Arizona's 2018 National Mass Care Exercise
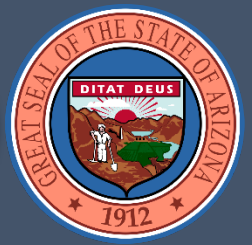
After-Action
Report/Improvement Plan

May 21-24, 2018

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HANDLING INSTRUCTIONS

The title of this document is the *Arizona's 2018 National Mass Care Exercise After-Action Report/Improvement Plan (AAR/IP)*.

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EMAP STANDARDS

The State of Arizona emergency management enterprise follows the 2016 EMAP Standard to ensure a quality program. Arizona was first accredited in 2004, and was reaccredited in 2009 and 2015.

EMAP Standard	Standard Component
	**EMERGENCY MANAGEMENT ACCREDITATION PROGRAM (EMAP)**
4.10	**Exercises, Evaluations and Corrective Actions**
4.10.1	The Emergency Management Program has an exercise program based on the hazards identified in Standard 4.1.1. The exercise program regularly exercises:
	(1) personnel
	(2) plans
	(3) procedures
	(4) equipment
	(5) facilities
4.10.2	The Emergency Management Program evaluates plans, procedures, and capabilities through periodic reviews, testing, post-incident reports, lessons learned, performance evaluations, exercises, and real-world events. The products of these evaluations are documented and disseminated within the Emergency Management Program, including stakeholders and selected partners.
4.10.3	A process for corrective actions is established and implemented to prioritize and track the resolution of deficiencies.

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FULL-SCALE EXERCISE OVERVIEW

Exercise Name	Arizona's 2018 National Mass Care Exercise
Exercise Date	May 21-24, 2018
Scope	The Arizona Department of Emergency and Military Affairs, in collaboration with FEMA NED, conducted **Arizona's 2018 National Mass Care Exercise series**. The exercise series included a Tabletop Exercise (TTX) and a Full-Scale Exercise (FSE) designed to inform the State of Arizona's emergency management partners of mass care capabilities from response plans, policies, and procedures. Numerous agencies also hosted component Workshops, TTXs, Functional Exercises (FE), and FSEs from their respective agency's venues to examine federal, state, tribal, county, local, non-governmental organization (NGO) and private-sector plans and capabilities.
Mission Area(s)	Response
Core Capabilities	▪ Critical Transportation ▪ Logistics and Supply Chain Management ▪ Mass Care Services ▪ Operational Coordination ▪ Operational Communication ▪ Planning ▪ Public Health, Healthcare, and Emergency Medical Services (EMS) ▪ Public Information and Warning
Objectives	**Overall Exercise Objectives** ▪ **Mass Care and Mass Migration:** Evaluate state-level catastrophic mass migration and mass care procedures and capabilities. ▪ **FEMA Host-State Agreement:** Evaluate State operational procedures for executing a FEMA Host-State Agreement for Evacuation &/or Sheltering. ▪ **Medical Surge:** Evaluate Medical Surge from impacted jurisdiction in accordance with existing procedures. ▪ **EMAC:** Evaluate the ability to receive and integrate EMAC mass care personnel in accordance with existing SOPs. **Mass Care Exercise Objectives** ▪ **Mass Care Coordination:** Evaluate the ability to effectively coordinate Mass Care operations at the state, regional and national levels. ▪ **Mass Sheltering:** Evaluate the capability and capacity to coordinate and support Mass Sheltering operations. ▪ **Mass Feeding:** Evaluate the capability to coordinate and provide immediate and sustained Mass Feeding operations. ▪ **Reunification:** Evaluate reunification procedures for evacuees who have become separated from their families in accordance with existing

emergency preparedness plans.

- **Reception of FEMA Resources:** During a catastrophic event, evaluate State operational procedures for the reception of FEMA contracted mass care resources.
- **Integration with Voluntary Agency:** Evaluate the integration of FEMA contracted mass care resources into the existing voluntary agency mass care infrastructure.

Scenario

- Participants exercised mass care capabilities and functions under the Arizona State Emergency Response and Recovery Plan (SERRP) in response to a catastrophic earthquake in southern California, resulting in mass migration to Arizona.

- The scenario began at 1:00 a.m. on Monday, May 21st with Southern California experiencing an unprecedented 7.8 magnitude earthquake impacting critical infrastructure through the area.

- Arizona had no direct damage from the seismic event; however, the event resulted in the mass migration and evacuation of 400,000 residents out of California and into Arizona and Nevada. Numerous critical infrastructures were impacted including transportation and utilities.

- The start of exercise (STARTEX) began on Monday, May 21st at 1:00 p.m. and the end of exercise (ENDEX) was on Thursday, May 24th at 12:30p.m.

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CORE CAPABILITY ANALYSIS

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

Objective	Core Capabilities	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Overall Exercise Objectives					
Evaluate state-level catastrophic mass migration and mass care procedures and capabilities	Mass Care Services, Public Information & warning, Planning, Operational Communication, Operational Coordination, Critical Transportation		S		
Evaluate State operational procedures for executing a FEMA Host-State Agreement for Evacuation &/or Sheltering	Operational Coordination, Operational Communication, Planning		S		
Evaluate Medical Surge from impacted jurisdiction in accordance with existing procedures.	Public Health, Healthcare, and Emergency Medical Services (EMS), Operational Coordination, Operational Communication		S		
Evaluate the ability to receive and integrate EMAC mass care personnel in accordance with existing SOPs.	Logistics and Supply Chain Management, Operational Coordination, Operational Communication,		S		

Objective	Core Capabilities	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Mass Care Exercise Objectives					
Evaluate the ability to effectively coordinate Mass Care operations at the state, regional and national levels.	Mass Care Services, Operational Coordination, Operational Communication		S		
Evaluate the capability and capacity to coordinate and support Mass Sheltering operations.	Mass Care Services		S		
Evaluate the capability to coordinate and provide immediate and sustained Mass Feeding operations.	Mass Care Services		S		
Evaluate reunification procedures for evacuees who have become separated from their families in accordance with existing emergency preparedness plans.	Mass Care Services		S		
During a catastrophic event, evaluate State operational procedures for the reception of FEMA contracted mass care resources.	Operational Communication, Operational Coordination, Planning		S		

Objective	Core Capabilities	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate the integration of FEMA contracted mass care resources into the existing voluntary agency mass care infrastructure.	Operational Communication, Operational Coordination, Planning		S		

Ratings Definitions:

- **Performed without Challenges (P):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

- **Performed with Some Challenges (S):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

- **Performed with Major Challenges (M):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

- **Unable to be Performed (U):** The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

METHODOLOGY

This AAR/IP is structured largely around qualitative evaluation data—the exercise planning team conducted analysis of observations from exercise play against performance criteria in the Exercise Evaluation Guides (EEGs), Quick Look Reports, participant comments in the hot washes, Controller/Evaluator (C/E) debrief comments, and participant feedback forms.

As part of the exercise development process, the following tools and resources were provided:

- The team delivered multiple **C/E briefings** prior to the FSE, as well as several in-person **C/E trainings** each day of the exercise to ensure all C/Es were prepared for conduct. In the briefings, the exercise planning team reviewed the following:

  - The **C/E Handbook** provided C/Es and simulators detailed information about the exercise scenario as well as their specific duties and responsibilities. The handbook also included guidance on effectively maintaining the pace, scope, and integrity of the exercise, and methodologies to identify strengths and improvement opportunities.

  - Given that each exercise site crafted their own objectives, the Lead Evaluator reviewed best practices in creating and recording information in **EEGs.**

Controllers and Evaluators overlook the Arizona SEOC floor
Photo by: FEMA NED

  - To ensure the most comprehensive AAR/IP across the exercise sites, the exercise planning team provided a **Quick Look Report template** to document key strengths, areas for improvement, and improvement planning recommendations aligned to specific objectives at each site.

  - **Participant Feedback Forms** were shared to capture written reactions to exercise design and performance against objectives.

  - The exercise planning team outlined best practices in **recording verbal feedback** from players and the exercise planning team in hot washes, debriefs, and when observing exercise play.

This AAR/IP should be used as an improvement planning tool for the various participating agencies and organizations, as well as a reference tool for stakeholders involved in the planning and execution of future Mass Care exercises.

Participants engage in conversation during the TTX at the Allen Readiness Center on PPMR
Photo by: DEMA PIO

STRENGTHS AND AREAS FOR IMPROVEMENT

The evaluation team determined **key strengths and areas for improvement** against the Overall Exercise Objectives and Mass Care Objectives to assess Arizona's mass care capabilities and readiness. This AAR/IP is based on analysis of performance data collected through observations indicated in the EEGs, Quick Look Reports, hot wash discussions, debriefs, participant feedback forms, and input from the exercise planning team.

Overall Exercise Objectives

Objective 1: Mass Care and Mass Migration

Evaluate state-level catastrophic mass migration and mass care procedures and capabilities.

Strengths

▪ **Representation:** There was extensive participation from the whole community in the development and conduct of the exercise. Notably, there was nationwide participation among the Business Emergency Coordination Center (BECC), all ESFs, and private stakeholders which allowed for capabilities to be delivered without duplication of efforts.

▪ **Common Operating Picture:** Situational updates such as shelter statuses were continually provided through WebEOC visuals, Geographic Information System (GIS) mapping displays, and Public Information Officer (PIO) news videos in the Arizona SEOC. This gave players real-time information about the event and current response efforts such as the shelters opening and closing statewide.

Areas for Improvement

▪ **WebEOC:** The WebEOC system lagged for certain venues, requiring maintenance to improve operations.

▪ **Standard Operating Procedures (SOPs):** Many participating organizations noted that the exercise highlighted a lack of SOPs to address mass care and mass migration. Others shared the need to update out-of-date copies.

▪ **Training:** Some exercise participants were new in their positions and had received minimal EOC position specific training prior to the exercise.

Players reference real-time updates in Arizona's SEOC
Photo by: FEMA NED

▪ **SEOC Facility:** Some exercise participants stated that the DEMA SEOC was not large enough to comfortably house all of the necessary players that were present to assist with the mass migration event. Players explained that there were not enough available conference rooms to conduct meetings in, or space on the SEOC floor to allow all of the Federal ESF's to sit with their State counter parts.

Objective 2: FEMA Host-State Agreement

Evaluate State operational procedures for executing a FEMA Host-State Agreement for evacuation and/or sheltering.

Strengths

- **Coordination:** A coordination call between the SEOC Policy Group and the FEMA administrator took place.

