(s):

Area(s) of Improvement:

Summary:

Corrective Actions:

- Put resource typed packages on WebEOC.

Assigned To: NCEM Logistics Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

CES - This Target Capability "Critical Resource Logistics & Distribution" (found in AAR/IP, but not listed in ESR Application) was added to the ESR App.

This corrective action was also added to the ESR App, but it did not have a completion date nor was any validation documentation provided. CAP System data was also unavailable for review.

- Resource database should be loaded on certain computers in the Division

Assigned To: NCEM Logistics Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above.

- Incorporate more Sections into the quarterly LogEX

Assigned To: NCEM Logistics Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above

- Guide is complete but access through WebEOC needs to be complete

Assigned To: NCEM Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above

- Use Logistics position-specific books as model for training.

Assigned To: NCEM Senior Staff

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above

- Additional EMAC training for back-up personnel and potentially for SERT partners.

Assigned To: NCEM Logistics Chief

Completed By:

Completed Date: 2011-03-29

Reviewer Findings:

See CA #1 above

- North Carolina should initiate and/or support an Emergency Management Assistance Compact (EMAC) effort to adapt its resourcing guidelines to match the National Incident Management System (NIMS) Resource Typing Guide.

Assigned To: NCEM Logistics Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above

+ this was added to the ESR App since it was listed in the AAR/IP under 'Recommendation', while under the 'Corrective Action' it was noted as "In Progress" with an assigned 'Responsible Party/Agency'.

- Conduct additional training on WebEOC, specifically on resource requisition formats.

Assigned To: NCEM GTM/Logistics Chief

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above

+ this was added to the ESR App since it was listed in the AAR/IP under 'Recommendation', and yet had "In Progress" under 'Corrective Action'.

- The North Carolina Division of Emergency Management should assist the Department of Public Instruction (DPI) in developing an electronic resource inventory that offers current, real-time resource availability.

Assigned To: None Provided

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above

+ this was added to the ESR App since it was listed in the AAR/IP under 'Recommendation', and yet it had an assigned 'Responsible Party/Agency'.

- Training for all Emergency Support Function 1 (ESF-1) participants who would be expected to use WebEOC should be available on an ongoing basis.

Assigned To: None provided
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above + this was added to the ESR App since it as was listed in the AAR/IP under 'Recommendation' and "In Progress" under 'Corrective Action'.

- ESF-1 TTX

Assigned To: NCEM Logistics Chief/Functional Leads
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

More detailed language is found under 'Recommendation' in the AAR/IP: "Set up a committee, including local and State emergency management agencies, to identify and determine private resources", which could further explain the corrective action.

- All requested or potential requested resources from private entities must have prearranged contracts or memorandums of agreements (MOAs) in place.

Assigned To: NCEM Logistics Chief
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above + this was added to the ESR App since it as was listed in the AAR/IP under 'Recommendation' and has an assigned 'Responsible Party/Agency'.

- Develop a policy requiring that each approved vendor have some method of communication between vehicle drivers and the requesting agency. Review Contracts.

Assigned To: NCEM, Logistics Chief
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above + this was added to the ESR App since it as was listed in the AAR/IP under 'Recommendation' an has an assigned 'Responsible Party/Agency'.

- The fuel rate table used to project costs should be updated; it should include projections to reflect future pricing changes. The updated table should include fuel consumption by type and group of vehicles to determine average consumption.

Assigned To: NCEM, Logistics Chief
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above + this was added to the ESR App since it as was listed in the AAR/IP under 'Recommendation' and has an assigned 'Responsible Party/Agency'.

- Determine who is responsible for insurance on activity buses.

Assigned To: NCEM, Logistics Chief; and Dept. of Instruction

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

See CA #1 above + this was added to the ESR App since it as was listed in the AAR/IP under 'Recommendation' and has an assigned 'Responsible Party/Agency'.

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Emergency Public Information and Warning**

Activity Level(s):

Strength(s):

Area(s) of Improvement:

Summary:

Corrective Actions:

- Identify New areas for JIC; additional PIO training.

Assigned To: Henderson County

Completed By:

Completed Date: 2006-01-01

Reviewer Findings:

CES - The Target Capability "Emergency Public Information and Warning" (found in AAR/IP, but not listed in ESR Application) was added to the ESR App.

This corrective action was also added to the ESR App, but it did not not have a 'completion date' in the AAR/IP nor was any validation documentation provided. CAP System data was also unavailable for review.

- Make suggestions for Counties for what to do and what to have.

Assigned To: Carteret County

Completed By:

Completed Date: 2006-01-01

Reviewer Findings:

CES - see CA #1 above. AAR/IP Recommendation: Carteret County should establish a formal Public Information Officer (PIO) position and provide training to that individual. 'Completion Date' was not provided in the AAR/IP, nor was any validation documentation provided. CAP System data was also unavailable for review.

Improvement Plan Provided: true

Improvement Plan Completed: false

Lessons Learned:

-

More complete briefings conducted periodically to keep functional leads and staff better informed. IAP and all critical planning documents must be kept current in WebEOC and not in other locations. Provide more WebEOC trainings.

Documents Reviewed:

- NC HURREX 08 AAR-IP FINAL Working Doc.docx

Event: HurrEx 2010

Event Start Date: May 04 10

Event End Date: May 05 10

Event Duration: Two days (24 Hours)

Event State: NC-North Carolina

Event Location(s)/Site(s):

- State Emergency Operations Center (Raleigh, NC)
- Eastern Branch Office (Kinston, NC)
- Central Branch Office (Butner, NC)
- Western Branch Office (Conover, NC)
- Badin Logistics Support Center (New London, NC)

Event Type: Full Scale

Event Host(s):

Event Funding Source(s):

- Fiscal Year 2007 State Homeland Security Grant Program

Event Goals:

Event Scenario: Hurricane

Event Scenario Summary:

(GW - Changed Scenario Summarization to reflect Executive Summary found in the AAR-IP page 5).

The Division of Emergency Management conducted a full scale exercise of a Category IV (Catastrophic) Hurricane impacting the central and eastern portions of North Carolina. The purpose was to test and evaluate the North Carolina Emergency Management Emergency Operations Plan and other pertinent agencies catastrophic plans. These plans were tested to ensure that procedures and guidelines established were sufficient to handle the large volume of assistance that would be needed during a catastrophic event. The exercise tested the statewide

communication interoperability capabilities and redundancies during a catastrophic event. Amateur Radio operators tested their WINLINK software which transmits data e-mails in the event conventional means of communications are not available. Also during this exercise State Emergency Response teams became familiar with the new HURREVAC 2010 software.

The exercise planning team established the following objectives for HURREX 2010:

Objective 1: Validate existing agency plans

Objective 2: Validate statewide communications interoperability and redundancies

Objective 3: Become proficient in HURREVAC 2010

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify areas for further improvement, and support development of corrective actions.

Statewide Event and/or MultiState Event: true

Event Participants:

- Anson County Emergency Management (EM)
- Ashe County EM
- Avery County EM
- Beaufort County EM
- Bertie County EM
- Buncombe County EM
- Brunswick County EM
- Caldwell County EM
- Camden County EM
- Carteret County EM
- Caswell County EM
- Chatham County EM
- Cherokee County EM
- Chowan County EM
- Columbus County EM
- Cumberland County EM
- Currituck County EM
- Dare County EM
- Davidson County EM
- Davie County EM
- Duplin County EM
- Durham County EM
- Edgecombe County EM
- Forsyth County EM
- Franklin County EM
- Gates County EM
- Graham County EM
- Guilford County EM
- Halifax County EM
- Harnett County EM
- Haywood County EM
- Henderson County EM
- Hertford County EM
- Hoke County EM
- Hyde County EM
- Johnston County EM
- Jones County EM
- Madison County EM
- Martin County EM
- McDowell County EM
- Mecklenburg County EM
- Mitchell County EM
- Montgomery County EM
- Moore County EM
- Nash County EM
- New Hanover County EM
- Northampton County EM
- Onslow County EM
- Orange County EM
- Pasquotank County EM
- Pender County EM

- Perquimans County EM
- Person County EM
- Pitt County EM
- Randolph County EM
- Richmond County EM
- Robeson County EM
- Sampson County EM
- Scotland County EM
- Surry County EM
- Swain County EM
- Tyrrell County EM
- Vance County EM
- Wake County EM
- Washington County EM
- Watauga County EM
- Wilson County EM
- Yancey County EM
- Amateur Radio Operators
- American Red Cross
- Civil Air Patrol
- Critical Incident Stress Management
- Delegation from the Republic of Moldova
- ElectriCities
- Landstar Systems, Inc.
- NC Baptist Men
- NC Electric Membership Co-Op
- NC Telecommunications Industry Associations
- Progress Energy
- Salvation Army
- South Carolina Emergency Management
- Time Warner Cable
- NC Division of Emergency Management
- NC State Highway Patrol
- NC Wildlife Resources Commission
- Community Corrections
- NC License & Theft
- NC Department of Agriculture
- NC Division of Social Services
- NC Division of Mental Health
- NC Division of Child Development
- NC Division of Highways (NC Dept/Transportation)
- NC Water Resources
- NC Public Transportation
- NC EM Western Regional Coordination Center (RCC)
- NC EM Central Regional Coordination Center (RCC)
- NC Office of State Fire Marshal
- NC Office of Emergency Medical Services
- NC Parks
- NC Air and Water Quality
- NC EM Disaster Recovery Operations Center
- NCSU - Cooperative Extension Service
- NC Division of Public Health
- NC Office of Citizen Services

- NC State Energy Office
- NC Rail Division
- NC Dam Safety
- NC National Guard
- NC Public Information Staff (various agencies)
- NC WaterWARN
- NC EM Eastern Regional Coordination Center (RCC)
- NC State University - Emergency Management
- NC Office of the Governor
- NC Division of Aging and Adult Services
- NC Dept of Public Instruction
- NC Dept of Administration (Division of Purchase and Contract)
- University of North Carolina (UNC-system) Emergency Management
- NC Division of Land Resources
- NC Dept of Crime Control & Public Safety
- NC Dept of Labor
- NC Dept of Correction
- NC Division of Forest Resources
- EPLO 5th Army
- US Coast Guard
- US Navy
- Special Operations Response Team (SORT)
- Federal Emergency Management Agency (FEMA)
- National Oceanic & Atmospheric Administration (NOAA)

Role of the State Emergency Management Program:

Planned exercise

Participated

Evaluated

Funded

Target Capabilities, Corrective Actions & Strengths:

• Planning

Activity Level(s):

- Develop / revise operational plans
- Validate plans

Strength(s):

Central Branch RCC developed an alternate location to continue operations

Developed an alternate process for WebEOC failure during resource allocations

Area(s) of Improvement:

State Emergency Response Team (SERT) partners need training in understanding the roles and responsibilities of other agencies

(GW - AOlS portion being removed. After reviewing TCL activities, no program identified "Area of Improvement" was found.)

Summary:

(GW - This field will be removed. In the mean time, changed Event Summary to equal Executive Summary.)

The Division of Emergency Management conducted a full scale exercise of a Category IV (Catastrophic) Hurricane impacting the central and eastern portions of North Carolina. The purpose was to test and evaluate the North Carolina Emergency Management Emergency Operations Plan and other pertinent agencies catastrophic plans. These plans were tested to ensure that procedures and guidelines established were sufficient to handle the large volume of assistance that would be needed during a catastrophic event. The exercise tested the statewide communication interoperability capabilities and redundancies during a catastrophic event. Amateur Radio operators tested their WINLINK software which transmits data e-mails in the event conventional means of communications are not available. Also during this exercise State Emergency Response teams became familiar with the new HURREVAC 2010 software.