- **Adaptability**: The decision to execute a Federal Emergency Declaration with zero-cost share for Arizona was recommended and approved rather than conducting a FEMA Host-State Agreement. It was previously believed that a Host-State Agreement was needed for a mass migration incident; upon further analysis, both state and federal partners determined a Federal Declaration would be more appropriate.

Objective 3: Medical Surge

Evaluate Medical Surge from impacted jurisdiction in accordance with existing procedures.

Strengths

- **Coordinating Resources:** SEOC ESF 8 coordinated with federal health partners to request federal resources for immediate life safety and sustainment. The national ambulance contract was activated to help support the medical surge.

Areas for Improvement

- **Information Sharing:** It was challenging for SEOC ESF 8 to obtain situational awareness of shelter populations and their medical needs. This would have allowed for hospitals to anticipate medical surge numbers.

Objective 4: Emergency Management Assistance Compact (EMAC)

Evaluate the ability to receive and integrate EMAC mass care personnel in accordance with existing Standard Operating Procedures (SOPs).

Strengths

- **Integration:** EMAC mass care personnel were integrated into the Task Forces and supported future planning efforts, contributing information through the Task Force situation reports.

The US Department of Veterans Affairs and the ARC coordinate shelter set-up operations on PPMR

Photo by: FEMA NED

Mass Care Exercise Objectives

Objective 1: Mass Care Coordination

Mass Care personnel discuss courses of action in Allen Readiness Center at PPMR
Photo by: FEMA NED

Evaluate the ability to effectively coordinate Mass Care operations at the state, regional and national levels.

Strengths

▪ **National Mass Care Efforts:** The subject-matter experts (SMEs) on the Mass Care Task Forces have developed SOPs that they tested throughout the exercise, showing national leadership in advancing mass care operations. They plan to revise the SOPs based on lessons-learned during the FSE.

▪ **Building Relationships:** The exercise offered a valuable opportunity to cultivate relationships with response partners across the state and the nation. This allows effective collaboration and cultivation of the right relationships to build resilience ahead of an event.

▪ **Resource Sharing:** Players collaborated to share best practices, standard operating procedures, tools, and templates, to assist partners with their challenges. There were many examples of increased understanding and future improvements based on these interactions.

▪ **Problem Solving:** The State ESF 6 Coordinator and Task Forces collaborated to ensure Task Force representatives had WebEOC permissions to address coordination challenges. Additionally, Task Force players adapted and developed liaison's to improve information sharing between each Task Force.

Areas for Improvement

▪ **SEOC/Task Force Coordination**: Exercise participants stated that there was a minimal common operating picture between the SEOC & Task Forces, this was partly due to lack of familiarity with WebEOC boards. Additionally, both the SEOC and Task Force participants felt that they needed further clarification on the roles, responsibilities, and expectations of their interactions with one another.

▪ **Internal Task Force Coordination:** The updated locations of shelters and their populations were not always shared between the Task Forces. Sharing this critical information is necessary in order for the Task Forces to make informed decisions.

▪ **Common Framework:** The national mass care community does not have a common framework to assist in developing plans, polices, and procedures, that outline how Task Forces and EOCs should coordinate.

AZ VOAD partner, Salvation Army participates in Arizona's SEOC as VOAD liaisons
Photo by: Arizona VOAD

Objective 2: Mass Sheltering

Evaluate the capability and capacity to coordinate and support Mass Sheltering operations.

Strengths

- **Experience:** The Mass Care Task Force leads were well-versed in supporting mass sheltering operations due to their experience with real-world disasters.

- **VOAD Partnerships:** The State of Arizona has strong relationships with their VOAD, with incredible sheltering participation throughout this exercise. The Arizona Humane Society tested animal sheltering operations coordination. Additionally, the HOPE Animal-Assisted Crisis Response brought their comfort dogs in for each day of exercise play at PPMR.

- **American Red Cross (ARC) Operations:** The ARC was successful in establishing a functional shelter on Bushmaster Field at PPMR. They were flexible in using the US Department of Veterans Affairs Base X tents. They adapted operations that would normally occur in vetted, known buildings and came up with novel solutions to address constraints.

The ARC operates the shelter on Bushmaster Field at PPMR
Photo by: FEMA NED

Areas for Improvement

- **Mass Sheltering Capacity:** The Sheltering Task Force situation reports indicated there would be significant shortfalls in Arizona's ability to shelter the thousands of anticipated evacuees within the first 48 hours of the incident due to a lack of local resources.

- **Sheltering Domestic Pets Responsibility:** Participants highlighted that the chain of command and the distribution of responsibilities in sheltering domestic pets between the Arizona Humane Society, the United States Department of Agriculture (USDA), and other response partners requires clarification.

- **Animal Sheltering:** The Task Force identified that if a large-scale event required the Arizona Humane Society to provide comfortable shelter in the elements, the capabilities for sheltering pets and other animals would be limited.

Objective 3: Mass Feeding

Evaluate the capability to coordinate and provide immediate and sustained Mass Feeding operations.

Strengths

- **Partnerships with Volunteer Organizations Active in Disasters (VOAD):** The Salvation Army, Southern Baptist Disaster Relief, and the ARC effectively coordinated mass feeding at PPMR throughout the FSE.

- **Situational Awareness:** The Feeding Task Force appropriately submitted their daily situation reports to the Mass Care Coordination Cell.

- **Experience:** The Mass Care Task Force leads were knowledgeable in their specific disciplines and demonstrated capabilities such as calculating feeding numbers for evacuees.

Areas for Improvement

- **Mass Feeding Capacity:** The Feeding Task Force indicated that Arizona would be unable to provide 234,000 meals to evacuees within the first 48 hours of the event due to a lack of local resources.

- **FEMA IMAT/Task Force Coordination:** The FEMA IMAT and Mass Care Task Forces did not have detailed or regular communication with each other. FEMA IMAT reportedly did not consult the Task Forces for projected meal estimates prior to placing meal orders.

Volunteers load food from the Southern Baptist Disaster Relief kitchen site to the ARC emergency response vehicle at PPMR
Photo by: National Mass Care Strategy.org

Objective 4: Reunification

Evaluate reunification procedures for evacuees who have become separated from their families in accordance with existing emergency preparedness plans.

Strengths

- **Building Capabilities:** The Reunification Task Force had participation from the state agency partners, who shared that they will integrate the reunification practices that they learned during the exercise into their daily operations.

Areas for Improvement

- **Reunification Plan:** The current reunification plans do not utilize the National Mass Care Strategy template or use a system that prioritizes needs, which could be helpful for addressing the most critical cases first.

- **Reunification Tracking Platform:** There are various tracking systems currently in use; however, there is no interface to unify these systems at the national level which could help create a more comprehensive reunification system.

Objective 5: Reception of FEMA Resources

During a catastrophic event, evaluate State operational procedures for the reception of FEMA contracted mass care resources.

Strengths

- **Resource Requests:** FEMA contracted mass care resources were notionally ordered and the process of receiving the resources was discussed by the Mass Care Task Forces.

Areas for Improvement

- **Exercise Scope:** The exercise scope and timeframe did not allow for the reception of FEMA-contracted resources.

Objective 6: Integration with Voluntary Agency

Evaluate the integration of FEMA contracted mass care resources into the existing voluntary agency mass care infrastructure.

Strengths

▪ **Resource Requests:** The Task Forces were prepared to integrate resources into the voluntary agency operations to help deliver capabilities to evacuees.

Areas for Improvement

▪ **Exercise Scope:** The exercise scope and timeframe did not allow for the integration of FEMA contracted mass care resources into the existing voluntary agency mass care infrastructure.

Members of the exercise planning team
Post-FSE conduct at PPMR
Photo by: FEMA NED

ARIZONA'S STATE EMERGENCY OPERATIONS CENTER FINDINGS

Arizona's 2018 National Mass Care Exercise evaluated the statewide response structure and current plans, policies, and procedures. The following section details the findings of the AZ DEMA SEOC Sections, to include the Policy Section, Operations & Coordination Section, Logistics & Finance Section, Planning Section, and Communications Section.

Policy Section

Objective 1: SEOC Activation and Messaging

The AZ DEMA Policy Group will demonstrate the ability to assess the situation and communicate a decision regarding activation of the SEOC, immediately following notification of the event.

Strengths

Players participate in a briefing in Arizona's SEOC
Photo by: DEMA PIO

- **Activation:** The Policy Group made the decision to activate the SEOC and notify AZ DEMA staff using the NXT communicator. Primary and support ESFs were notified and activated along with the BECC.

- **Messaging and Coordination:** The Policy Group conducted an initial meeting to assess the simulated incident. The Policy Chief continually communicated the incident with The Adjutant General (TAG) and the Governor's Office.

Objective 2: Planning

The AZ DEMA Policy Section will identify incident priorities and establish clear objectives to DEMA SEOC staff and stakeholders for each operational period.

Strengths

- **Planning:** The DEMA Policy Group set operational periods that determined the need for continued staffing throughout the exercise. Priorities and objectives were reviewed and altered daily to continue to meet the evolving needs for the incident.

- **Coordination:**

  - DEMA SEOC Policy meetings took place each morning to discuss the operational tempo which helped identify when to hold meetings and floor briefings. Coordination briefings were held regularly to share the updated objectives and situational awareness amongst multiple EOCs that were playing in the exercise.

  - The conference call between the DEMA SEOC, Assistant Secretary for Preparedness and Response (ASPR), and the Assistant Secretary of the Center for Medicaid Systems

(CMS) to discuss the CMS waiver process and public health emergency declaration had the appropriate Policy Group individuals on the call to make critical decisions.

Areas for Improvement

- **Prioritization:** The SEOC section chiefs indicated that the number of priorities and objectives on the ICS 202 form made it challenging to develop the tasks on the 204's.

- **Briefings:** While many exercise participants appreciated the situational awareness updates during the communicator floor briefings, others indicated that briefings were lengthy and briefed out the same information from multiple partners.

Objective 3: Policy Decision Coordination Call

The directors of AZ DEMA and FEMA leadership will participate in a policy decision coordination call following notification of the event.

Strengths

- **Coordination Call:** During the initial operational period the Policy Chief and FEMA leadership established communications and an IMAT team was requested to support the DEMA SEOC.

Operations & Coordination Section

Objective 1: State Emergency Declaration

DEMA SEOC Recovery staff will draft and submit a Declaration of Emergency to the Governor on May 21st and if requested will coordinate with FEMA if a federal declaration request is deemed necessary.

Strengths

- **Letter of Request:** DEMA SEOC Recovery staff drafted a letter of request and submitted to it to the Governor's Office according to the recovery checklists with input from ESF partners.

Areas for Improvement

- **ESF Coordination:** The DEMA SEOC Recovery Branch Manager checklist states that the Branch Manager will "coordinate the drafting of the State Declaration of Emergency for Governor's signature with Branch Coordinators;" however, it does not mention coordination with the different ESF partners whose input needs to be represented depending on the disaster.

Players engage in Mass Care coordination efforts in Arizona's SEOC
Photo by: FEMA NED

Objective 2: Situational Awareness

SEOC Recovery staff will provide a comprehensive summary of current situation to include objectives and tactics accomplished across entire mission (local, county, state, federal, VOAD, and NGO) and operational priorities for the next period. At least one summary will be provided per day.

Strengths

- **Situation and Objectives Summary:** A comprehensive summary of the current situation and objectives, tactics, and priorities was shared twice per day from the Recovery Section during the twice daily floor briefing calls.

Areas for Improvement

- **Checklist:** One of the tasks in the Recovery Branch Manager checklist states that the Branch Manager will "provide information to the Operations Section administrative assistant," however, that position no longer exists.

Objective 3: Integration of Federal Assets

Evaluate the integration of the AZ DEMA Operations Section with the FEMA IMAT team into the existing SEOC structure on May 22nd through May 24th.

Strengths

- **SEOC and IMAT Collaboration:** FEMA IMAT and SEOC remained flexible and effectively collaborated to request resources despite having different SOPs. Integration of the FEMA IMAT enabled DEMA SEOC staff to get exposure to best practices in setting long-term priorities and objectives for large-scale incidents.

- **Resource Sharing:** FEMA IMAT shared document templates that assisted developing DEMA SEOC operational timelines and highlight the use of potential Task Forces for large-scale catastrophic events.

Areas for Improvement

- **Standard Operating Procedures:** DEMA staff identified that there are currently no DEMA SEOC guidelines or checklists to assist with IMAT/SEOC integration. DEMA staff also identified that there are currently no checklists/guidelines to assist with the SEOC integration of Mass Care Task Forces.

Objective 4: Shift Change

The AZ DEMA Operations Section will demonstrate the ability to transition from SEOC Shift A personnel to SEOC Shift B personnel on May 22nd in accordance with SEOC SOPs and checklists.

Strengths

- **Situational Awareness:** The SEOC B Shift was established and present for the second-floor briefing coordination call which provided them with a current situation update from stakeholders and ESF partners. The majority of the B Shift personnel received one-on-one briefs from their A Shift counterparts. Of note, a transition briefing and shadowing occurred between the incoming and outgoing Planning Section Chiefs.

- **Planning:** B Shift members contributed to the completion of the IAP and conducted a floor briefing. The incoming Planning Section Chief posed questions about the deadline for IAP and submission requirements, prompting these to be set and shared.

Objective 5: Business Emergency Coordination Center Activation and Operations

Upon DEMA SEOC activation, the SEOC will demonstrate the ability to activate and operate the BECC to provide incident support and information. The BECC will demonstrate the ability to integrate with the SEOC to receive and provide resources, equipment, and services according to the SEOC SOP.

Strengths

- **BECC Established:** The BECC was stood up and worked well with the Mass Care Task Forces. In addition, the BECC generated interest and garnered participation with the private stakeholders nationwide.

- **Situational Awareness:**

  - The BECC set a good battle rhythm by developing a conference call schedule.

  - The integration of Single Automated Business Exchange for Reporting (SABER) with WebEOC and Walmart allowed for better situational awareness of open and closed retail establishments for stakeholders and responders.

Phoenix Tool Bank's Jana was relieved by Todd with HandsOn Greater Phoenix for the AZ VOAD Liaison seat in the SEOC Photo by: Arizona VOAD

- **Coordination with ESFs:** There was information sharing among private telecommunications industries and SEOC ESF 2 which ensured that capabilities were being delivered without the duplication of efforts.

- **Engagement:** Private Banks and Arizona Water/Wastewater Agency Response Network (AzWARN) were fully engaged in the exercise and were poised to support responders with resources if called upon.

- **VOAD Liaisons:** There was participation and use of VOAD Liaisons within the SEOC. The VOAD Liaison seats were filled every day and the individuals were knowledgeable in routing information to the appropriate stakeholders.

Areas for Improvement

- **Standard Operating Procedures:** There is no DEMA SEOC checklist to activate/operate the BECC. This would be useful for alternate staff that may be tasked with activating the BECC when the primary liaison is unavailable.

- **Lack of Private Fuel Industry Partners:** The AZ DEMA Voluntary Agency & Private Sector Liaison does not currently have POCs with private fuel industry partners who could be critical in obtaining greater fuel situational awareness and providing fueling capabilities during a real-world fuel shortage.

Logistics & Finance Section

Objective 1: EMAC Requests

AZ DEMA Logistics Section will demonstrate the ability to process EMAC requests for out of state resources while coordinating with the Finance Section in accordance with Policy Group decision, EMAC guidelines, the SERRP, and SEOC Logistic Section checklists.

Strengths

- **Coordination with State Partners**: AZ DEMA Logistics staff worked well with other state partners to complete two (2) EMAC requests with the appropriate documentation and signatures.

Objective 2: Cost and Resource Management

The AZ DEMA Logistics and Finance Sections will demonstrate the ability to track costs, mobilize and demobilize SEOC, Arizona Mutual Aid Compact (AZMAC), EMAC and federal personnel, equipment, and facilities in accordance with SEOC SOPs and checklists.

Strengths

- **Coordination:** The SEOC Finance staff and SEOC Logistics staff communicated effectively, allowing both sections to get the information needed to complete 213RRs. In addition, the Federal Coordinating Officer provided the SEOC Finance Section with detailed cost reimbursement information regarding Presidential Emergency Declarations as well as Health and Human Service Declarations.

- **Resource Sharing:** FEMA IMAT partners shared forms with the SEOC Logistics Section to improve efficiency and accuracy with future requests for both federal and local resources.

Areas for Improvement

- **Partner Cost Estimates:** The SEOC Finance Section identified that the majority of the 213RRs that they received from agencies did not have cost estimates filled out, slowing down the request process.

Objective 3: Order Desk Requests

The DEMA Logistics Section will demonstrate the ability to process order desk requests based on their priority for county, state, and federal resources in accordance with the SERRP and SEOC Logistics Section checklists.

Strengths

- **Completion:** All resource requests that were routed through the SEOC were completed in relation to their immediate, high, medium, or low designated priority status. The Order Desk processed many requests and followed up effectively when there was missing information.

Areas for Improvement

- **Partner Submissions:** Requests received through the SEOC order desk were not initially completed with the information necessary to fulfill the request. SEOC Logistics staff had to continually follow up with requesting agencies to fill in the missing information.

- **WebEOC Authorizations:** Some agencies attempting to request resources through WebEOC did not have the correct position title or authorizations to fully complete the resource requests (213RRs).

- **ESF Routing:** The Order Desk checklist states to route all resource requests through the ESF coordinator, however, during the exercise the Logistics Chief determined that it was more efficient to route requests directly to the ESF Representatives.

  - **Analysis:** Routing resource orders directly to ESF representatives ensured that requests were filled faster because they did not need to wait until the ESF coordinator was free to process them. The ESF coordinator was still able to have awareness of resource orders by monitoring WebEOC.

Planning Section

Objective 1: IAP Development

The AZ DEMA Planning Section will demonstrate the ability to develop an IAP using the Planning P process for each of the operational periods in accordance with the SEOC checklists.

Strengths

- **ICS Forms:** The DEMA SEOC Planning Section began development of the IAP using ICS forms within the first hour and a half of SEOC activation and completed IAPs for each operational period.

- **IAP Coordination:** The DEMA SEOC IAP Coordinator assisted the ESFs with completing ICS 204 forms. The AZ DEMA Planning Section coordinated with AZ DEMA IT to ensure the WebEOC IAP operational period date was updated in a timely manner.

- **IAP Planning:** Deadlines for DEMA SEOC IAP submission were discussed at the tactics/tasks meeting. The DEMA SEOC Planning Section Chief announced to the SEOC staff the deadlines and schedule for SEOC IAP submission and publication.

- **Resource Sharing:** The FEMA IMAT team shared tools and best practices with regards to completing the IAP and Planning P process with the DEMA SEOC Planning section.

The FEMA ICS Planning P
Photo by: FEMA MGT 346 EOC course

- **WebEOC:** The WebEOC Region IX Significant Events Board was used, promoting information sharing between participating states.

Areas for Improvement
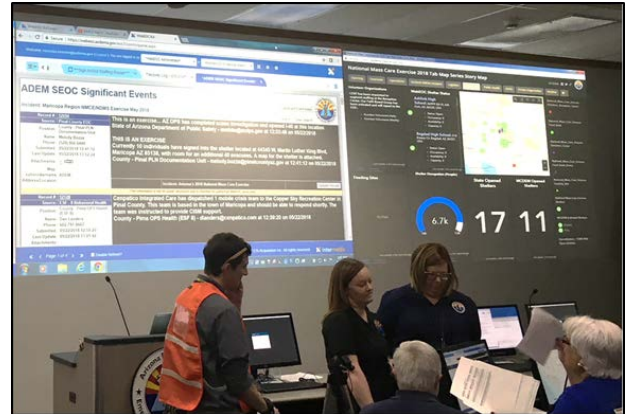
- **Standard Operating Procedures:**

  - The DEMA SEOC activated the long-term planning position; however, the roles and responsibilities of this position are not clearly understood by SEOC staff.

  - The general information being provided in the work assignments by the ESFs outlined in the ICS 204 forms on the IAP appeared to apply to multiple operational periods which seemed to eliminate the need to update the ICS 204 form every 24 hours.

- The IAP and ESF coordinator shared the responsibility for obtaining information for 204's, making it challenging to obtain completed 204's before the deadline.

- DEMA SEOC participants stated that they had a lack of familiarity with regards to who should participate in the Planning P meetings.

- The Planning P process was followed on several days of the exercise but not every day in accordance with ICS. For example, Tactics Meetings were not held during every operational period as they are recommended by ICS.

Exercise players engage in conversation using real-time information in AZ SEOC
Photo by: FEMA NED

- The regular DEMA SEOC meetings and briefings started at different times which made it challenging for DEMA SEOC staff to develop a battle rhythm and track when important meetings would occur. Additionally, the SEOC schedule in WebEOC was reportedly not updated to reflect the current meeting and briefing times.