The exercise planning team established the following objectives for HURREX 2010:

Objective 1: Validate existing agency plans

Objective 2: Validate statewide communications interoperability and redundancies

Objective 3: Become proficient in HURREVAC 2010

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify areas for further improvement, and support development of corrective actions.

Corrective Actions:

- Update the NC Emergency Operations Plan (NCEOP, Annex B)

Assigned To: Ron Wall

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

CAPS printout dated 10/5/2010 shows 0% completed. Wording is consistent between the AAR-IP and the CAPS input.

- Document the backup plan for loss of WebEOC in a standard operating guide or equivalent

Assigned To: Carla Woodlief and all 3 branch managers

Completed By: Carla Woodlief

Completed Date: 2010-09-01

Reviewer Findings:

CAPS printout dated 10/5/2010 shows 100% completed. Wording is consistent between the AAR-IP and the CAPS input.

- Train all SERT members on use of HURREVAC 2010

Assigned To: Mike Cline

Completed By: Mike Cline

Completed Date: 2010-07-26

Reviewer Findings:

CAPS printout dated 10/5/2010 shows 100% completed. Wording is consistent between the AAR-IP and the CAPS input.

- Add HURREVAC to planning procedure

Assigned To: Ed Jenkins

Completed By: Ed Jenkins

Completed Date: 2010-09-15

Reviewer Findings:

CAPS printout dated 10/5/2010 shows 100% completed. Wording is consistent between the AAR-IP and the CAPS input.

- Enhance training of roles, responsibilities, tasks, plans and requirements of all SERT partners

Assigned To: Ed Jenkins, Mike Cline and Doug Hoell

Completed By: NCEM

Completed Date: 2010-09-01

Reviewer Findings:

CAPS printout dated 10/5/2010 shows 100% completed. Wording is consistent between the AAR-IP and the CAPS input.

- Continue to provide document change forms at exercises

Assigned To: Alan Roberts

Completed By: Alan Roberts

Completed Date: 2010-09-29

Reviewer Findings:

CAPS printout dated 10/5/2010 shows 100% completed. Wording is consistent between the AAR-IP and the CAPS input.

- Provide training on WebEOC

Assigned To: Carla Woodlief and Mike Cline

Completed By: Carla Woodlief and Mike Cline

Completed Date: 2010-08-04

Reviewer Findings:

CAPS printout dated 10/5/2010 shows 100% completed. Wording is consistent between the AAR-IP and the CAPS input.

Improvement Plan Provided: true

Improvement Plan Completed: false

• Communications

Activity Level(s):

- Develop and maintain plans, procedures, programs and systems
- Alert and dispatch
- Provide emergency operations center (EOC) communications support

Strength(s):

Good face to face communications within the Human Service section. Agency representatives maintained contact with respective agencies

Area(s) of Improvement:

Data collection and sharing: The root causes were due to WebEOC hardware/software issues, as well as, partner agency representatives were not familiar with the software

Summary:

HurrEx 2010 was an opportunity to look at issues such as mass feeding, sheltering, special medical needs populations, Points of Distribution (POD), volume of search and rescue missions, coordinating visits for very important people (VIPs) and critical infrastructure missions that would be relevant during a catastrophic event. The exercise allowed for discussion on some of the above issues and revealed more planning is required to effectively handle some of the issues likely to be encountered during a real event. The exercise did allow State Emergency Response Team (SERT) partners to obtain additional training in WebEOC and HURREVAC 2010.

Major Recommendations

Upgrade WebEOC to ensure communication between locals, regional coordination centers (RCCs) and the state emergency operations center (SEOC) is continuous during any exercise and/or real event

Ensure briefing materials are comprehensive for emergency operations center (EOC) and functional area briefings

Work with partner agencies to effectively plan for mass feedings and special needs sheltering

Provide additional training of WebEOC and HURREVAC 2010 systems for NC Emergency Management (NC EM) staff and SERT partners

(GW) TCLs and activity levels are consistent between the application and the AAR-IP. Activity 2.4 listed in AAR-IP should be activity 2.3. Activity 2.5 in AAR-IP should be activity 2.4. No description provided for "Activity 2.5" in AAR-IP page 25.

Corrective Actions:

- Develop alternate plan for loss/disruption of communications (WebEOC)

Assigned To: Mike Sprayberry

Completed By: Mike Sprayberry

Completed Date: 2010-09-01

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report dated 10/5/2010 documents 100% completed.

- Spell out abbreviations and acronyms

Assigned To: NCEM Branch

Completed By: NCEM Branch

Completed Date: 2010-09-01

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report dated 10/5/2010 documents 100% completed.

- Improve regional coordination center (RCC) MAC standard operating guide (SOG)

Assigned To: Mike Sprayberry and Alan Byrd

Completed By: Mike Sprayberry and Alan Byrd

Completed Date: 2010-09-01

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report dated 10/5/2010 documents 100% completed.

- Update software / hardware to accommodate high usage during exercises / events

Assigned To: Pete Farmer

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report dated 10/5/2010 documents 50% completed.

- Implement WebEOC training

Assigned To: John Dorman

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report dated 10/5/2010 documents 0% completed. CA inputted into ESRA tool is inconsistent with AAR-IP and CAPS (CA was generalized).

- Brief the incident action plan (IAP) in the breakout room(s) and train partner agency representatives to refer to the IAP

Assigned To: Ed Jenkins and Mike Cline

Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report dated 10/5/2010 documents 40% completed on one sub-task and 100% completed on second sub-task. CA inputted into ESRA tool is inconsistent with AAR-IP and CAPS. User used AAR-IP recommendation rather than corrective action field.

- Implement ConnectPro training

Assigned To: Jeff Arndt
Completed By: Jeff Arndt
Completed Date: 2010-09-16

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report 10/5/2010 documents 100% completed. CA inputted into ESRA tool is inconsistent with AAR-IP and CAPS (CA was generalized).

- Develop Points of Distribution (POD) board demonstration for all potential users

Assigned To: Paul Latham and Mike Cline
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

GW - Wording is consistent between the AAR-IP and the CAPS input. CAPS report dated 10/5/2010 documents 70% completed on sub-task 1 and 30% on sub-task 2.

Improvement Plan Provided: true
Improvement Plan Completed: false

• Intelligence and Information Sharing and Dissemination

Activity Level(s):

- Incorporate all stakeholders in information flow (Emergency Services)
- Incorporate all stakeholders in information flow (Human Services)
- Incorporate all stakeholders in information flow (Infrastructure)
- Vertically and horizontally flow information (Finance)
- Vertically and horizontally flow information (Geospatial Technology Management)

Strength(s):

Participants in the Emergency Services section were qualified and knew their fields well.

American Red Cross (ARC) representatives make a good faith effort to reconcile two systems for tracking shelter(s) and their capacity.

Special Medical Needs registrar is available for Human Services use.

Logistics chief kept receipts for all expenses and forwarded them to the finance section chief and at each operational briefing the IMT was reminded that no expenditures were to be made without prior approval.

There is a process in place to capture fixed costs as

expenditures are made. There is a plan to work with agencies to capture and report indirect costs. Staff has knowledge of process and recognizes the need to capture more expenditures.

Area(s) of Improvement:

Hard copies or electronic versions of procedures should be available

Information on shelters is dependent on county input; in high activity situations data may not be as up-to-date as it needs to be (Root cause: Time to input updated information). There did not appear to be any metrics to establish criteria for updating WebEOC information.

Inordinate time to expend in reconciling shelter reporting systems.

Reconciliation of National Shelter System (NSS) versus WebEOC information was slow and laborious. Process creates potential for significant discrepancies in accurate information (Two systems are not interoperable).

There are no metrics for capturing costs Some costs are fixed and could be built into a data base.

Summary:

HurrEx 2010 was an opportunity to look at issues such as mass feeding, sheltering, special medical needs populations, Points of Distribution (POD), volume of search and rescue missions, coordinating visits for very important people (VIPs) and critical infrastructure missions that would be relevant during a catastrophic event. The exercise allowed for discussion on some of the above issues and revealed more planning is required to effectively handle some of the issues likely to be encountered during a real event. The exercise did allow State Emergency Response Team (SERT) partners to obtain additional training in WebEOC and HURREVAC 2010.

Major Recommendations

Upgrade WebEOC to ensure communication between locals, regional coordination centers (RCCs) and the state emergency operations center (SEOC) is continuous during any exercise and/or real event

Ensure briefing materials are comprehensive for emergency operations center (EOC) and functional area briefings

Work with partner agencies to effectively plan for mass feedings and special needs sheltering

Provide additional training of WebEOC and HURREVAC 2010 systems for NC Emergency Management (NC EM) staff and SERT partners

GW - Activity levels listed to the target capability is consistent within the AAR-IP.

Corrective Actions:

- Implement training on various boards within the WebEOC system

Assigned To: Ed Jenkins

Completed By: Ed Jenkins

Completed Date: 2010-09-01

Reviewer Findings:

The corrective action within the AAR-IP and the CAPS is consistent. The CAPS report dated 10/5/2010 documents 100% completion. (GW)

- Implement training on using the Special Medical Needs Registry

Assigned To: Carla Woodlief and Doug Hoell

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

The CAPS report dated 10/5/2010 has a bug in the system. When printing, it moved 3.10-3.12 between 3.1 and 3.2. AAR-IP and CAPS input is consistent. CAPS report dated 10/5/201 documents sub-task 1 being 0% completed and sub-task 2 being 60% completed. (GW)

- Develop new sources of information for the Special Medical Needs Registry

Assigned To: Director

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 60% completed. (GW)

- Coordinate WebEOC with NSS

Assigned To: Warren Moore

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 50% completed. (GW)

- Annually update all shelter information

Assigned To: Warren Moore

Completed By: Warren Moore

Completed Date: 2010-07-01

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 100% completed. (GW)

- Implement just in time training (JITT) on using the Special Medical Needs Registry
Assigned To: Carla Woodlief and Warren Moore
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 50% completed. However, the ESRA tool CA uses the word "implement" rather than "Develop." (GW)

- Develop Mass Care standard operating plan
Assigned To: Warren Moore
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 60% completed. (GW)

- Review Infrastructure Service Group (ISG) protocols
Assigned To: Steve Davis
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 50% completed. (GW)

- Develop resource cost handbook
Assigned To: M. Sprayberry
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 60% completed. (GW)

- Improve accessing, viewing and using situational maps on WebEOC
Assigned To: Carla Woodlief
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 80% completed. ESRA tool CA input uses the word "improve" and the other documents say "develop." (GW)

- Improve readability of hurricane evacuation map
Assigned To: Ron Wall and Carla Woodlief
Completed By: Ron Wall and Carla Woodlief
Completed Date: 2010-09-01

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 100% completed. ESRA tool CA input reflects AAR-IP recommendation and not corrective action field. (GW)

- 3.11 Expansion of data and increased viewing rights in progress. Completed: Firefox is not compatible with WebEOC. We support only Internet Explorer.

Assigned To: Carla Woodlief
Completed By: Carla Woodlief
Completed Date: 2010-08-16

Reviewer Findings:

The AAR-IP and CAPS report input is consistent. The CAPS report dated 10/5/2010 documents the task at 100% completed. (GW)

Improvement Plan Provided: true
Improvement Plan Completed: false

• Critical Infrastructure Protection

Activity Level(s):

- Develop and maintain plans, procedures, programs and systems
- Coordinate and manage Critical Infrastructure Protection

Strength(s):

The group was organized, up and running quickly after activation and in contact with their respective agencies via phone / email.