- The compressed IAP deadlines and meetings that followed the situational briefing calls in the morning made it challenging for sections to develop their work assignments before they were due.

- **Contact Information:** It was a challenge for exercise players to get in touch with of some of the DEMA SEOC positions because their contact information was not updated in the WebEOC IAP. Additionally, some DEMA SEOC staff did not specify what SEOC shift they were working in the WebEOC IAP which made it challenging to identify what SEOC shifts were going to be covered.

Objective 2: SEOC Floor Briefings

The AZ DEMA Planning Section will facilitate at least two (2) SEOC floor briefings per day based upon ESF and other stakeholder updates using the planning P process in accordance with SEOC SOPs and checklists.

Strengths

- **SEOC Floor Briefings:** The DEMA SEOC Planning Section facilitated two (2) SEOC floor briefings each day. The SEOC Planning Section Chief followed agendas and structured all meetings efficiently.

- **Situational Awareness:** The use of visuals and GIS mapping displays were beneficial for creating a common operating picture. The AZ DEMA Senior GIS Analyst created maps of shelters which were displayed on the SEOC floor.

- **Integration:** The DEMA SEOC Planning Section and the FEMA IMAT learned each other's processes and roles.

Areas for Improvement

- **Messaging:**
  - The IAP deadlines were announced in the floor briefings for a few days but not all days of exercise play.

Communications Section

Objective 1: Communications Assets Deployment

All trained Statewide Communications Units shall deploy communications assets within 4 to 8 hours following notification of a mass migration incident in accordance with the SERRP and Statewide Communications Interoperability Plan (SCIP).

Strengths

- **Assets Staffed:** The SEOC Communications staff and radio networks were fully staffed with additional back-up personnel available to support if needed.

Areas for Improvement

- **Capacity:** It was discussed that if Internet is lost in the DEMA SEOC, The DEMA communications van (i.e., "the Bullfrog") and the satellite trailer could be used to augment some of the internet access issues; however, the use of these systems would not be able to support internet use for the 40-50 SEOC staff members.

- **Standard Operating Procedures:** There are currently no DEMA communications checklists to help establish back up internet resources such as the satellite trailer. Additionally, there are no checklists to help troubleshoot internet connectivity issues which could be helpful if the internet goes down and our local IT experts are not available.

Objective 2: Communications Tests

All trained Statewide Communications Units will test radios, voice and data statewide communications during Day 2 and Day 3 of mass migration incidents in accordance with the SERRP and SCIP.

Strengths

- **Satellite Trailer Deployment:** The AZ DEMA satellite trailer was deployed and provided internet for the ARC Shelter for three (3) days without issue.

- **Radio Systems:** Radio systems performed with minimal transmission issues.

- **Wireless Connection:** First Net routers provided consistent internet bandwidth to players in the SEOC and the Allen Readiness Center for all three (3) days.

Areas for Improvement

- **Adequate Resources:** AZ DEMA Communications staff identified that the SEOC radio operator does not have a dedicated chair or laptop to allow them to optimally perform their function at the radio terminal.

- **Interference:** AZ DEMA Communications staff discovered that the voice High Frequency (HF) and Digital HF radios had interference issues between them making it difficult for transmissions to be clearly heard.

Objective 3: Government Emergency Telecommunications Service (GETS) Cards Tests

The AZ DEMA-Emergency Management (EM) Communications Unit will test the DEMA SEOC Staff GETS Cards capability within a couple of hours of long distance phone outages following a mass migration incident in accordance with the AZ DEMA-EM Communications SOP.

Strengths

- **GETS Card Test:** SEOC B shift tested and implemented GETS Cards by successfully completing long-distance calls.

Objective 4: Low Power Radio Test

AZ DEMA-EM Communications Unit will deploy and test low power radio information station on the day of a mass migration incident in accordance with the AZ DEMA-EM Communications SOP.

Strengths

- **Low Power Radio Test:** AZ DEMA Communications staff successfully established a low power AM radio station that could be tuned into and clearly heard at the Bushmaster Field ARC shelter on radio frequency 1690 kHz.

Temporary shelter established on Bushmaster Field at PPMR.
Photo by: FEMA NED

ARIZONA'S STATE EMERGENCY OPERATIONS CENTER IMPROVEMENT PLAN

Core Capability Legend	
	Operational Communications
	Operational Coordination
	Planning
	Logistics & Supply Chain Management

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Operational Communication		DEMA Communications/ IT Sections					
	#1 AZ DEMA Communications staff discovered that the voice High Frequency (HF) and Digital HF radios had interference issues between them making it difficult for transmissions to be clearly heard.	#1 Move the HF digital antenna further away from the voice antenna. This will require a mast be set on the north side of the SEOC.	Equipment	DEMA	• DEMA Communications Supervisor	7/10/18	10/31/18
	#1.1 There are currently no DEMA communications checklists to help establish back up internet resources such as the satellite trailer. Additionally, there are no checklists to help troubleshoot internet connectivity issues which could be helpful if the internet goes down and our local IT experts are not available.	#1 Develop a formal checklist/startup document for the Satellite trailer.	Planning	DEMA	• DEMA Communications Supervisor	7/10/18	8/15/18
		#2 Discuss the need to develop instructions on how to contact ADOA ASSET who have been identified to assist DEMA with internet troubleshooting.	Planning	DEMA	• DEMA Sys/Network Engineer	7/10/18	1/1/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Operational Communication	#1.2 It was discussed that if internet is lost in the SEOC, The AZ DEMA communications van and the satellite trailer could be used to augment some of the internet access issues, however, the use of these systems would not be able to support internet use for the 40-50 SEOC staff members.	#1 FirstNet routers are planned to be allocated in order to provide backup internet access for 40-50 SEOC staff members with reasonable internet speeds.	Equipment	DEMA	• DEMA Communications Supervisor	7/10/18	11/15/18
	#1.3 AZ DEMA Communications staff identified that the SEOC radio operator does not have a dedicated chair or laptop to allow them to optimally perform their function at the radio terminal.	#1 Procure a chair and dedicated laptop for the radio operator station.	Equipment	DEMA	• DEMA Communications Supervisor	7/5/18	Completed
Operational Coordination	**Policy Group**						
	#2 While many exercise participants appreciated the situational awareness updates during the communicator floor briefings, others indicated that briefings were lengthy and briefed out the same information from multiple partners.	#1 Develop and provide guidance to DEMA SEOC partners on the expectations of information provided to DEMA in the Planning P meetings/briefings.	Planning	DEMA	• Operations/Coordination Assistant Director • Preparedness Assistant Director	7/10/18	7/20/19
	Ops and Coordination						
	#2.1 There is no SEOC checklist to activate/operate the BECC. This would be useful for alternate staff that may be tasked with activating the BECC when the primary liaison is unavailable.	#1 Develop a checklist to assist DEMA SEOC staff with setting up the BECC.	Planning	DEMA	• DEMA voluntary Agency & Private Sector Liaison	6/27/18	1/1/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3 The AZ DEMA Voluntary Agency & Private Sector Liaison does not currently have POCs with private fuel industry partners who could be critical in obtaining greater fuel situational awareness and providing fueling capabilities during a real-world fuel shortage.	#1 Attempt to establish emergency management points of contact with private fuel industry partners.	Planning	DEMA	• DEMA voluntary Agency & Private Sector Liaison	6/27/18	1/1/19
	Policy Group						
	#3.1 The SEOC section chiefs indicated that the number of priorities and objectives on the ICS 202 form made it challenging to develop the tasks on the 204's.	#1 Additional SEOC training with FEMA IMAT will assist with the refinement of objectives	Training	DEMA	• Operations/Coordination Assistant Director	7/10/18	1/1/19
	Ops & coordination						
	#3.2 DEMA staff identified that there are currently no DEMA SEOC guidelines or checklists to assist with IMAT/SEOC integration. DEMA staff also identified that there are currently no checklists/ guidelines to assist with the SEOC integration of mass care task forces.	#1 Develop checklists/guidelines that can be utilized for integration with FEMA IMAT as well Task Forces that may be activated to assist the SEOC.	Planning	DEMA	• Operations/Coordination Assistant Director • Human Services Coordinator	7/10/18	7/20/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3.3 The SEOC Recovery Branch Manager checklist states that the Branch Manager will "coordinate the drafting of the State Declaration of Emergency for Governor's signature with Branch Coordinators;" however, it does not mention coordination with the different ESF partners whose input needs to be represented during this incident.	#1 Update Checklist to reflect the needed coordination with ESF partners during the drafting of a declaration of Emergency.	Planning	DEMA	• Recovery Branch Manager	6/27/18	7/30/2018
	#3.4 The Recovery Branch Manager discovered that one of the tasks in their checklist states that the Branch Manager will "provide information to the Operations Section administrative assistant," however, that position no longer exists.	#1 Update Checklist to reflect that the Recovery Branch will provide information to the Operations Section Chief and take out the need to report to the Admin. Assistant.	Planning	DEMA	• Recovery Branch Manager	6/27/18	7/30/18
	Plans Section						
	#3.5 The compressed IAP deadlines and the number of meetings that followed the situational briefing calls in the morning made it challenging for sections to develop their work assignments before the deadline.	#1 (**Corrective Action for 3.5 & 3.6**) The Planning P is being redesigned. An Operational/Tasks meeting will be added to the process which will extend the IAP deadlines.	Planning	DEMA	• Preparedness Assistant Director • Operations /Coordination Assistant Director	7/10/18	1/1/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3.6 The Planning P process was followed on several days of the exercise but not every day in accordance with ICS. For example, Tactics Meetings were not held during every operational period as they are recommended by ICS.	#2(**Corrective Action for 2.7 & 2.8**) Develop and conduct trainings on the Planning P process for SEOC specific positions and partnering stakeholders.	Training	DEMA	• Preparedness Assistant Director • Operations/ Coordination Assistant Director	7/10/18	On-going
	#3.7 It was a challenge for exercise players to get in touch with of some of the DEMA SEOC positions because their contact information was not updated in the WebEOC IAP. Additionally, some SEOC staff did not specify what SEOC shift they were working in the WebEOC IAP which made it challenging to identify what EOC shifts were going to be covered.	#1 Discuss developing an SEOC organizational chart with SEOC staff's contact information that can be displayed in the SEOC and updated in real time.	Equipment	DEMA	• DEMA CTA Director	7/10/18	3/31/19
		#2 Discuss the need to modify the IAP template in WebEOC to allow DEMA SEOC staff to in-put contact information for each shift within the Operational Period.	Equipment	DEMA	• DEMA CTA Director	7/10/18	3/31/19
		#3 Develop a drill program to test DEMA SEOC staff on logging in & signing in to an event in WebEOC. The training could cover in-putting their most updated contact information into the current event. Discuss integrating this drill program with existing NXT Communicator drills.	Exercises	DEMA	• DEMA Exercise Branch	7/10/18	1/1/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3.8 The regular DEMA SEOC meetings and briefings started at different times which made it challenging for DEMA SEOC staff to develop a battle rhythm and track when important meetings would occur. Additionally, the SEOC schedule in WebEOC was reportedly not updated to reflect the current meeting and briefing times.	#1 Discuss and develop how the Planning P will drive the meeting and briefing schedule.	Planning	DEMA	• Preparedness Assistant Director	7/10/18	1/1/19
		#2 Identify the position responsible for updating the SEOC schedule.	Planning	DEMA	• DEMA CTA Director (Situation Unit Leader)	7/10/18	1/1/19
		#3**(Corrective action for 3.8 & 3.9**) Clarify how the DEMA SEOC can develop a set battle rhythm of meeting /briefing times from the Planning P Process.	Planning	DEMA	• Preparedness Assistant Director	7/10/18	3/31/19
	#3.9 The IAP deadlines were announced in the floor briefings for a few days but not all days of exercise play.		Planning	DEMA	• Preparedness Assistant Director	7/10/18	3/31/19
	#3.10 The general information being provided in the work assignments by the ESFs outlined in the ICS 204 forms on the IAP appeared to apply to multiple operational periods which seemed to eliminate the need to update the ICS 204 form every 24 hours.	#1 Develop and provide guidance to DEMA SEOC partners & staff on the expectations of information provided to DEMA via ICS 204's based upon the updated SEOC Planning P Process.	Planning, Training	DEMA	• Operations/ Coordination Assistant Director	7/10/18	7/20/19
	#3.11 The IAP and ESF coordinator shared the responsibility for obtaining information for 204's, making it challenging to obtain completed 204's before the deadline.	#1 The updated SEOC Planning P will identify that the IAP coordinator will be responsible for collecting 204 information provided at the tasks meetings.	Planning, Training	DEMA	• Operations/ Coordination Assistant Director	7/10/18	7/20/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3.12 DEMA SEOC participants stated that they had a lack of familiarity with who should participate in the Planning P meetings. Additionally, the DEMA SEOC activated the long-term planning position; however, the roles and responsibilities of this position are not clearly understood by SEOC staff.	#1 Develop series of planning workshops to define SEOC roles & responsibilities to provide a basis for updates and refinement of SEOC position specific checklists in relation to the Planning P process.	Planning	DEMA	• Operations/ Coordination Assistant Director • Preparedness Assistant Director	7/10/18	7/20/19
Logistics and Supply Chain Management	Logistics & Finance						
	#4 The Order Desk checklist states to route all resource requests through the ESF coordinator, however, during the exercise the Logistics Chief determined that it was more efficient to route requests directly to the ESF representatives.	#1 Update order desk checklist to reflect that resources can be routed through the ESF coordinator or directly to ESF representatives.	Planning	DEMA	• Logistics & Mutual aid Coordinator	7/10/18	8/3/18
	#4.1 The 213RR's received through the SEOC order desk were not initially completed with the information necessary to fulfill the request. SEOC Logistics staff had to continually follow up with requesting agencies to fill in missing information such as cost estimates.	#1 Conduct additional training for DEMA partners with regards to what information the DEMA order desk requires to process a resource request.	Training	DEMA	• Logistics & Mutual Aid Coordinator	7/10/18	On-going
		#2 Discuss the possibility of Identifying new WebEOC tools and functions to ensure that requests can only be submitted if the 213 form has been completed.	Equipment	DEMA	• Logistics & Mutual Aid Coordinator • DEMA CTA Director	7/10/18	3/31/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Logistics and Supply Chain Management	#4.2 Some agencies including attempting to request resources through WebEOC did not have the correct position title or authorizations to fully complete the resource requests (213RRs).	#1 Discuss and develop a process for increasing permissions of position titles on the latest WebEOC tool update.	Planning/ Equipment	DEMA	• DEMA CTA Director	7/10/18	3/31/19
		#2 Conduct training/ exercises for DEMA SEOC partners on WebEOC updates.	Training	DEMA	• DEMA CTA Director	7/10/18	On-going

AAR/IP CAPABILITY ELEMENTS EXPLAINED	
Planning	Collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.
Organization & Leadership	Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations and guidance necessary to perform assigned missions and tasks.
Equipment	Paid and volunteer personnel who meet relevant qualification and certification standards necessary to perform assigned missions and tasks. Equipment and systems, major items of equipment, supplies, facilities and systems that comply with relevant standards necessary to perform assigned missions and tasks.
Training	Content and methods of delivery that comply with relevant training standards necessary to perform assigned missions and tasks
Exercises, Evaluations, and Corrective Actions	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

MASS CARE TASK FORCE FINDINGS

In Arizona's 2018 National Mass Care Exercise, the whole community came together in the Mass Care Task Forces to support state operations in mass care. AZ DEMA worked with several Mass Care Task Forces which allow the state to deliver long-term capabilities to its citizens and evacuees. Additional follow up should be done to review the draft SOPs and socialize with AZ DEMA to determine roles, responsibilities, and shared expectations for Task Force Operations in the future. This section highlights Task Force findings in support of Mass Care Exercise Objectives, including the Mass Care Coordination Cell (Objective 1), Shelter Task Force (Objective 2), Feeding Task Force (Objective 3), and Reunification Task Force (Objective 4).

Mass Care Coordination Cell

Objective 1: Mass Care Coordination

Evaluate the ability to effectively coordinate mass care operations at the State, Regional and National levels.

*The Mass Care Task Forces convened in the Allen Readiness Center at PPMR
Photo by: FEMA NED*

Strengths

- **Mass Care Task Force Coordination:** The Mass Care Coordination Cell successfully stood up task forces and supported mass care efforts in Arizona, demonstrating a unified response and recovery.

- **Engaging AZ VOAD:** The Salvation Army, Seventh Day Adventist and Southern Baptist Disaster Relief were engaged in the Mass Care Coordination Cell.

- **Adaptability:** The Coordination Cell incorporated lessons learned from the first day of play, increasing state representation and appointing Liaisons for the other Task Forces beginning on day two.

- **Situational Awareness:** The Coordination Cell used the white board to brainstorm and capture questions, in addition to sharing situational awareness.

- **National Mass Care:** The SMEs on the Mass Care Task Forces have developed SOPs that they tested throughout the exercise, showing national leadership in advancing mass care operations. They plan to revise the SOPs based on lessons-learned during the FSE.

Areas for Improvement

- **WebEOC:** Information posted in WebEOC did not specifically identify which Task Forces should act on requests. Disconnects occurred between the Mass Care Coordination Cell and other Task Forces as communications via WebEOC went directly from SEOC Mass care coordinator to Task Forces. There were no tracking mechanisms to show completed assignments, pending assignments, and which Task Force they were assigned to.

- **Task Force Organization with ESF 6:** Mass Care Task Force players expressed that they did not have a clear understanding of how to contact the SEOC ESF 6 lead for the first day which made communicating updates and planning efforts a challenge. State ESF 6 Coordinator and Task Forces did, however, collaborate to ensure Task Force representatives had WebEOC permissions to address coordination challenges.

- **Information Sharing at the County Level:** The Task Forces were not getting detailed or accurate information updates from the SEOC, relayed from counties that would have assisted them in their planning efforts. Some counties notionally reported sheltering numbers or did not report detailed information about where and when evacuees were arriving in their county, making it challenging for the Task Forces to accurately project feeding and sheltering needs.

Shelter Task Force

Objective 2: Mass Sheltering

Evaluate the capability and capacity to coordinate and support Mass Sheltering Operations.

Strengths

- **Representation:** There was a diverse group on the Shelter Task Force that included local, state, and federal representatives with vast knowledge and experience.

- **Communications:** With limited direction due to lack of a common operating picture, the Shelter Task Force took the initiative to successfully start the planning process.

FEMA Region IX visits with Yavapai Nation to discuss shelter operations
Photo by: FEMA Region 9

- **New Sheltering Options:** Recommendations were made around sheltering options that have not yet been explored, such as using local colleges. Such partnerships would help with future capacity and relationship building.

Areas for Improvement

- **Sheltering Capacity for Animals:** Although Task Force Participants discussed several unconventional sheltering options for animals such as outdoor sheltering, some participants stated that the Task Force did not focus enough of their efforts on the physical space needed to house over 50,000 animals if such a catastrophic event occurred.

- **Internal Task Force Coordination:** The updated locations of shelters and their populations weren't always shared between the Task Forces. Sharing this critical information is necessary in order for the Task Forces to make informed decisions.

▪ **ESF 8 Representation in SOG's:** During the exercise participants discovered that ESF 8 (including Department of Health/Behavioral Health) and Child Care representatives are not mentioned in Arizona's Shelter Task Force Standard Operating Guide (SOG). These organizations are able to provide needed behavioral health support to sheltering efforts.

Feeding Task Force

Objective 3: Mass Feeding

Evaluate the capability to coordinate and provide immediate and sustained Mass Feeding operations.

Strengths

▪ **Situational Assessment:** The Feeding Task Force successfully produced and submitted daily Situation Reports.

▪ **Resource Assessment:** The Feeding Task Force identified resource shortfalls based on projections.

▪ **Situational Awareness:** The Feeding Task Force imbedded a team member into each of the Task Forces to gain a better understanding of their planning processes.

▪ **Personnel:** Feeding Task Force members were well-qualified in their individual areas.

Areas for Improvement

▪ **WebEOC:** The DEMA staff in the Mass Care Task Forces did not have the appropriate WebEOC permissions to see that critical information was being posted to WebEOC.

▪ **Information Resources:** Participants expressed that there was a limited understanding of the Disaster Supplemental Nutrition Assistance Program (D-SNAP).

The Feeding Task Force discusses projections in the Allen Readiness Center at PPMR Photo by: National Mass Care Strategy.org

Reunification Task Force

Objective 4: Reunification

Evaluate reunification procedures for evacuees who have become separated from their families in accordance with existing emergency preparedness plans.