The group monitored WebEOC while they were able to remain logged in and responded efficiently to requests sent via WebEOC

Area(s) of Improvement:

Communication between the agencies seemed divided between the two separate but adjoining rooms in the critical infrastructure group.

Develop training to ensure staff is familiar with available technologies and that enough end-user units (e.g., laptops, radios, air cards, etc.) are available to meet staff needs within the emergency operations center.

Summary:

HurrEx 2010 was an opportunity to look at issues such as mass feeding, sheltering, special medical needs populations, Points of Distribution (POD), volume of search and rescue missions, coordinating visits for very important people (VIPs) and critical infrastructure missions that would be relevant during a catastrophic event. The exercise allowed for discussion on some of the above issues and revealed more planning is required to effectively handle some of the issues likely to be encountered

during a real event. The exercise did allow State Emergency Response Team (SERT) partners to obtain additional training in WebEOC and HURREVAC 2010.

Major Recommendations

Upgrade WebEOC to ensure communication between locals, regional coordination centers (RCCs) and the state emergency operations center (SEOC) is continuous during any exercise and/or real event

Ensure briefing materials are comprehensive for emergency operations center (EOC) and functional area briefings

Work with partner agencies to effectively plan for mass feedings and special needs sheltering

Provide additional training of WebEOC and HURREVAC 2010 systems for NC Emergency Management (NC EM) staff and SERT partners

Corrective Actions:

- Place the Infrastructure Service Group in one room

Assigned To: Operations, Sprayberry

Completed By:

Completed Date: 2011-07-01

Reviewer Findings:

AAR/IP states that this CA was 'completed' on 7/1/11. CAP System data was provided for review, which also states that this CA is 80% completed and On-Schedule. Other validation documentation for completion was not provided

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Emergency Operations Center Management**

Activity Level(s):

- Develop and maintain plans, procedures, programs and systems
- Direct emergency operation center's tactical operations
- Activate the EOC / MACC
- Gather and provide information
- Provide EOC / MACC connectivity
- Support and coordinate response

Strength(s):

SERT brief during shift change - section chief's brief component and execution demonstrated good command and control during shift change.

There was good communication with the branches with the conduct of twice daily tactics meetings / conference calls.

Coastal Regional Evacuation and Sheltering (CRES) standard operating guide (SOG) was activated in a timely manner.

Area(s) of Improvement:

Information sharing - posting of incident action plan (IAP) on WebEOC would enhance communications within the State Emergency Operations Center. WebEOC connectivity - WebEOC crashed several times due to lack of system upgrades.

Better coordination of mass feeding plan and sites between NC Emergency Management (NC EM) and NGOs. There was a lot of confusion as to who determines the placement and location of mass feeding kitchens between the MC task force and the regional coordination centers (RCCs). The RCCs wanted to determine the location/placement of kitchens. The Southern Baptist have pre-identified and surveyed sites that can host the large kitchens and have the other logistical resources on site (shelter facilities for workers). Baptist Men and the American Red Cross (ARC) work together with local emergency management post impact to determine the needs and locations best suited for these kitchens from the predetermined list. There was also some confusion related to the term kitchen. There are numerous sizes of kitchens that have

different space requirements and operating procedures (some Baptist Men or ARC kitchens can produce up to 20,000 meals per day at a fixed site that requires a large footprint compared to a salvation army canteen that is mobile and requires a small footprint).

Agency representatives should remain at their stations until their replacements have been briefed on event organization, current actions/requests, any agency-specific concerns and possible forecast for future events and actions.

The incident action plan could have been covered more indepth at the initial briefings at the beginning of each operations period

Better transitional briefings at shift change were needed.

Summary:

HurrEx 2010 was an opportunity to look at issues such as mass feeding, sheltering, special medical needs populations, Points of Distribution (POD), volume of search and rescue missions, coordinating visits for very important people (VIPs) and critical infrastructure missions that would be relevant during a catastrophic event. The exercise allowed for discussion on some of the above issues and revealed more planning is required to effectively handle some of the issues likely to be encountered during a real event. The exercise did allow State Emergency Response Team (SERT) partners to obtain additional training in WebEOC and HURREVAC 2010.

Major Recommendations

Upgrade WebEOC to ensure communication between locals, regional coordination centers (RCCs) and the state emergency operations center (SEOC) is continuous during any exercise and/or real event

Ensure briefing materials are comprehensive for emergency operations center (EOC) and functional area briefings

Work with partner agencies to effectively plan for mass feedings and special needs sheltering

Provide additional training of WebEOC and HURREVAC 2010 systems for NC Emergency Management (NC EM) staff and SERT partners

Corrective Actions:

- Post incident action plan (IAP) on WebEOC

Assigned To: Operations, Darlene Johnson

Completed By:

Completed Date: 2010-08-02

Reviewer Findings:

AAR/IP states that this CA was 'completed' on 8/2/10. CAP System data was provided for review, which also states that this CA was 100% complete on 8/2/10. Other validation documentation for completion was not provided

- Develop training on managing mass feeding
Assigned To: Humman Services, Warren Moore
Completed By:
Completed Date: 2010-12-01

Reviewer Findings:

AAR/IP states that the 'Completion Date' for this CA is to be 12/1/10. CAP System data was provided for review, which also states that this CA is 50% complete and is On-Schedule. Other validation documentation for completion was not provided

- Place kitchen types and their capabilities in the emergency operations plan, WebEOC and wall boards

Assigned To: GTM, Carla Woodlief; Human Servcices, Warren Moore; Operations, Mike Sprayberry
Completed By:
Completed Date: 2010-09-02

Reviewer Findings:

AAR/IP states that this CA was 'completed' on f 9/2/10. CAP System data was provided for review, which states that this CA was 60% complete and On-Schedule for a new due date of 4/1/11. Other validation documentation for completion was not provided

- Document staffing levels into WebEOC
Assigned To: GTM, Carla Woodlief
Completed By:
Completed Date: 2010-09-01

Reviewer Findings:

AAR/IP states that this CA was 'complete' on f 9/1/10. CAP System data was provided for review, which also states that this CA was 100% complete on 9/1/10. Other validation documentation for completion was not provided

- Brief incoming personnel
Assigned To: Operations, Darlene Johnson
Completed By:
Completed Date: 2011-09-02

Reviewer Findings:

AAR/IP states that this CA was 'complete' on f 9/2/10. CAP System data was provided for review, which also states that this CA was 100% complete on 9/2/10. Other validation documentation for completion was not provided.

- Internet connectivity was lost at eastern branch RCC. Review current system
Assigned To: Pete Farmer
Completed By:
Completed Date: 2010-11-01

Reviewer Findings:

AAR/IP states that th CA 'Completion Date' is 11/1/10, and that circuit is not on generator power and that options are under developement. CAP System data was provided for review, which states that this CA was 80% complete. Other validation documentation for

completion was not provided

Improvement Plan Provided: true
Improvement Plan Completed: false

• **Critical Resource Logistics and Distribution**

Activity Level(s):

- Development and Maintenance of Plans, Procedures, Protocols and Systems for Resource Logistics and Distribution
- Direct Critical Resource Logistics and Distribution Operations
- Activate Critical Resource Logistics and Distribution
- Respond to Needs Assessment and Inventory
- Acquire Resources
- Transport, Track and Manage Resources
- Demobilize Critical Resource Logistics and Distribution

Strength(s):

Resource tracking system used effectively
Resource board in the emergency services room with
state resources where the resources can be moved about to their
locations.
Good methods of resource tracking

Area(s) of Improvement:

Implement method that indicates status of the resources (e.g.,
available, staging, or assigned).

Summary:

HurEx 2010 was an opportunity to look at issues such as mass feeding, sheltering, special medical needs populations, Points of Distribution (POD), volume of search and rescue missions, coordinating visits for very important people (VIPs) and critical infrastructure missions that would be relevant during a catastrophic event. The exercise allowed for discussion on some of the above issues and revealed more planning is required to effectively handle some of the issues likely to be encountered during a real event. The exercise did allow State Emergency Response Team (SERT) partners to obtain additional training in WebEOC and HURREVAC 2010.

Major Recommendations

Upgrade WebEOC to ensure communication between locals, regional coordination centers (RCCs) and the state emergency operations center (SEOC) is continuous during any exercise and/or real event

Ensure briefing materials are comprehensive for emergency operations center (EOC) and functional area briefings

Work with partner agencies to effectively plan for mass feedings and special needs sheltering

Provide additional training of WebEOC and HURREVAC 2010 systems for NC Emergency Management (NC EM) staff and SERT partners

Corrective Actions:

- Finalize the resource management portion of WebEOC

Assigned To: GTM, John Dorman

Completed By:

Completed Date: 2011-07-01

Reviewer Findings:

AAR/IP states that this CA is 'In-progress' with a completion date of 7/1/11. CAP System data was provided for review, which states that this CA is 0% complete, but on schedule. Other validation documentation for completion was not provided.

- Keep paper copy of requests

Assigned To: Operations, Darlene Johnson

Completed By:

Completed Date: 2010-10-01

Reviewer Findings:

AAR/IP 'Corrective Action Description' further explains: Redundant servers in place. Protocol to be developed. Develop backup record SOP.

The AAR/IP states under the Completion Date' that on 10/1/10, the EOC Manager stated that this activity will not be carried out.

CAP System data was available for review, which noted that this CA was 80% complete but was Cancelled.

- Check supplies in each location

Assigned To: NCEM Operations, Darlene Johnson & all functional leads

Completed By:

Completed Date: 2010-09-02

Reviewer Findings:

AAR/IP states that this CA was completed on 9/2/10. CAP System data was provided for review, which states that this CA was 100% complete on 9/2/210. Other validation documentation for completion was not provided.

- Train all RCC staff on functional lead responsibilities and who has what resource(s)

Assigned To: NCEM Operations, Darlene Johnson

Completed By:

Completed Date: 2010-09-02

Reviewer Findings:

AAR/IP states that this CA is 'In-progress' with a completion date of 7/1/11. CAP System data was provided for review, which states that this CA is 0% complete, but on schedule. Other validation documentation for completion was not provided.

- Research implementing improved resource tracking tool

Assigned To: GTM, John Dorman

Completed By:

Completed Date: 2011-07-11

Reviewer Findings:

AAR/IP states that this CA is 'In-progress' with a completion date of 7/11/11. CAP System data was provided for review, which states that this CA is 60% complete, but on schedule. Other validation documentation for completion was not provided.

- Evaluate systems for mobilizing and allocating resources. Develop a policy, provide to all log officers and put a copy in log folder of the file library

Assigned To: Logistics, Paul Latham

Completed By:

Completed Date: 2010-08-31

Reviewer Findings:

AAR/IP states that this CA was 'completed' on 8/31/10. CAP System data was provided for review, which also states that this CA was 100% complete on 8/31/10. Other validation documentation for completion was not provided.

- Coordinate between local public health agencies and local emergency management in regards to requesting, receiving, distributing and recovering SNS resources in accordance with the NC SNS plan

Assigned To: Operations Branch Managers

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

AAR/IP notes that consultation with Public Health may be needed for this CA, but no further information. The CAP System data was available for review, which indicated that "facilitation coordination between local public health agencies and local emergency management regarding SNS resources" is 40% completed and On-Schedule.

Other validation documentation for completion was not provided.