Strengths

▪ **Outreach to County/Local Stakeholders:** The Reunification Task Force supported state operations by following up on county needs reported during the daily briefings. This gave personnel valuable opportunities to socialize reunification capabilities and procedures with county and local stakeholders.

▪ **Stakeholder learning:** Representatives from state stakeholders in the Reunification Task Force stated that this exercise provided them with an opportunity to learn and adopt best practices from other participating agencies.

- **Intake Process:** A standardized intake process was discussed and mapped. During discussion it was mentioned that there is a federal-level tracking system available to assist with the tracking of persons arriving at shelters and reception centers. Such trackers include using wrist-bands.

- **Briefings:** General training briefs were conducted each day.
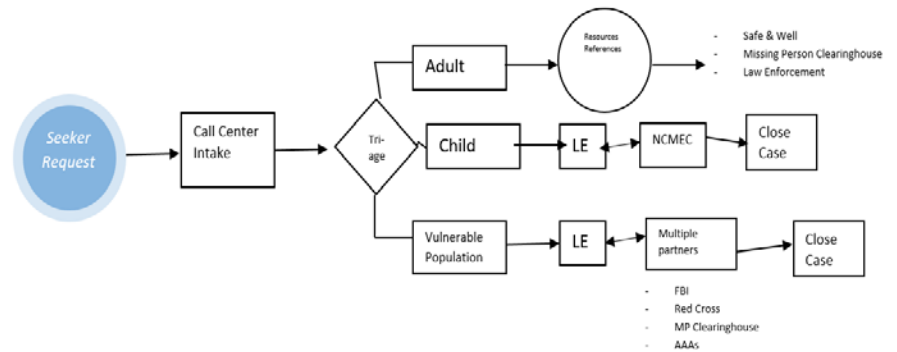
Areas for Improvement

- **Partnerships:** Reunification Task Force Participants stated that not all agencies which could assist with the reunification process were able to participate in the exercise. Participants explained that additional discussion is needed to develop and maintain partnerships with stakeholders capable of assisting with reunification.

- **Release Process:** Exercise participants stated that the process on how state agencies release minors at shelters to legal guardians was not clearly outlined.

Intake process for missing person's reports
Photo provide by: Sharon Hawa of the National Center for Missing & Exploited Children

MASS CARE TASK FORCE IMPROVEMENT PLAN

Core Capability Legend	
	Mass Care Services

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Mass Care Services	#1 The Task Forces were not getting detailed or accurate information updates from the SEOC, relayed from counties that would have assisted them in their planning efforts. Some counties notionally developed sheltering numbers or did not report detailed information about where and when evacuees were arriving in their county, making it challenging for the Task Forces to accurately project feeding and sheltering needs.	#1 Discuss the need to train DEMA liaisons in mass care information gathering requirements.	Planning/ Training	DEMA	• Human Services Coordinator	7/10/18	5/1/19

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Mass Care Services	#1.1 Mass Care Task Force players expressed that they did not have a clear understanding of how to contact the SEOC ESF 6 lead for the first day which made communicating updates and planning efforts a challenge.	#1 For major events assign a deputy mass care coordinator to assist with communication between SEOC and Task Forces, deputy will likely be acquired through EMAC.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-going
		#2 Add lessons learned regarding information flow between Task Forces and SEOC to the Task Force Guidelines.	Planning	DEMA	• Human Services Coordinator	7/10/18	5/1/19
	#1.2 The national mass care community does not have a common framework to assist in developing plans polices, and procedures, that outline how Task Forces and EOCs should coordinate.	#1 DEMA will continue to be an active partner in the national mass care community and will provide input on a potential framework development.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-going
	#1.3 The Sheltering Task Force situation reports indicated that there would be significant shortfalls in Arizona's ability to shelter the thousands of anticipated evacuees within the first 48 hours of the incident due to a lack of local resources. #1.4 The Feeding Task Force indicated that Arizona would be unable to provide 234,000 meals to evacuees within the first 48 hours of the event due to a lack of local resources.	#1 (**Corrective action for 1.3 &1.4**) DEMA will sustain/ build relationships with resource providers and operate within the national mass care strategy to continue to provide resources that go beyond the state's current capabilities.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-going

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Mass Care Services	#1.5 The current reunification plans do not utilize the National Mass Care Strategy template or use a system that prioritizes needs, which could be helpful for addressing the most critical cases. #1.6 There are various tracking systems currently in use; however, there is no interface to unify these systems at the national level which could help create a more comprehensive reunification system.	#1(**Corrective Action for 1.5 & 1.6**) DEMA will continue to work with DES and DCS to develop a robust reunification plan that will consider these issues.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-Going
	#1.7Information posted in WebEOC did not specifically identify which Task Forces should act on requests. Disconnects occurred between the Mass Care Coordination Cell and other Task Forces as communications via WebEOC went directly from SEOC Mass care coordinator to Task Forces. There were no tracking mechanisms to show completed assignments, pending assignments, and which Task Force they were assigned to.	#1 Task force Guidelines will be updated to reflect the current resource ordering process that the SEOC utilizes.	Planning	DEMA	• Human Services Coordinator	7/10/18	2/01/19
		#2 Work with WebEOC admin to discuss the possibility of enhancing the tracking of tasks sent from ESF 6 to Mass Care Task Forces.	Planning	DEMA	• Human Services Coordinator	7/10/18	5/1/19
		#3 Identify additional skilled Mass Care staff necessary to properly route information to Task Forces when they are stood up.	Organization	DEMA	• Human Services Coordinator	7/10/18	On-Going

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Mass Care Services	#1.8 Exercise participants stated that there was a minimal common operating picture between the SEOC & Task Forces, this was partly due to lack of familiarity with WebEOC boards. Task Force participants felt that they were not getting enough situational awareness on the SEOC's activities through the WebEOC boards alone. Similarly, some SEOC players felt that they were unaware of what activities were occurring at the Mass Care Task Forces. Both SEOC and Task Force participants felt that they needed further clarification on the roles, responsibilities and expectations of their interactions with one another.	#1 Work with DEMA Operations section to discuss developing guidelines on how to increase expectations and common operating picture between the SEOC and Task Forces.	Planning	DEMA	• Human Services Coordinator	7/10/18	7/20/19
	#1.9 The FEMA IMAT and Mass Care Task Forces did not have detailed or regular communication with each other. FEMA IMAT reportedly did not consult the Task Forces for projected meal estimates prior to placing meal orders.	#1 Continue working with FEMA to clarify expectations on resource coordination for large scale events. Work towards improving coordination between FEMA staff imbedded in mass care Task Forces and FEMA IMAT.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-Going

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Mass Care Services	#1.10 The updated locations of shelters and their populations were not always shared between the Task Forces. Sharing this critical information is necessary in order for the Task Forces to make informed decisions.	#1 Assign knowledgeable liaisons to each Task Force as quickly as reasonably possible in order to improve resource coordination efforts.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-Going
	#1.11 Although Task Force Participants discussed several unconventional sheltering options for animals such as outdoor sheltering, some participants stated that the Task Force did not focus enough of their efforts on the physical space needed to house over 50,000 animals during a catastrophic event occurred.	#1 DEMA will continue to maintain/ enhance relationships and MOUS with the American Society for the Prevention of Cruelty to Animals, AZ Humane society and ESF 11.	Planning	DEMA	• Human Services Coordinator • DEMA voluntary Agency & Private Sector Liaison	7/10/18	On-Going
	#1.12 Participants expressed that there was a limited understanding of the Disaster Supplemental Nutrition Assistance Program (D-SNAP).	#1 DEMA will continue to promote awareness of the federal D-SNAP program with stakeholders.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-Going
	#1.13 Reunification Task Force participants stated that not all agencies which could assist with the reunification process were able to participate in the exercise. Participants explained that additional discussion is needed to develop and maintain partnerships with stakeholders capable of assisting with reunification.	#1 DEMA will continue to support DES & DCS to develop a reunification process and maintain partnerships with stakeholders.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-Going

Core Capability	Area For Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Mass Care Services	# 1.14The process on how state agencies release minors to legal guardians during the reunification process at shelters was not clearly outlined.	#1 DEMA will continue to support DES, DCS, & AZDPS to develop a robust reunification process.	Planning	DEMA	• Human Services Coordinator	7/10/18	On-Going
	#1.15 During the exercise participants discovered that ESF 8 (including Department of Health/Behavioral Health) and Child Care representatives are not mentioned in Arizona's Shelter Task Force Standard Operating Guide (SOG). These organizations are able to provide needed behavioral health support to sheltering efforts.	#1 Discus and decide adding ESF 8 (including Department of Health/Behavioral Health) and Child Care representatives to the Coordination section participants in AZ's Shelter Task Force Standard Operating Guide (SOG).	Planning	DEMA	• Human Services Coordinator	7/10/18	7/1/18
	#1.16 The DEMA staff in the Mass Care Task Forces did not initially have the appropriate WebEOC permissions to see that critical information was being posted to WebEOC.	#1 Discuss and develop a process for increasing permissions of position titles on the latest WebEOC tool update.	Planning/ Equipment	DEMA	• DEMA CTA Director	7/10/18	3/31/19
		#2 Conduct training/ exercises for DEMA SEOC partners on WebEOC updates.	Training	DEMA	• DEMA CTA Director	7/10/18	On-going

AAR/IP CAPABILITY ELEMENTS EXPLAINED	
Planning	Collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.
Organization & Leadership	Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations and guidance necessary to perform assigned missions and tasks.
Equipment	Paid and volunteer personnel who meet relevant qualification and certification standards necessary to perform assigned missions and tasks. Equipment and systems, major items of equipment, supplies, facilities and systems that comply with relevant standards necessary to perform assigned missions and tasks.
Training	Content and methods of delivery that comply with relevant training standards necessary to perform assigned missions and tasks
Exercises, Evaluations, and Corrective Actions	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

APPENDIX A: JOINT TASK FORCE ARIZONA FINDINGS

Joint Task Force Arizona (JTF-AZ) conducted a TTX on May 21-22, 2018 as part of Arizona's 2018 National Mass Care Exercise. While TTX participation was reportedly minimal due to ongoing Operation Guardian Support (Border Mission), Joint Staff (J-Staff) participation in the TTX was very beneficial. Personnel collaborated to determine how to handle the MSEL injects. JTF-AZ sent two liaison contacts to DEMA for the FSE.