Improvement Plan Provided: true

Improvement Plan Completed: false

• Responder Safety and Health

Activity Level(s):

- Direct Responder Safety and Health Tactical Operations
- Activate Responder Safety and Health processes
- Demobilization of Responder Safety and Health processes

Strength(s):

Area(s) of Improvement:

Summary:

HurrEx 2010 was an opportunity to look at issues such as mass feeding, sheltering, special medical needs populations, Points of Distribution (POD), volume of search and rescue missions, coordinating visits for very important people (VIPs) and critical infrastructure missions that would be relevant during a catastrophic event. The exercise allowed for discussion on some of the above

issues and revealed more planning is required to effectively handle some of the issues likely to be encountered during a real event. The exercise did allow State Emergency Response Team (SERT) partners to obtain additional training in WebEOC and HURREVAC 2010.

Major Recommendations

Upgrade WebEOC to ensure communication between locals, regional coordination centers (RCCs) and the state emergency operations center (SEOC) is continuous during any exercise and/or real event

Ensure briefing materials are comprehensive for emergency operations center (EOC) and functional area briefings

Work with partner agencies to effectively plan for mass feedings and special needs sheltering

Provide additional training of WebEOC and HURREVAC 2010 systems for NC Emergency Management (NC EM) staff and SERT partners

Corrective Actions:

- Train all NC EM staff and SERT partners on strategies of critical incident stress management (CISM)

Assigned To: Emergency Services and T&E, Todd Brown & Mike Cline

Completed By:

Completed Date: 2010-10-01

Reviewer Findings:

CAP System data was provided for review, which states that this CA is 100% complete; the AAR/IP also states that it was 'completed' on 10/1/10. Other validation documentation for completion were not provided.

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Emergency Public Information and Warning**

Activity Level(s):

- Establish Emergency Joint Information Center (JIC)
- Activate Emergency Public Information, Alert/Warning and Notification Plans
- Manage Emergency Public Information and Warnings
- Develop and Maintain Plans, Procedures, Programs and Systems
- Issue Public Information, Alerts/Warnings and Notifications
- Conduct Media Relations
- Provide Public Rumor Control

Strength(s):

Joint Information Center (JIC) staff has selection of pre-scripted press releases and public information notices covering a wide range of topics / situations

New pre-scripted boiler plates were drafted and saved in situations where pre-scripted documents not found (e.g. worked with NC Department of Agriculture to draft animal carcass disposal release)

JIC did prepare voluntary evacuation notices as such orders were issued by counties and municipal authorities

Area(s) of Improvement:

Did not observe contact with NC Department of Transportation for preparation of travel advisories. Did not observe contact with SERT emergency services group to solicit information on noteworthy activities / events.

Mock press conference not conducted

Summary:

HurrEx 2010 was an opportunity to look at issues such as mass feeding, sheltering, special medical needs populations, Points of Distribution (POD), volume of search and rescue missions, coordinating visits for very important people (VIPs) and critical infrastructure missions that would be relevant during a catastrophic

event. The exercise allowed for discussion on some of the above issues and revealed more planning is required to effectively handle some of the issues likely to be encountered during a real event. The exercise did allow State Emergency Response Team (SERT) partners to obtain additional training in WebEOC and HURREVAC 2010.

Major Recommendations

Upgrade WebEOC to ensure communication between locals, regional coordination centers (RCCs) and the state emergency operations center (SEOC) is continuous during any exercise and/or real event

Ensure briefing materials are comprehensive for emergency operations center (EOC) and functional area briefings

Work with partner agencies to effectively plan for mass feedings and special needs sheltering

Provide additional training of WebEOC and HURREVAC 2010 systems for NC Emergency Management (NC EM) staff and SERT partners

Corrective Actions:

- Improve coordination of programs (e.g., PIO to work with Human Services on press releases)

Assigned To: PIO & Human Services, Julia Jarema

Completed By:

Completed Date: 2010-11-01

Reviewer Findings:

AAR/IP 'Corrective Action Description' further states: PIO to work with Human Services on press releases.

CAP System data was provided for review, which states that this CA is 80% complete, while the AAR/IP states that the completion date was 11/1/10. Other validation documentation for completion were not provided.

- Develop file library with templates of press releases)

Assigned To: PIO, Julia Jarema

Completed By:

Completed Date: 2010-10-01

Reviewer Findings:

CAP System data was provided for review, which states that this CA is 100% complete; the AAR/IP also states that it was 'completed' on 10/1/10. Other validation documentation for completion were not provided.

- Record public information officer (PIO) assignments in RCCs or other locations. Discussion of advance deployment of PIOs must be a part of the initial briefing package, update or overall checklist

Assigned To: Operations, Branch Mgrs and PIO, Julia Jarema

Completed By:

Completed Date: 2010-09-01

Reviewer Findings:

CAP System data was provided for review, which states that this CA is 100% complete; the AAR/IP also states that it was 'completed' on 9/1/10. Other validation documentation for completion were not provided.

- Coordinate among joint information centers (JICs) at all levels of government. Develop plans for coordinating and executing VIP flyovers and site visits

Assigned To: PIO, Julia Jarema

Completed By:

Completed Date: 2010-09-01

Reviewer Findings:

CAP System data was provided for review, which states that this CA is 100% complete; the AAR/IP also states that it was 'completed' on 9/1/10. Other validation documentation for completion were not provided.

Improvement Plan Provided: true

Improvement Plan Completed: false

Lessons Learned:

Documents Reviewed:

- HurrEx 2010 AAC [1 June 2010].docx
- HurrEx 2010 Final AAR-IP SNS[per W Alan Roberts 30 July 2010] .docx

Event: Deep Freeze Functional Exercise

Event Start Date: Feb 24 10

Event End Date: Feb 24 10

Event Duration: 6 hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- Statewide

Event Type: Functional

Event Host(s):

Event Funding Source(s):

- Homeland Security Grant Program

Event Goals:

Event Scenario: Other

Event Scenario Summary:

Multiple areas of North Carolina will experience heavy freezing rain and snow for two days beginning Tuesday evening, February 23, 2010. This unusual system is a result of the collision of a very cold, dry, air mass that moved from the west into the area with a storm system with moist, warm air moving in from the southwest. Heavy precipitation will cause a severe ice and snowstorm over a large area of NC. All three NC EM Branches will be heavily impacted. The National Weather Service is predicting 1 to 3 inches of rain and 1 to 20 inches of snow to fall over the impacted areas within the next 48 hours. The rain will continue to freeze after contacting anything on the ground caused downed trees and power lines. Very hazardous driving conditions will occur until warmer temperatures enter the area. Duke and Progress Energy utility companies estimate more than two million customers will be without power as of 12:00 p.m. Thursday, February 25, 2010. On the 5:00 p.m. conference call held on February 24, 2010 at 8:00 a.m. the NCEM Director decides that the SERT will activate at Level 2 starting February 24, 2010 at 8:00 a.m. Also on February 23, 2010 branch offices sent their ICS 215s to the Operations Section Chief. Upon approval the branch offices submitted resource requests and functional leads filled them.

Statewide Event and/or MultiState Event: true

Event Participants:

- NCEM Raleigh and Branch staff

Role of the State Emergency Management Program:

The role of the Emergency Management program was to test our planning capabilities, intelligence and information sharing and dissemination, EOC management, and critical resource logistics and distribution.

Target Capabilities, Corrective Actions & Strengths:

• Planning

Activity Level(s):

- Develop and maintain Emergency Operations Plan annexes for hazard specific response to included natural and man-made disasters as well as acts of terrorism, and other hazards.

- Conduct workshop/training session of NCEOP, Annex B, Appendix 2 and related Tab A.

- Plan change forms provided
- Develop regional coordination plans or activities
- Coordinate emergency management efforts among regional and State

EOC/MACC/IOF

- Emergency response plans are consistent with NRF and NIMS

Strength(s):

NCEM employees were committed to refining process
Personnel reviewed internal procedures and updated as needed

Training was conducted for new employees
Having everyone together worked well for flushing issues on a new process

Having all sections represented on the exercise design team allowed multiple objectives to be met

Area(s) of Improvement:

Identify WebEOC bugs that need to be fixed. RCC MAC SOG needs to be finalized, trained, exercised again, and implemented.

Summary:

Planning is the mechanism through which Federal, State, local and tribal governments, non-governmental organizations and the private sector develop, validate, and maintain plans, policies, and procedures describing how they will prioritize, coordinate, manage, and support personnel, information, equipment, and resources to prevent, protect, and mitigate against, respond to, and recover from Catastrophic events. The Division validated and updated the NCEOP, as well as developed and validated a RCC MAC SOG

Corrective Actions:

- Update the NCEOP, Annex B, Appendix 2 incorporating document change forms provided

Assigned To:
Completed By:
Completed Date:

Reviewer Findings:

- Continue to review parts of the NCEOP with the employees in the same format as above, using a schedule developed by the Plans Section, in conjunction with the Training group to facilitate employees on-going knowledge of the NCEOP. In addition, any document change forms submitted for the NCEOP should be addressed and implemented by the Planning Support Group

Assigned To:
Completed By:
Completed Date:

Reviewer Findings:

- Continue to provide document change forms at exercises

Assigned To:
Completed By:
Completed Date:

Reviewer Findings:

- Finalize the SOG into a word document using a standard division SOG template. The template itself should be created IAW draft DD 100-55. In addition, the draft DD 100-55 needs to be reviewed and approved by senior staff and implemented. Each document type should have a master template to facilitate standardization across the Division. RCC MAC SOG should be included in the NCEOP.

Assigned To:
Completed By:
Completed Date:

Reviewer Findings:

- Update the request wire diagram in the RCC MAC SOG to include the SEOC in the MAC process

Assigned To:
Completed By:
Completed Date:

Reviewer Findings:

- Plan, train, implement and exercise revised ICS forms

Assigned To:
Completed By:
Completed Date:

Reviewer Findings:

- NCEM should not implement new documents or procedures during exercises or activations unless absolutely necessary. The Division should review the new ICS forms, identify where to properly use them in a MACC environment, and then train, exercise and implement

Assigned To:
Completed By:
Completed Date:

Reviewer Findings:

Improvement Plan Provided: true
Improvement Plan Completed: true

• Intelligence and Information Sharing and Dissemination

Activity Level(s):

- Share information and/or intelligences between State levels by using clearly defined mechanisms/processes
- WebEOC

Strength(s):

Area(s) of Improvement:

Identify WebEOC bugs that need to be fixed. RCC MAC SOG needs to be finalized, trained, exercised again, and implemented.

Summary:

The goal of sharing and dissemination is to facilitate the distribution of relevant, actionable, timely and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers who need it. During the exercise, the evaluators were measuring the capabilities of WebEOC and the personnel to share information for WebEOC had been updated and the Division was testing a new internal procedure. The Division evaluated WebEOC's capability to capture, develop and disseminate situational reports.

Corrective Actions:

- Document in detail the responsibilities of each unit in the Plans Section, then train individuals within those units to produce the products and carry out the duties that arise from those documented responsibilities. Procedures/guidelines need to be prepared and in place for each unit

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- Include PIO in all exercises to enhance position actions and improve information flow

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- Fix known bugs within WebEOC and conduct another exercise to ensure users have proper account rights for creating, viewing and editing information

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- RCC Mac personnel need to continue training and work with GTM to ensure task board reflects the necessary views which will allow the RCC MAC to better monitor the status of all tasks

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

Improvement Plan Provided: true
Improvement Plan Completed: true

• **Emergency Operations Center Management**

Activity Level(s):

- Conduct EOC/MACC/IOF specific training
- EOC Operations

Strength(s):

NCEM employees were committed to refining processes
Personnel reviewed internal procedures and updated as needed
Training was conducted for new employees
Having everyone together worked well for flushing issues on a new process
Having all sections represented on the exercise design team allowed multiple objectives to be met

Area(s) of Improvement:

RCC MAC SOG needs to be finalized, trained, exercised again, and implemented.