Objective 1: Joint Operations Center (JOC) Operations

Strengths

- **Staff Specialties/Skill Sets Diversity, Discussion and Coordination:** Evaluators reported good discussion regarding the coordination process with the Army National Guard (ARNG) and Air National Guard (ANG) Chiefs of Staff for obtaining accountability of Arizona National Guard (AZNG) personnel and requesting resources. Players initiated the request to ARNG and ANG with a Grazing Heard message, and identified personnel with critical civilian employment skill sets. The request for ARNG Armory support provided for discussion on coordination with the ARNG Chief of Staff, who would conduct follow-on coordination with the Construction and Facilities Maintenance Office availability and de-confliction of armory availability.

- **Established Liaison Contacts with DEMA Organization:** JTF-AZ provided Army and Air Force Liaison Officers (LNOs) to the SEOC during the FSE. J-Staff personnel gained a better understanding of overall operational planning and the coordination process for operational events and missions within DEMA.

- **Increased Understanding of Operations and Coordination Processes:** J-Staff personnel notably expanded their individual knowledge base and skills outside of their functional/specialized areas.

Areas for Improvement

- **Maintain/Update Contact Information Within Internal JTF-AZ Communicator:** Several personnel did not receive the alert recall at the time of notification due to phone settings. While the delay in message awareness and notification did not impact the exercise timeline, this could have significantly impacted operations if an immediate or quick response would have been required. One individual only received an email notification, determined to be the result of the system dropping cell phone information.

  - The JOC Watch Desk will address this issue on an ongoing/continuous basis, validating individual profiles within the notification system to include cell numbers, and routinely verifying to ensure accuracy. They will also ensure critical phone numbers (i.e., ANG Command Posts) are updated in the JOC contact roster and SOP.

- **Template Messaging:** Consider developing pre-established messages based upon reporting requirements. Players discussed establishing Grazing Heard template messages that include identification of critical civilian professions (e.g. medical providers, law enforcement, DOC, fire fighters).

- **Sustain TTX, Joint Staff Cross-Training, and J-Staff/SEOC Interaction and Relationships:** JTF-AZ would like to continue building on the success of the TTX and involvement in the FSE.

Objective 2: EMAC Process

Strengths

- **Staff Specialties/Skill Sets Diversity, Discussion and Coordination:** Through Master Scenario Events List (MSEL) injects, focusing conversation and process flow; the Staff identified and discussed the coordination process between the JOC and SEOC for initiating EMAC. The process for Requests for Assistance (RFAs) was discussed as follows: RFAs are routed for staffing, determination of support availability, responses submitted in Joint Information Exchange Environment (JIEE), and accepted RFA support is initiated through the EMAC process with the SEOC.

- **Established Liaison Contacts with DEMA Organization:** JTF-AZ provided Army and Air Force LNOs to the SEOC during the FSE. J-Staff personnel gained a better understanding of overall operational planning and the coordination process for operational events/missions within DEMA.

- **Increased Understanding of Operations, Coordination, and Integration Process with SEOC Processes:** Staff collectively evaluated all TTX RFAs, and discussed the coordination process for resourcing requests (identified through the MSELs) internally with the DEMA SEOC, AZ ARNG, AZ ANG, and other states as needed through JIEE. The Staff also discussed the follow-on process for approved JIEE RFAs, by coordinating with the SEOC for initiating the EMAC Process.

Areas for Improvement

- **Increase Understanding of the EMAC Process and Coordination Requirements:** While all JTF-AZ personnel have a general understanding of the integration of the JOC and SEOC, the majority of the JOC and SEOC integration occurs at the J3 Staff level. This process of coordination and execution is within the J3 (Operations) lane, and the majority of J-Staff participating in the TTX were not part of the J3. This was a learning opportunity for everyone. JTF-AZ J3 will address through coordination with the DEMA EMAC Manager.

  – One noted challenge was maintaining targeted focus on the actual requests for support (can the requested be supported by JTF-AZ), without analyzing specific follow-on details associated with requests (i.e. costs, reimbursement, movement, etc.). Evaluators attributed to the technical mindset and thought processes within the different J-Staff's areas of experience and expertise.

Objective 3: Mission Essential Tasks (MET)

Strengths

- **J-Staff Specialties within Various/Diverse Career Fields:** Staff maintained situational awareness of the overall scenario throughout the entire TTX. The Staff integrated their various levels of knowledge and experience based upon their positions within the J-Staff organization.

- **Open Discussion and Coordination among Staff:** The TTX MSELs were accomplished through discussion of coordination processes, resource requirements and information flow related to the injected JIEE Request for Information (RFI)/RFAs. JTF-AZ Staff also

discussed the coordination and integration process of JIEE requests with the EMAC process.

- **Established Liaison Contacts within DEMA Organization:** Two staff personnel were pre-identified as LNOs to the SEOC for the entire FSE. LNOs from both the Army and Air Force were integrated into the SEOC operations, and provided direct liaison coordination with DEMA-EM, ESF and SEOC representatives. LNOs coordinated and managed resource requests that were received by the SEOC for AZNG support.

Areas for Improvement

- **Integrate more MET into Future Exercises:** One noted challenge was maintaining targeted focus on the actual requests for support (can the request be supported by JTF-AZ), without analyzing specific follow-on details associated with requests (i.e. costs, reimbursement, movement, etc.). Evaluators attributed to the technical mindset and thought processes within the different J-Staff's areas of experience and expertise. Ensuring MET is incorporated into more exercises in the future will harness the varying perspectives and give more opportunities to address over time.

- **Improve Communication Capabilities (i.e. Computer, Network Access) for Liaison Officers in the SEOC:** The SEOC operates on a civilian network domain, as opposed to the AZNG network domain. There were compatibility issues with connectivity of domains and credential access to various software and web based systems. JTF-AZ J6 will coordinate with the SEOC to address these issues moving forward.

FSE exercise play begins in the Russell Auditorium at
PPMR
Photo by: FEMA NED

APPENDIX B: ARIZONA DEPARTMENT OF HEALTH SERVICES FINDINGS

Arizona's 2018 National Mass Care Exercise challenged facilities to operate under the impact of 400,000 California residents self-evacuating into Arizona counties. This scenario emphasized stresses on Arizona's infrastructure and health community. Through collaboration with federal, state, and local entities, Arizona Department of Health Services (ADHS) supported mass care services in multiple facets of the exercise.

ADHS examined some capabilities that had not yet been tested in 2018 and found strengths and areas for improvement to address. ADHS also worked with Centers for Medicare and Medicaid Services (CMS) facilities statewide in fulfilling their exercise requirements by incorporating them into a community-based exercise. Out of 241 registered CMS facilities, 222 participated in the exercise.

Objective 1: Emergency Communications

During a mass care incident, ADHS will participate in the emergency public information system to establish public interaction and information exchange between state and local agencies.

Strengths

- **Coordination:** Health Emergency Operation Center (HEOC) staff worked in conjunction with behavioral health representatives from the community to develop messaging that could be shared with the public.

- **Crisis Emergency Risk Communication:** The Crisis Emergency Risk Communication Plan was activated to aid in the messaging process and approach for ADHS during a disaster situation.

Objective 2: Staffing

ADHS Emergency Operations Personnel will respond with a minimum of 8 key positions staffed and a 90% response rate within 60 minutes of notification.

Strengths

- **Staffing:** Twelve key positions on the Public Health Incident Management System responded and physically reported to the HEOC within 60 minutes of notification. The Health Alert Network notified these 12 personnel specifically, placing ADHS at a 100% response rate for this exercise.

Objective 3: Operational Coordination

Through coordination with federal, state, and local partners, ADHS HEOC will identify triggers to monitor decision making during a mass care incident.

Strengths

- **Information Sharing:** HEOC Center Policy Group was able to utilize incident information to determine the level of Crisis Standards of Care (CSC) activation. As the information on individuals entering the state and those needing assistance was corrected, ADHS was able to reevaluate and adjust activation level of the CSC plan.

- **Collaboration:** The request to implement the National Ambulance Contract created an excellent opportunity for ADHS to collaborate with both federal and state partners in a critical resource request.

- **Learning Opportunity:** Processes atypical to ADHS response were examined to include federal public health declaration, 1135 waivers, and requests for federal resources.

- **Diversity:** Operations Section's diversity in job disciplines contributed to great collaboration in addressing multiple issues and requests throughout the exercise.

Areas for Improvement

- **Documentation:** There are no documented steps in place for ADHS' request process for the National Ambulance Contract. Walking through the process with federal partners during the exercise provided the information necessary to create this documentation.

- **Documentation:** There are no documented steps and processes in place to expedite the Declaration of a Federal Public Health Emergency. This is critical in ensuring 1135 waivers. This would work to fundamentally improve the health components of the emergency declaration and take the next step to issuing the administrative orders to waive rules.

Objective 4: Medical Surge Operations

HEOC Operations will support the activation of medical surge through resource mobilization, Essential Elements of Information exchange, and patient tracking throughout the course of a mass care incident.

Strengths

- **Bed Polling:** Bed polling was conducted promptly and appropriate to the incident.

- **Collaboration:** Operations and Logistics worked in conjunction to construct an Essential Elements of Information form relevant to the exercise.

- **Resource Calculations:** Subject Matter Experts within the HEOC used information provided during SEOC briefing to calculate anticipated resource needs for patients entering the state. The team was able to adjust recommendations when the information was updated.

Areas for Improvement

- **HEOC Briefings:** HEOC briefings did not always capture the progress on lower priority tasks; instead, sections focused on high-priority items and captured status updates in WebEOC, which limited IC awareness. This increase in information sharing exchange would contribute to further situational awareness to develop a common operating picture throughout future incidents.

- **SEOC Order Desk:** SEOC's Order Desk process could be reevaluated to contribute to communication between SEOC and HEOC on requests. Internally, the HEOC Order Desk process also needs restructuring to bring about improvements in the mapping of task delegation.

Objective 5: Fatality Management

During a mass care incident, HEOC Management will coordinate with federal, state, and local agencies to determine the role and resource support of public health in fatality management.

Strengths

- **Coordination:** ADHS determined they will coordinate with Health Care Coalitions (HCCs) and other community partners including law enforcement, emergency management, and medical examiners or coroners to ensure proper tracking, transportation, handling, and storage of human remains and ensure access to mental and behavioral health services for responders and families impacted by an incident.

- **Mutual Aid:** ADHS will also provide support services to the local jurisdictions (County, Tribal Health, etc.) as requested; and provide and coordinate health and medical service resources between local, state and federal agencies.

Objective 6: Environmental and Health Safety Concerns

Utilizing the jurisdictional data of an impacted population, ADHS Operations will determine the food, water, health, environmental, and safety concerns for a migrant populace.