Summary:

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. The Division activated the SEOC at a level 4 for the exercise to test a new internal procedure regarding possessing resource requests. This included providing a workshop in December 2009 to train field staff in mission assignment coordination.

Corrective Actions:

- Update the RCC MAC SOG and other documents to include instances where resource requests will stay at the SEOC level and not be forwarded to the RCC level

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- Ensure that the proper forms are received and trained on before an exercise

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

- All functional leads should use exercises to train new employees as long as it does not distract from completing the exercise objectives

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

- Copies of the SEOC SOP should be printed and placed in each breakout room. Functional leads should ensure that SERT members use WebEOC during exercises and activations

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

- After the RCC MAC SOG is finished and in proper format, train staff on the process and the re-evaluate the effectiveness of the process to include tracking the timeliness of filling resource requests. Include county participation in the next exercise to properly gauge the effectiveness of coordination. Requests that are directly for the SERT functional leads should be monitored to ensure they go directly to the functional lead and not the RCC

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

- Recommend decision point added in teh SEOP, Annex B, Appendix 2 to address the State instituting the adverse weather policy and procedural checklist for doing so. Also, recommend rewriting the activation levels for Winter Storm to be flexible as determined by the SERT Leader based on information provided (Level 4 or 3 versus 2 or 1 activation).

Assigned To:

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Improvement Plan Provided: true
Improvement Plan Completed: true

• **Critical Resource Logistics and Distribution**

Activity Level(s):

- Develop plans, procedures and protocols for resource management in accordance with NIMS, and include pre-positioning of resources to efficiently and effectively respond to an event

- Establish plans and systems for acquiring and ordering resources

Strength(s):

NCEM employees were committed to refining processes
Personnel reviewed internal procedures and updated as needed
Training was conducted for new employees
Having everyone together worked well for flushing issues on a new process
Having all sections represented on the exercise design team allowed multiple objectives to be met

Area(s) of Improvement:

A resource management solution for WebEOC needs to be finalized and implemented.

Summary:

Critical Resource and Logistics and Distribution is the capability to identify, dispatch, mobilize and demobilize, as well as to accurately track and record available human and material critical resources throughout all incident management phases. The exercise was designed to discuss and document the state resource management process to include WebEOC and T cards (ICS form 219) as well as to validate the logistics winter storm checklist.

Corrective Actions:

- Finalize the resource management portion of WebEOC, whether it is an internal update or a commercial off-the-shelf unit such as ESI's Resource Manager. Maintain T cards as a back up

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- Recommend all functional areas keep backup records to resource requests in the event of system failure

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- SEOC functional areas and rooms need to be checked monthly to ensure proper and adequate supplies are on hand for exercises and activations

Assigned To:
Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

- Train all SERT members on functional lead responsibilities and who has what resources

Assigned To:

Completed By:
Completed Date: 2011-03-31

Reviewer Findings:

Improvement Plan Provided: true
Improvement Plan Completed: true

Lessons Learned:

Documents Reviewed:

Event: HurrEx 2010 Strategic National Stockpile (SNS) Request for Assets Exercise Component

Event Start Date: May 04 10

Event End Date: May 04 10

Event Duration: Two to four hours

Event State: NC-North Carolina

Event Location(s)/Site(s):

- North Carolina statewide exercise included state and 132 Local Health Departments, Hospitals/Health Care Facilities and Eastern Band of Cherokee Indians [Tribal Health Services]

Event Type: Full Scale

Event Host(s):

Event Funding Source(s):

- Centers for Disease Control and Prevention (CDC) Public Health Emergency Preparedness (PHEP) Cooperative Agreement

Event Goals:

Event Scenario: Hurricane

Event Scenario Summary:

During this operations-based exercise, the following scenario and secondary situation was presented to players.

HurrEX2010 SNS Request for Assets FSE Component involved a natural disaster. The scenario was triggered by a major hurricane approaching South Eastern North Carolina that could result in catastrophic wind and subsequent flood damage similar to Hurricane Floyd (the third major hurricane in the 1999 Atlantic hurricane season that triggered the third largest evacuation in US history when 2.6 million coastal residents of five states, including NC, were ordered from their homes as it approached). A secondary situation was the anticipated disruption of just-in-time medical supply lines to local public health and medical/other health

care facilities.

Participant Briefing Scenario – Sent to all participating agency Primary Contacts via email. “By May 3rd, which is Landfall -2, the hurricane has strengthened to a mid-Category IV. Landfall is expected overnight on May 4th as a low-Category IV storm, tracking over central and eastern NC. Heavy snow and rain throughout the winter and spring are contributing to major river basins being at or near flood stage. Heavy thunderstorms and tornadoes could create a situation similar to Hurricane Floyd or worse. As a participating agency discuss equipment and medical supply needs to sustain services if your supply chain is cut-off for a week or more. In anticipation of a disruption in your supply chain make a “Request for Assistance” according to your emergency response plan. Coordination and communication with local partners are essential.”

StartEx Inject Message Sent to hospital/medical facility Primary Contacts as a test alert using the State Medical Asset Resource Tracking Tool (SMARTT) -- "HURREX2010 EXERCISE MESSAGE. North Carolina Public Health Preparedness and Response is requesting all local health departments and hospitals, or other medical facilities, consider emergency supplies and medical inventory needed to sustain operations in the event they cannot receive them for a week to 10 days. A Request for Assistance should be submitted today in anticipation of the hurricane currently two days from landfall in eastern and central regions of our state. Flooding could impact other counties across western North Carolina. THIS IS AN EXERCISE MESSAGE.”

Planned Simulations: Because HurrEX2010 FSE was directed at only parts of eastern and central counties of North Carolina, not all local Emergency Managers elected to participate in the exercise and/or the SNS Request for Assets exercise component. Alternate means was in place whereby a local request for assistance (RFA) from a hospital/health care facility or health department could be entered into the NCSPARTA's WebEOC web based system from NC Emergency Management Regional Coordination Centers (RCC) if local emergency managers were unavailable. If an RCC was unavailable to take a request, the back-up plan was the use of PHRST Controllers that would receive the RFA via email or fax, review, approve and notify the requesting agency's primary contact of their request status. It should be noted that in an actual natural disaster the simulation would not be used as all RCCs and affected local emergency management services would be activated and staffed as long as necessary to provide response and recovery operations.

A second simulation was the creation of a “Virtual Public Health Coordination Center (PHCC).” The PHCC is located in the Cooper Building in downtown Raleigh, NC. However, during this exercise an effort was made to use Public Health Liaisons at the Human Services Branch of the State Emergency Operations Center in Raleigh to assign RFA for SNS assets to PHCC Liaisons that were actually PHRST members located in their host counties across the state provided login privileges to access NCSPARTA's WebEOC Task boards. Requests accepted by the Liaisons in the Virtual PHCC (e.g., PHRST members) accepted, reviewed, approved, and notified SNS request for asset Primary Contacts at the participating agencies.

Can Also View Appendix D of HurrEx 2010 to Download:

The HurrEx 2010 Strategic National Stockpile (SNS)
Request for Assets Exercise Component After-Action
Report/Improvement Plan (AAR/IP)

Statewide Event and/or MutiState Event: false

Event Participants:

- PHRST 1 Region – Beaufort Medical Center, Carolina Rehabilitation—Mount Holly, Nash Health Care Systems, Naval Health Clinic (Cherry Point), Pungo District Hospital, Outer Banks Hospital, Washington County Hospital, Beaufort County Health Department (CHD), Craven CHD, Dare CHD, Halifax CHD, Hyde CHD, Lenoir CHD, Martin-Tyrrell-Washington District Health Department (HD), Nash CHD, Northampton CHD, Pamlico CHD, and Wilson CHD

- PHRST 2 Region – Brunswick Community Hospital, Carteret General Hospital, Columbus Regional Healthcare System, Duplin General Hospital, J.A. Doshier Memorial Hospital, Onslow Memorial Hospital, Pender Memorial Hospital, Brunswick CHD, Carteret CHD, Columbus CHD, Duplin CHD, New Hanover CHD, Onslow CHD, and Pender CHD

- PHRST 3 Region – Betsy Johnson Regional Hospital, Cape Fear Valley Health System, Cape Fear Valley/Bladen Healthcare, Moore Regional Hospital, Sampson Regional Medical Center, Bladen CHD, Harnett CHD, Moore CHD, Richmond CHD, Robeson CHD, Sampson CHD, and Scotland CHD

- PHRST 4 Region – Chatham Hospital, Franklin Regional Medical Center, Granville Health System, Maria Parham Medical Center, Alamance CHD, Chatham CHD, Durham CHD, Franklin CHD, Granville Vance District HD, Person CHD, Wake County Human Services, and Warren CHD

- PHRST 5 Region – Alleghany Memorial Hospital, Ashe Memorial Hospital, Caswell Family Medical Center, Davie County Hospital, FirstHealth Montgomery Memorial Hospital, Hoots Memorial Hospital, Lexington Memorial Hospital, Medical Park Hospital, Morehead Memorial Hospital, Moses Cone Health System, Novant Health Corporate Offices, Randolph County Emergency Services, Randolph Hospital, Stokes-Reynolds Memorial Hospital, Thomasville Medical Center, Watauga County Medical Center, Wilkes Regional Medical Center, Appalachian District HD, Caswell CHD, Davidson CHD, Davie CHD, Forsyth CHD, Guilford CHD, Montgomery CHD, Randolph CHD, Rockingham CHD, Stokes CHD, Surry County Health and Nutrition Center, Wilkes CHD, and Yadkin CHD,

- PHRST 6 Region – Angel Medical Center, Blue Ridge Regional Hospital, Brookside Nursing Home, Caldwell Memorial Hospital, Cannon Memorial Hospital, Harris Regional Hospital, Haywood Regional Medical Center, Highlands Cashiers Hospital, Mission Hospital, Murphy Medical Center, Rutherford Hospital, Swain County Hospital, Transylvania Emergency Services, Cherokee Indian Hospital, Buncombe CHD, Burke CHD, Cherokee CHD, Graham CHD, Haywood CHD, Henderson CHD, Jackson CHD, Macon CHD, Madison CHD, Rutherford-Polk-McDowell District HD, Swain CHD, and Toe River District HD, Transylvania CHD

- PHRST 7 Region – Alexander Correctional Facility, Anson Community Hospital, Carolinas HealthCare System, Carolinas Medical Centers (Lincoln and Union Counties), Catawba Valley Medical Center, Cleveland Regional Medical Center, Carolina Medical Center-Northeast, Crawley Memorial Hospital, Davis Regional Medical Center, Gaston Memorial Hospital, Iredell Memorial Hospital, Presbyterian Healthcare, Rowan Regional Medical Center, W.G. (*Bill) Veterans Affairs Medical Center, Alexander CHD, Anson CHD, Cabarrus Health Alliance, Catawba CHD, Cleveland CHD, Gaston CHD, Iredell CHD, Lincoln CHD, Mecklenburg CHD, Rowan CHD, Stanly CHD, and Union CHD.

Role of the State Emergency Management Program:

Provided Support

Participated

Evaluated

Target Capabilities, Corrective Actions & Strengths:

• Critical Resource Logistics and Distribution

Activity Level(s):

- Determine the type and quantities of medical supplies that will be needed during the event; and Requesting critical assets or emergency medical material (Hospitals/Health Care Facilities)

- Requesting SNS (Local Health Department)

Strength(s):

Local Health Department (LHD) staff was aware of SNS Plan and their role for SNS Request.

LHD recognized the SNS assets would not go to public health points of dispensing but held until medical providers that requested it needed them when supplies were depleted.

Normal hospital policy in some hospitals include in their All Hazards Plans that department managers must submit projected needs for 5-7 days after a hurricane.

Area(s) of Improvement:

Improved communications between LHD and hospital/medical facilities during requests for assistance that includes SNS assets.

Sharing of SNS and other Emergency Response Plans between LHDs and hospitals/medical facilities at least annually.

Include hospitals/medical facilities in more state and local SNS-related training and exercises.

Summary:

Exercise participants completed all planned objectives as established by the Exercise Planning Team to:

Assess emergency medical supplies needed to sustain operations for 7-10 days following a hurricane

Determine assets needed that are available from locally or regional caches

Determine assets needed that must be requested from the State (e.g., Federal SNS assets)

Coordinate requests for assistance between hospitals and local health departments to local emergency management

Review plans for re-supply needs and establishment of distribution sites for medical supplies

The exercise component revealed nearly 70 percent of Local Health Departments were completely prepared (and 15 percent partially prepared) to complete all activities for communication with local leaders for SNS requests, coordinating with hospitals/medical facilities for SNS requests through emergency management, re-supply requests, and their roles for re-distribution and/or dispensing sites requests issues. Hospitals used the exercise to expand their capacity to sustain operations following a natural disaster.

Corrective Actions:

Improvement Plan Provided: false

Improvement Plan Completed: false

Lessons Learned:

- Local Health Department Evaluation

Local Health Department

First-time use of WebEOC for some participants was good learning experience

Primary LHD officials can be immediately identified when those individuals are clearly stated in SNS Plan as authorized to order those assets and available on call

LHD may not require Points of Dispensing (POD); however, local hospitals required to do so may be considered a closed POD

Counties that also submitted an RFA via email to LHD received acknowledgements

Strengths

All participants seemed pleased with the chance to communicate and exercise this important function of the SNS Plan

LHD and EM discussed assets available from county or regional caches and what assets were needed from State or Federal caches

LHD and EM discussed receiving sites, distribution using private trucking companies, security, and arrival times

LHD and EM discussed issue of storing supplies that arrive prior to storm's landfall (i.e., use of local vs. regional sites until people come inland, climate control, is it safe)

LHD returned to duty stations and standby status while awaiting RFA approval

Provided flow chart of request process from county SNS plan to participants

Exercise provided opportunity for additional local points of discussion to be included to aid in resolving some unsolved concerns from this past winter's sheltering experience

Flexibility in SNS Plan allows for unforeseen changes and challenges including re-supply

SNS Plan includes multiple options for dispensing.

Areas of Improvement

Complete an SNS Plan and/or revisions prior to an exercise in which it will be evaluated

Determine how Epi Team will stay in touch with one another after initial meeting

LHD should practice Request for Assistance even if hospitals order medical supplies

Determine protocol to follow if hospital orders needs more items or changes

Determine which hospitals emergency plans will be followed during disasters

LHD and hospitals need the same situational awareness on WebEOC as EM – the two were not the same as noted by the Local Health Department

Local hospital should make public health leader authorized to request SNS aware of their request prior to submission in order for PH leader to review/approve as part of a coordinated effort

Hospitals and LHDs should each use a single contact person to avoid confusion for requests

Increase redundancy in LHD ICS positions and training for SNS request process

Expand criteria list for requesting SNS assets if too limited (e.g., bioterrorism response)

Assure Request for Assistance has been sent and acknowledged if computer issues

RFA spreadsheets received by LHD on behalf of hospitals/other health facilities were sometimes delayed or resubmitted due to lacked agency identifying information

Provide deadline for hospitals/other health care facilities to request SNS or other controls

LHD participants should establish how to reach local EM or back-up if unavailable

Staff must become more familiar with objectives within SNS Plan rather than concentrating on setting up shelters

Confusion on Check-In procedure as to where or how during activation for exercise

Develop contacts to verify amounts of materials to request - gas, meds, etc.

Develop list of local/regional assets for anticipated needs; and have Memoranda of Agreement (MOA) in place prior to a crisis

Fax sent from local health care facility sent but LHD fax machine was out-of-order

Recruit additional individuals with a DEA number to sign for SNS

controlled substances when received [Note: Non-controlled substances requested do not require it]

Better communication needed between participant agencies
[complicated when Preparedness Coordinator was unavailable at LHD]

Communications problem compounded at LHD when not all in same room

Operations flowed easily once decision made who would do what by when – thus Incident Command System is vital and SNS Plan must be current

Some LHDs dependent upon Outlook emails had computer connectivity issues (i.e., work in conference rooms, Emergency Operations Centers, etc.)

Revise SNS Plan Request for Assets to address natural disaster-specific guidelines

Revise SNS Plan as needed related to re-supply request triggers and procedures

Develop a supplier list for SNS Plan to include re-supplies for local assets

Maintain current local SNS Plans as hardcopies – some not found on laptops

LHD team needs to know where SNS and Emergency Operation Plans are kept

Continue familiarizing LHD staff on specifics of SNS plan during Preparedness Coordinator vacancies else knowledge and expertise could be lost

Need access to storm situation – none received [e.g., Hurrevac or WebEOC]

Develop “Just-In-Time SNS Request Training” for new LHD and hospital administrators

Consider registering the LHD on SMARTT to receive hospital notifications/alerts

- Hospital/Medical Facilities Exercise Evaluation Guide Summary

Hospital/Medical Facilities

Use drills or include in exercises a demonstration of emergency order generation

Consider just-in-time learning for staff on proper process of requesting supplies

Pharmacy Director or other new personnel should review processes in plans

Strengths

Reports from some medical facility in-house departments indicated what is on hand, what is available from normal vendors and what they would need

Normal hospital policy in some hospitals include in their All Hazards Plans that department managers must submit projected needs for 5 - 7 days after a hurricane

Hospitals received HurrEX2010 exercise message for SNS Request for Assets from NC Public Health to local hospitals on 8:04 AM through SMARTT system (i.e., State Medical Asset Resource Tracking Tool (though list should be revised to include more contacts)

Request for Assistance spreadsheet proved to be very helpful in assessment process

Areas for Improvement

Consider extended power outages that bring worried well and

medical needs patients to a medical facility (e.g., diabetic patients, O2 dependent, etc.) when assessing medical supplies

Recommend a Supply Chain List be developed in hospital Emergency Operations Plan

Recommend periodic review/update of hospital administrator and manager email distribution list

Health care facilities (i.e., physician offices, nursing homes, hospitals) need an SNS Plan and understanding of their role in ordering assets through a LHD

Recommend developing an order form template for generating emergency RFA orders; hospital submitted forms that differ from State SNS request form may cause delays in request approval

Hospitals that have system for serving those with special medical needs must be pre-registered before a major incident

Ensure open communication exists to establish magnitude of disaster with all agencies

Health care facilities need to establish normal par levels of key products that can be verified by inventory managers then determine emergency meds to be added

SNS supply request list needed that defines supply amounts (e.g., quantity of items/case)

NCSPARTA's WebEOC needs redundant back-up or other system to maintain intelligence and RFA updates

Assure that Emergency Management Director has back-up for ICS when unavailable

Local EOC wireless networks should be accessible to participants (e.g., no password).

Local EOC Internet access that is extremely slow (i.e., making reading and sending e-mails difficult) should consider updating technology as needed

NC Public Health Liaisons at SEOC and Virtual Public Health Coordination Center Liaisons need familiarization and training on WebEOC prior to exercises/incidents for handling RFA acknowledgements and approvals on NCSPARTA's Tasking Board

Greatest limitation is space to store more assets expected for severe weather

Investigate agreements with health facility wholesalers to establish warehousing in an unaffected part of the state to keep normal supply

chain open following natural disasters

Documents Reviewed:

- HurrEx 2010 Final AAR-IP SNS[per W Alan Roberts 30 July 2010] .docx

Event: North Carolina Earthquake Tabletop and Functional Exercises 2009

Event Start Date: May 13 09

Event End Date: Jun 24 09

Event Duration: Three days

Event State: NC-North Carolina

Event Location(s)/Site(s):

- North Carolina State Emergency Operations Center and the Western Branch Regional Coordination Center

Event Type: Other

Event Host(s):

Event Funding Source(s):

- US Department of Homeland Security and NC Emergency Management

Event Goals:

Event Scenario: Earthquake

Event Scenario Summary:

Tabletop Exercise (TTX) Scenario

The tabletop exercise was facilitated by an audio-visual presentation and inject delivery. Players were grouped by State Emergency Response Team (SERT) functions. The functional areas addressed earthquake issues within their assigned areas in the emergency operations center (EOC). Players focused on the draft Earthquake emergency operations plan (EOP) Appendix 10, Annex B.

The exercise was delivered through two scenarios (H+0 hours through H+24 hours and H+24 hours through H+48 hours) and included the following major events:

A 5.8 + magnitude earthquake in the Southern Appalachian Seismic Zone.

Effects of the quake are felt within seven western NC counties.

Counties experience effects with damages ranging from total collapse of buildings to considerable damage to infrastructure, automobile accidents, earthen dam failures, numerous fires, and population fleeing in panic.

The SERT activates at Level 1 to begin coordinating response. Western RCC engages in directing mutual aid response to the area.

Functional Exercise (FE) Scenario

An earthquake occurred 0600 on June 23, 2009 and was centered in the Southern Appalachian Seismic Zone (SASZ)—a diffuse zone of earthquake activity that included the August 31, 1861 Wilkesboro, N.C. (magnitude 5.1); February 21, 1916 Asheville, NC (magnitude 5.5) and July 8, 1926 Mitchell County (magnitude 5.2). The last damaging earthquake within that zone struck Henderson County in 1981.

The earthquake had a Richter magnitude of 5.8, was located at 35.50° N and 82.50° W, and occurred at a depth of 20 kilometers (12 miles). The epicenter was 5.6 miles southeast of Asheville, N.C.; 13.3 miles NNW of Hendersonville, N.C.; 70 miles West of Hickory, N.C. and 100 miles West of Charlotte, N.C.

Ground motion intensities at the epicenter are between VII (7) and VIII (8) on the Modified Mercalli Intensity Scale. The peak ground acceleration (PGA) as expressed in percent g [g – the normal pull of gravity – 9.8 m/sec² or 32 feet/sec²] %g will be 60 to 70 %g at the epicenter.

Statewide Event and/or MultiState Event: false

Event Participants:

- NC Dept of Crime Control & Public Safety
- NC Emergency Management
- NC State Emergency Response Team (SERT)
- NC Dept of Environment and Natural Resources (NC DENR)
- Appalachian State University
- Catawba Valley Community College
- Central Piedmont Community College
- University of North Carolina - Asheville
- Western Carolina University
- FEMA Region IV Exercise Support
- American Red Cross
- NC National Guard
- Avery County Emergency Management (EM)
- Buncombe County EM
- Burke County EM
- Caldwell County EM
- Cleveland County EM
- Eastern Band of Cherokee Indians (EBCI)
- Graham County EM
- Haywood County EM
- Henderson County EM
- Jackson County EM
- Lincoln County EM
- Madison County EM
- McDowell County EM
- Mecklenburg County EM
- Mitchell County EM
- Swain County EM
- Transylvania County EM
- Watauga County EM
- Yancey County EM

Role of the State Emergency Management Program:

Planned exercise

Participated

Evaluated

Funded

Target Capabilities, Corrective Actions & Strengths:

• **Planning**

Activity Level(s):

- Incident Action Plan (IAP) Development
- Pre-deployment Mission Packaging
- Planning for Set-up of Forward Staging Areas, Staffing/Back Staffing of Warehouses and Use of RSOI Sites for Forward Staging Areas

- Fuel for Generators in Impacted Areas
- RCC Set-up and Sustainability
- Planning for Potential Loss of WebEOC Connection with Impacted Areas
- WebEOC "Significant Event" Criteria
- IAP Development
- Processing and Completing Action Request Forms (ARF)
- HAZUS Mapping
- Resource Tracking
- Technical Specialist Element for Planning
- State Level Evacuation Planning – Western Area
- Incident Documentation

Strength(s):

Plans were tested to coordinate with North Carolina National Guard and private contractors to set up distribution areas and begin process of delivering goods to affected areas

Area(s) of Improvement:

The Earthquake Plan needs improvement on some public information actions.

There is potential need to develop trigger protocols for pre-deployed mission packages.

The need to develop a Standard Operating Guide (SOG) for a "first responder transportation corridor" for this type of event was identified.

It was noted that plans are non-existent in the Geospatial Technology Management (GTM)/ Operations section checklist on how to verify if communications are available in the affected area.

There is a need to develop plans for potential loss of WebEOC connection with impacted areas.

Responsibility for documentation of information and materials for the exercise was not easily validated. The Documentation Unit in the Planning Section should play a stronger role in capturing all tasks created, unit logs, individual logs and other paperwork created or developed in or outside of WebEOC for preservation at a later date.

Currently, there is no state-level evacuation plan for western North Carolina. It is recommended that the framework for planning an evacuation should stem from current evacuation plans that are based on incident specific events (i.e., hurricane, earthquake, etc.)

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State

Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed if WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

IAPs

- Update the Earthquake Plan and EOP to reflect EOC Planning Section developing

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Develop trigger protocols in the Earthquake Annex; perform gap analysis, document Ops/Tactics coordination in the Earthquake Annex (or cross-reference to appropriate section in EOP)

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Review the timelines of assets being delivered to the forward staging areas and update if necessary

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Review the timeline of power generation for the staging areas and adjust if necessary

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Enhance plans to address fuel needs and uses during this type of event and how the NC National Guard would get fueling done

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Continue to review the plan as it relates to RCC set-up and implement changes as approved (working group concept)

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Obtain the User ID and Password for each county so that Planning would have access to county templates during loss of connection

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Establish a WebEOC requirement to capture EEIs by disaster type

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program has listed this CA under the Table top exercise conducted on May 13, 2009 under the TTX of the AAR/IP, which was not considered as part of this review because it did not qualify under the definition of an event.

No completion date was noted and no POC provided.

- Develop training

Assigned To: Planning

Completed By: Planning

Completed Date: 2011-03-30

Reviewer Findings:

The recommendation provided by the program advises to conduct additional training on IAP development.

No completion date provided and no documentation to advise of implementation.

- Add Resource Unit to Emergency Services

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No completion date was noted and no POC provided.

No documentation to validate implementation.

- Conduct more training on how to process and complete ARFs

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No documentation to validate implementation.

No completion date was noted and no POC provided.

- Recommend executive summary of data to include latitude and longitude of each icon and totals

Assigned To: GTM

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No documentation to validate implementation.

No completion date was noted and no POC provided.

- Recommend training on HAZUS software for full understanding of its capabilities and uses

Assigned To: GTM

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No documentation to validate implementation.

No completion date was noted and no POC provided.

- Designate a resource unit leader position

Assigned To: Planning

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No documentation to validate implimentation.

No completion date was noted and no POC provided.

- Assign a technical specialist to work with Planning Section during operations and exercise training events

Assigned To: Planning

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No documentation to validate implimentation.

No completion date was noted and no POC provided.

- Working groups need to coordinate with counties to develop an Evacuation plan for western North Carolina based on Flood and Earthquake events

Assigned To: Operations via County Profiles

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The recommendation under this TC advises to Develop and Evacuation plan for Western NC based on Flood and Earthquake events.

No documentation to validate implimentation.

No completion date was noted and no POC provided.

- Documentation Unit should play a stronger role in incident documentation and have methods in place to back up this capability if electronic systems are not available

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No documentation to validate implimentation.

No completion date was noted and no POC provided.

Improvement Plan Provided: true
Improvement Plan Completed: false

- **Communications**

Activity Level(s):

- Amateur Radio Groups (ARES/RACES) and Back-up Communication Links
- Communications Verification in Affected Areas
- Planning for Potential Loss of WebEOC Connection with Impacted Areas
- Emergency Communication Systems with Back-up Amateur Radio Operators, Cell

Phones, VIPER, WebEOC, etc.

Strength(s):

Public Information Officer (PIO) "Go Kits" are now being developed that will provide the PIOs with the necessary equipment and supplies to develop media releases

Many Branches (Functional Groups) have established and maintained relationships with other state agencies, SERT partners and private sector stakeholders that can be leveraged in this type of event

Area(s) of Improvement:

There is a need to further define the use and role of amateur radio groups such as the Amateur Radio Emergency Service (ARES) and Radio Amateur Civil Emergency Service (RACES) in establishing and maintaining back-up communication links.

The expanded development and use of video-conferencing abilities was noted.

There were intermittent problems with WebEOC. The system experienced shut-downs and lock-up on several occasions. There were reported problems with passwords and basic navigation of system.

There was difficulty with wireless internet and cell phone service in the emergency operations center (EOC) and support rooms.

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its

support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

- Identify and add the role and function of amateur radio resources to plan

Assigned To: Operations

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

- Add a section to the earthquake plan to determine the use of communications in the area and then be able to determine how stable the CRDPs are and whether they are accessible

Assigned To: Operations

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

- Continue WebEOC training to ensure all boards are being properly utilized

Assigned To: Operations

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

- Obtain the User ID and Password for each county so that Planning would have access to county templates during loss of connection

Assigned To: GTM

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

- Communications items should be discussed more thoroughly in the Earthquake Plan, including the role of Amateur (ARES/RACES) radio operator groups

Assigned To: Operations/GTM

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Critical Infrastructure Protection**

Activity Level(s):

- The Infrastructure Group established & maintained relationships with other State Agencies, SERT Partners, and Private Sector Stakeholders (e.g., power companies, EMCs, phone companies, fuel pipelines, etc.)

- Debris Clearing

- Reports of Road Closures, Power Outages, Etc.

- Supported and Coordinated SERT Response with Resources to Impacted

Jurisdictions and State Agencies

- Report Status of Impacted Critical Infrastructure and Key Resources

- Technical Specialist Element for Planning

Strength(s):

Plans for getting fuel to impacted areas and/or power generators to areas that have fuel but need generator support were tested

The Command Staff considered long term planning for evacuation, sheltering and fuel shortages. This is an appropriate action for an emergency operations center to take in support of the actions of the local governments

Area(s) of Improvement:

There is a need to better define the channels for receiving field information to the EOC/Infrastructure Branch.

A geological technical specialist element was not available to the planning section. A technical specialist can assist planning with critical infrastructure priority and protection

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

- Encourage the development and maintenance of relationships between the Infrastructure group and other state agencies, SERT partners and private sector stakeholders

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

No POC noted

- Revise the State EOP to reflect NC Department of Transportation's (NC DOT's) focus on roads/bridges assessment and debris clearance in response, and note that actual removal of debris will begin after response when recovery phase begins

Assigned To: NCDOT

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

- EOP should focus on response, and note in response that actual removal of debris will begin after recovery phase begins

Assigned To: Infrastructure

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

This CA is found in the TTX for May 2009. This exercise was not used as it did not qualify for review because it did not meet the definition of an Event.

There was no completion date listed.

- Ongoing, pre-event planning meetings should be held with various Infrastructure SERT agencies to identify communities affected by loss of fuel, water and power infrastructures

Assigned To: Operations

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program identifies this as a CA for the application and the AAR/IP. The recommendation states, "Identify communities affected by loss of fuel, water and power infrastructures.

There was no completion date provided.

- Increase the use of mapping and utilization of other GIS products

Assigned To: Operations

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No completion date provided.

No validation documentation

- Emphasize importance of collaboration and teamwork

Assigned To: GTM/Infrastructure

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The program identifies this as a CA. The recommendation also states Increase collaboration and teamwork among SERT agencies.

There is no completion date provided.

- Schedule ongoing, pre-event planning meetings with various Infrastructure SERT agencies to identify communities affected by loss of fuel, water and power infrastructure

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC has been identified.

No completion date provided

- Increase the use of mapping and utilization of other GIS products

Assigned To: GTM

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted

No completion date provided.

- Assign a technical specialist to work with Planning Section during operations and exercise training events

Assigned To: Planning

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

Improvement Plan Provided: true
Improvement Plan Completed: false

• **Emergency Operations Center Management**

Activity Level(s):

- EOC Activation, SERT Briefing and Plan Checklists
- WebEOC Board to Reflect the Essential Elements of Information (EEI)
- ICS Structure and Organization
- Strategic Planning Efforts for Evacuation, Sheltering, and Fuel Shortages
- The General Staff Developed Objectives for their Sections
- Integration of ESF 9 (Search and Rescue) Coordinators and Advisors
- Integration of Law Enforcement with Emergency Services
- Administrative personnel were overwhelmed
- Human Services Branch Performance
- Integration of Colleges and Universities into the NCEM Response
- Higher Education's Role within the EOC Structure
- Establish Staff Schedule for 24-hour EOC Activation
- Establish Staff Schedule for 24-hour EOC Activation
- Preparation of Breakout Room for 24-hour EOC Readiness and Activation
- Cost Tracking
- Incident Documentation
- The EOC/RCC Operations

Strength(s):

The activation of the State Emergency Operations Center (EOC) to Level II, State Emergency Response Team (SERT) briefings and Earthquake Plan Checklists were cited as strengths

Area(s) of Improvement:

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

- Plan should reflect the activation of all three RCCs

Assigned To: Planning

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

CA is identified in the TTX of May 2009 which was did not qualify as an event and therefore was not utilized.

No POC noted.

No Completion date noted.

- Create a template to enhance the plan checklists

Assigned To: Planning

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

CA is identified in the TTX of May 2009 which was did not qualify as an event and therefore was not utilized.

No POC noted.

No Completion date noted.

- Create or update a board to reflect the Essential Elements of Information (EEIs).

Assigned To: Planning

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

CA is identified in the TTX of May 2009 which was did not qualify as an event and therefore was not utilized.

No POC noted.

No Completion date noted.

- Continue training and exercise opportunities within the Western Branch

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

CA is identified in the TTX of May 2009 which was did not qualify as an event and therefore was not utilized.

No POC noted.

No Completion date noted.

- Continue to develop and support short and long term strategic and tactical planning efforts for evacuation, sheltering, and fuel shortages

Assigned To: Operations

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Ensure the OCS and LSC objectives should be reflected in the IC's objectives. One set of objectives should be communicated from the IC's perspective

Assigned To: Command Group

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Add Resource Unit to Emergency Services

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Increase/maintain readiness of deployment packages with sufficient resources to respond to a large scale disaster

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Train and incorporate a third person to assist with Emergency Services administrative functions

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Continue to support and encourage the high level of performance of the Human Services Branch

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Continue to develop and foster relationships between NC EM and SERT partners that include North Carolina colleges and universities

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Develop and distribute guidance for higher education entities about state-level response procedures

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Stress to SERT partners that their involvement adds realism and depth and helps build relationships

Assigned To: EOC Manager

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Continue training SERT partners on WebEOC since they may not be able to be physically located at the EOC during an event

Assigned To:

Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Create a staffing roster that will enable full EOC coverage and allow for rotation of personnel

Assigned To: EOC Manager
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Develop simple, easy to use job aids that will enable SERT partners to rapidly log onto WebEOC and help them navigate the system. Job aids could also be utilized to show them where they can locate various needed materials

Assigned To: GTM
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Conduct additional training for all Infrastructure SERT partners in WebEOC

Assigned To: GTM/Infrastructure
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Install more internet hardwires inside breakout room to compensate for wireless internet problems

Assigned To: GTM
Completed By:
Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Agencies providing personnel and/or equipment should develop sheets similar to those used by NC National Guard to determine "pack cost" for their assets

Assigned To: Finance

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Add new "pack cost" sheets to the emergency operations center (EOC) standard operating procedures (SOP) and place in the WebEOC file library

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Documentation Unit should play a stronger role in incident documentation, and have methods in place to back up this capability if electronic systems are not available

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

The CA provided appears to be a recommendation versus a Corrective Action.

No POC noted.

No completion date noted.

- Continue training and exercise opportunities

Assigned To: TNE Operations

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

- Additional exercises and training events can facilitate better communication between the two coordination centers

Assigned To:

Completed By:

Completed Date: 2011-03-30

Reviewer Findings:

No POC noted.

No completion date noted.

Improvement Plan Provided: true
Improvement Plan Completed: false

• **Emergency Public Safety and Security**

Activity Level(s):

- Creation of a “First Responder Transportation Corridor”

Strength(s):

Area(s) of Improvement:

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NCEM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future

training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

- Develop SOG on first responder transportation corridor

Assigned To: NCDOT

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX was not used as it did not qualify as an Event.

No POC noted.

No completion date noted.

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Emergency Public Information and Warning**

Activity Level(s):

- Emergency Public Information and Warning
- Earthquake Plan on PIO Actions

Strength(s):

Public Information Officer (PIO) "Go Kits" are now being developed that will provide the PIOs with the necessary equipment and supplies to develop media releases

Area(s) of Improvement:

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type

should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NCEM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

- Develop and deploy PIO "Go Kits"

Assigned To: PIO

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- PIO needs to develop and use pre-scripted messages to inform public on actions

Assigned To: PIO

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- PIO needs to update plan to establish a JIC during EOC activation

Assigned To: PIO

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- PIO needs to update plan to include deployment of PIOs and Technical Specialists with communication support to affected Western RCC areas

Assigned To: PIO

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- PIO need to ensure coordination of press releases

Assigned To: PIO

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Medical Surge**

Activity Level(s):

- Role of OEMS Inspectors

Strength(s):

Area(s) of Improvement:

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

- Clearly define the role and responsibilities of OEMS inspectors and include this reference in the EOP

Assigned To: OEMS

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Mass Care (Sheltering, Feeding and Related Services)**

Activity Level(s):

Strength(s):

SERT partners in the Human Services functional area worked well together. Representatives knew their roles and appeared versed in capabilities and operations of their agencies. Partners seemed trained and experienced in use of WebEOC. All partners understood the relationships between the constituent functional areas and the relationship to emergency management as a whole

Area(s) of Improvement:

Summary:

The 2009 North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be

enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina emergency operations plan (EOP). Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Fatality Management**

Activity Level(s):

Strength(s):

Area(s) of Improvement:

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

Improvement Plan Provided: true

Improvement Plan Completed: false

• **Critical Resource Logistics and Distribution**

Activity Level(s):

- CRDP
- Movement of the Anticipated Commodities from the Warehouse Staging Areas to a
 - Resource Distribution and Forward Staging Areas
 - POD Set-up, Staffing and Logistics
 - Systems for Tracking Resources
 - Tracking of Commodities and Resource Requests

Strength(s):

The need to establish an Emergency Management Assistance Compact (EMAC) resource mobilization center in Tennessee

The inventory system used by the Logistics Section was useful. It enabled them to always know what assets were available at all times in each of the two warehouses that they operate

Area(s) of Improvement:

The system for the tracking of resources being assigned, available, or out of service should be improved.

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

- Ensure appropriate RSIOs are established near the affected area in preparation of commodities requests from local government. Consider a site in Tennessee for this scenario

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- Plan to establish an EMAC resource mobilization center (RSOI) in Tennessee near Johnson City. I-26 corridor would be used for transport of commodities and personnel packages from the RSOI to the mission destinations

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- Work with other functions to delay POD set up to ensure proper staffing

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- Work with other functions to determine proper need

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- Work with NC Department of Environmental Natural Resources (NC DENR) and geologist to determine safest areas for RSOIs

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- Designate POD locations

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- Locations of pertinent information/intelligence resources should be added to the earthquake plan (i.e., where food and water charts are located)

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA from the TTX of May 2009. The TTX did not qualify for review as it did not meet the definition of an Event.

No POC noted.

No completion date noted.

- Develop a WebEOC board and/or "T" Card system to show resource location

Assigned To: Planning

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

No POC noted.

No completion date noted.

- Continue to develop and refine the inventory assets tracking system

Assigned To: Logistics

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

No POC noted.

No completion date noted.

- Continue training and exercise opportunities

Assigned To: Operations

Completed By:

Completed Date: 2011-03-31

Reviewer Findings:

Program identified this CA and also as a recommendation to increase collaboration and teamwork among Infrastructure SERT agencies.

No POC noted.

No completion date noted.

Improvement Plan Provided: true
Improvement Plan Completed: false

• **Animal Disease Emergency Support**

Activity Level(s):

Strength(s):

Area(s) of Improvement:

Summary:

The North Carolina Earthquake Exercises allowed players to successfully demonstrate a multitude of capabilities. Through active participation of staff from various agencies and organizations, the NC Emergency Management (NC EM) and State Emergency Response Team (SERT) partners demonstrated the ability to respond effectively to an earthquake.

Major Recommendations

Additional planning efforts (including appropriate documentation) are needed in case WebEOC goes down.

Wireless internet and cell phone service should be enhanced in the emergency operations center (EOC) and its support rooms.

A state-level evacuation plan based on incident type should be created to better coordinate evacuee routes and destinations with food and water distribution at designated locations.

What steps should be taken to refine plans, policies, procedures and training?

NC EM planning staff should continue to incorporate necessary changes to existing plans. The document change form matrices in Appendix D identify many of the necessary updates to the Earthquake Annex to the North Carolina EOP. Additional training should also be provided to SERT partners regarding existing emergency plans as well as how to use WebEOC. Future training/exercises should capitalize upon the opportunity to enhance the training and experience of SERT partners regarding NC EM operations.

Corrective Actions:

Improvement Plan Provided: true
Improvement Plan Completed: false

Lessons Learned:

- WebEOC

A new/different application pool is needed or "eoc7."

When the new application pool is moved, the system automatically logs all users off and they must sign back in.

There is potential for data loss when moving application pools.

Documents Reviewed:

- 092509-NC TTX and FE AAR-IP_FINAL.doc
- NC Response Planning Status.docx
- Tropical Storm Hanna.ppt
- AfterActions modified.xlsx
- NCEM Exerc - CAP Plan _stand-alone_.pdf
- DOC040411.pdf
- Lessons Learned.docx
- RSOI Plan 2010.docx
- POD Board Web EOC.pdf
- NC Evacuation Guidebook_October 2007.pdf

Interviews:

Ed Jenkins and Elaine Wathen, Deputy Policy Chief; and Assistant Director Information & Planning - 2011-03-31

Interview on the Tracking of Event Corrective Action Status

Ed Jenkins, Deputy Policy Chief; and Elaine Wathen, Assistant Director Information & Planning

by ESR Reviewers: Mark Howard & Cathi Slaminski (Thursday, March 31, 2010 @ ~3:30 pm)

For Exercises: Ms. Carolyn Freitag is the only State Exercise Officer for NCDEM for now (trying to hire 2 more) that oversees the exercise program and tracks corrective action status. Exercises are primarily tracked by utilizing HSEEP tools & products (including the CAP System). Other agencies are responsible for making their own changes according to the corrective actions (CA) that apply to them, and the tracking thereof; however, most utilize the HSEEP tools, which NCDEM has access to and can observe other's CA progress and status (others' progress also tends to be tied with grant funding). For Real-World Events (RWE), NCDEM does not have a management tool to track CA status -- of others and themselves.

NCDEM is only beginning to implement tracking of RWE corrective actions for NCDEM via their online SharePoint Task Site tool, which basically captures the same data as CAPS (see Mark Howard's interview write-up for additional information). Currently, the only RWEs on the SharePoint Task Site are: Hurricane Earl and Remnants of Tropical Storm Nicole.

Interview confirmed information in the NCDEM T&E Policy that the Director of NCEM holds monthly meetings with Division management and supervisors to assign, track and assess completion of Corrective Actions identified in AARs of exercises and Real-World Events (RWE) within the division.

The interviewees noted that there are multiple data systems (HSEEP, etc) out there that have Ex & RWE information that is not shared by other data systems. To have these systems talk with another and share this information would be a HUGE help and would remove redundant work, like data entering.

Ed Jenkins and Elaine Wathen, Deputy Plans Chief / Asst. Director Information and Planning - 2011-03-31

Interview for Real World/Exercise Events

Interview with:

March 31, 2011

Ed Jenkins, Deputy Plans Chief

Elaine Wathen Asst. Director Information and Planning

On March 31, 2011, Cathi Slaminski and I from EMAP conducted an interview with Mr. Ed Jenkins and Elaine Wathen from the North Carolina Emergency Management Division. We asked Mr. Jenkins if he could provide us with a description of the process that is currently used for real world events as well as exercises that have identified corrective actions associated with an After Action Report.

Mr. Jenkins advised that they currently hold a hot wash after each event and or exercise. During that hot wash, the participants are able to provide information both good and bad concerning how the event or exercise was handled. During this hot wash, someone will record the responses and then an After Action Report is completed. Within this report, there will be identified corrective actions with specific assignments to agencies or individuals as well as due/completion dates.

Mr. Jenkins stated that each state agency handles their own corrective actions and the NCDEM deals with theirs. The division will make the necessary corrections identified however currently there is not a system or process in place for tracking those corrective actions assigned to other state or local agencies. That is a process that they hope to achieve soon.

Mr. Jenkins related that he has begun to utilize a Share Point system for recording the corrective actions from events and exercises and placing them in a management tool to track the progress and status of those corrective actions. Currently there are two events in the system. Currently there is no one assigned specifically to follow up on the progress however Mr.

Jenkins did advise that a new employee will start on Monday the 4th who will have the responsibility of overseeing the process. Mr. Jenkins further related that currently they have monthly division meetings and any outstanding issues that were assigned to another division are discussed to determine progress. In addition, there are weekly in house meetings to cover the progress of the corrective actions. Mr. Jenkins advised that on the last Monday of the month, they do meet to review the strategic plan and what is due.

During a review of the NCEM Exercise & Corrective Action Program Plan April 18, 2008 this reviewer found a paragraph that confirmed what Mr. Jenkins had related. It stated the following;

The Director of NCEM will hold monthly meetings with Division Management and Supervisors to assign, track, and assess completion of

Corrective Actions identified in AARs of exercises and "real-world."

Mr. Jenkins as well as Elaine Wathen confirmed that they do have some work to do with regards to tracking and confirming completion of any corrective action from an event or exercise. Both did advise that they are working at improving this situation.

This concluded the interview.

It is apparent that the program does in fact have processes in place to create After Action Reports/IP and to create Corrective Action Items for issues relating to real world and exercise events. There is a process to assign the corrective actions to the appropriate branch or division and through the use of the CAP system, they do track those events. However the program has admitted at the beginning of the review process that they have not followed up very well on whether the CA's have in fact been completed within their own organization and especially for other state agencies. There hope is that with the addition of the new employee that will be responsible for this follow up that this situation can be corrected. In addition with the use of the Share Point System and the weekly and monthly meetings, the program should be able to resolve the current situation.