Strengths

- **Environmental and Safety Considerations:** Subject Matter Experts quickly reviewed, computed, and made adjustments when necessary to data regarding environmental and safety health concerns for potential heat exhaustion cases as well as heat strokes amongst the impacted populace.

Areas for Improvement

- **Communications:** Communications and processes from state to county need to be established for Operations to be aware of whom to contact to retrieve shelter surveillance data. This would be essential to gain an understanding of population needs.

Objective 7: Public and Mental Health Access

Through collaboration with federal, public, and private agencies, ADHS will aid in monitoring and coordinating accessibility to public health, medical and mental health services for an impacted population.

Strengths

- **Federal Medical Station:** Through cooperation with federal and state entities, ADHS went through the process for requesting a Federal Medical Station to aid those with health needs during the mass care incident.

Areas for Improvement

- **Population Estimates:** HEOC had trouble getting accurate population estimates during incident of this magnitude. The numbers received from the Mass Care Workgroup differed from the numbers provided by the State Emergency Operations Center.

- **Federal Medical Station:** An approved site placement for a second Federal Medical Station still needs to be explored.

- **emPower:** Should it be needed, HEOC staff have access to emPOWER to utilize as a data resource for examining risks to vulnerable populations. The data was not made available within the HEOC and utilized as it could have been.

Objective 8: Situational Awareness

In collaboration with federal, state, and local partners, HEOC Operations will follow established plans, protocols, and procedures to determine a common operating picture throughout the course of a mass care incident.

Strengths

- **Plans:** Plans (Crisis Emergency Risk Communication, Fatality Management, and Crisis Standards of Care) were walked through thoroughly and showed instrumental value to key decision-making procedures amongst HEOC Management and Policy.

- **Adaptability:** The HEOC displayed an ability to expand or decrease its footprint as needed per the event's established Public Health Incident Management System.

Objective 9: Volunteer Management

HEOC Logistics will collaborate with a local agency in coordinating, organizing, and dispatching appropriate volunteers as needed during a mass care incident.

Strengths

- **ESAR-VHP:** Using the Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) as a communication platform, 63 volunteers were screened with eight selected for deployment. These volunteers received deployment instructions and a later status check. The event was concluded with a demobilization call-down. The process was brokered smoothly all the way from the request to the demobilization.

APPENDIX C: TRIBAL FINDINGS

Arizona's 2018 National Mass Care Exercise provided an opportunity for tribal nations to evaluate capabilities and capacities related to a mass migration and mass care incident. The following section details the findings of the Salt River Pima-Maricopa Indian Community, Fort McDowell Yavapai Nation, and Cocopah Indian Tribe.

Salt River Pima-Maricopa Indian Community/Fort McDowell Yavapai Nation

Objective 1: Unified Command

Establish Unified Command at Fort McDowell EOC and develop all necessary ICS documents.

Strengths

- **Unified Command:** The Police Department and Fire Department successfully operated under a Unified Command structure.

- **Incident Action Plan:** An IAP was developed to guide response activities at Fort McDowell Yavapai Nation (FMYN) EOC.

- **Tribal Liaison:** FMYN successfully requested support from the AZ DEMA Tribal Liaison and coordinated with Salt River Pima-Maricopa Indian Community (SRPMIC).

Objective 2: Advanced Shelter Team

Coordinate the deployment of an Advanced Shelter Team from SRPMIC to FMYN.

Strengths

- **Staffing:** Shelter personnel ensured a safe and timely shelter operation, with a well-organized turnover of assignments and responsibilities to the shelter manager.

- **Advanced Shelter Team:** Advanced Shelter Team personnel were effectively identified, assigned, and then deployed to the Mass Care Shelter appropriately.

Areas for Improvement

- **Sheltering:** At the shelter, staff encountered culture and language barriers, a lack of accountability in registering clients, and inadequate attention to health and spiritual services.

Objective 3: Mass Care

Coordinate deployment, activation, operation, and demobilization of Mass Care shelter staff and equipment from SRMIC to FMYN.

Strengths

- **Shelter Set Up:** The Mass Care Shelter set up at FMYN was effectively set up and managed during exercise play.

- **Staffing:** Shelter staffing assignments were allocated properly, and effective Just-in-Time training was provided to shelter personnel.

- **Shelter Location:** Determining the location of the SRPMIC Mass Care Shelter Team was coordinated successfully with the Advanced Shelter Team.

Areas for Improvement

- **Mass Notification:** The shelter manager did not initially receive the notification from the Mass Announcement system requesting the Mass Care Shelter.

- **Inventory List:** The inventory list for equipment transported to the FMYN Shelter was not completely accurate. There was no preventative vehicle maintenance records verifying that the vehicles and trailers used had been inspected prior to transport.

Objective 4: Demobilization

Successfully demobilize Mass Care shelter and transport all staff and equipment to the Lehi Community Building

Strengths

- **Demobilization:** Shelter managers coordinated demobilization efforts of the shelter in a unified manner. All outlined procedures were followed, ensuring a safe and timely demobilization.

- **Personnel:** Key shelter personnel followed shelter demobilization procedures and facilitated an effective Hot Wash upon completion of the demobilization process.

- **Resource Accountability:** Shelter personnel successfully coordinated the proper return and storage of resources with the Lehi Community Center.

Cocopah Indian Tribe

Objective 1: Shelter Activation

Activate and staff reception centers and establish a common operating picture of resources.

Strengths

- **Activation:** The activation followed proper SOPs and went as planned.

- **Staff:** Staff was prepared and ready to assist as needed.

- **Common Operating Picture:** A common operating picture was established and maintained throughout the exercise.

Areas for Improvement

- **Continuity:** It is recommended that a continuity of operations plan (COOP) be developed as funding is made available to develop plans.

- **Staffing:** During emergency response operations, staff activated should be allowed to focus on response operations and not be expected to commit to other duties. This will be addressed in the new plan once the tribal EOP has been updated.

Objective 2: Test and Evaluate

Test and evaluate resource request process.

Strengths

▪ Information regarding strengths has not yet been identified.

Areas for Improvement

▪ Information regarding this area for improvement has not yet been identified.

Objective 3: Establishing Reception Center

Coordinate with the Cocopah Casino to establish a Mass Care Tribal Reception Center.

Strengths

▪ **Staff:** Casino staff was professional and dedicated towards completing tasks before ending their operational period.

▪ **Venue:** Shelter could be moved to accommodate a variety of situations if deemed necessary.

▪ **Resources:** The location and establishment selected for the reception shelter had a variety of resources available to support the mission.

Areas for Improvement

▪ **Activation:** It is recommended that a plan be developed that equips both Casino and Emergency Management staff with guidelines to triage and determine what scenarios the Casino operations should be temporary halted to address an emergency. An Incident Action plan is being developed.

Objective 4: Emergency Notification System

Demonstrate Cocopah Emergency Notification System and Mobile App Functionality.

Strengths

▪ **Emergency Notification:** The Emergency Notification System was successfully tested and aided in the activation of response staff.

Areas for Improvement

▪ **Templates:** It is recommended that emergency communication templates be developed and pre-staged prior to an emergency. These templates should also provide social media guidance.

APPENDIX D: LOCAL AND COUNTY FINDINGS

Arizona's 2018 National Mass Care Exercise provided an opportunity for local and county jurisdictions to operate in a regional and statewide response structure. Participating organizations conducted discussion-based or operational-based exercise models to assess capabilities and capacities related to the FSE mass migration and mass care scenario. The following section details the findings of the participating County agencies, including Coconino, La Paz, Maricopa, Mohave, Pima, Pinal, and Yavapai Counties as well as the City of Phoenix.

Coconino County

Objective 1: Emergency Operations Center Coordination

Demonstrate effective Coconino County EOC coordination of decision making and activities among key stakeholders and response agencies to support local emergency response actions.

Strengths

- **Staffing:** All positions within the EOC were adequately identified and responsibilities were effectively delegated.

- **Information Sharing:** EOC personnel used the appropriate ICS forms to gather and share information efficiently among positions.

Areas for Improvement

- **Common Operating Picture:**

  - EOC Managers and the Operations Section need to consider both short and long-term impacts associated with the emergency by establishing a common operating picture as to what resources are available and which will be needed.

  - EOC staff should utilize the status boards earlier to ensure consistency of information and provide updates from WebEOC when available.

  - The County should disseminate information to Elected Officials early in the response process.

Improvement Planning Recommendations

- **WebEOC:** Designate one person within the EOC to manage WebEOC as the platform can be cumbersome and time consuming.

- **ICS Forms**: Use fillable electronic ICS forms rather than handwritten forms to avoid confusion due to illegible handwriting.

Objective 2: Communications

Demonstrate the ability of the Coconino County EOC to establish and implement reliable and redundant radio communications among and between affected communities to support EOC operations, security, and situational awareness.

Strengths

- **Operational Communications:**

  - Ultra-High Frequency (UHF) and HF radio frequencies were tested and verified as functional.

– The digital Wynlink internet system was tested in an exercise for the first time and proved to be an additional functional mode of communication.

– All transmissions from the Amateur Radio Emergency Service (ARES) were clear, understandable, and made in plain language in accordance with the National Incident Management System (NIMS).

Areas for Improvement

▪ **Tactical Interoperable Communications Plan (TICP):**

– Currently, the TICP is incorporated within the Coconino County Emergency Operations Plan (EOP). As it is not a standalone document, there is no reference as to when the plan should be implemented in conjunction with an EOC activation.

– Although TICP identifies the system and the stakeholders to be including within the communications framework, there is not an established protocol for the flow of incident response information between the EOC, Law Enforcement, Fire, and EMS.

Objective 3: Public Information

Demonstrate effective coordination and dissemination of up-to-date information to the public between the Coconino County EOC, Arizona SEOC, and the Joint Information Center (JIC).

Strengths

▪ **CodeRed:** The Alert and Notification system CodeRed was utilized effectively to communicate messages to the public, including incident information and shelter locations.

▪ **Access and Functional Needs Messaging**: Public messages were 508 Compliant and language interpretation services were provided.

▪ **Public Information Officer:** The PIOs successfully delivered a press conference and conducted phone interviews with the media as needed.

Areas for Improvement

▪ **Joint Information Center:** Joint Information System (JIS) personnel disseminated messages as a JIC was not established.

▪ **Public Information Officer:** The lead County PIO was present at the EOC but other PIOs from the community (Health Department, Private Sector) were not integrated into the public information process.

Improvement Planning Recommendations

▪ **Joint Information Center:** The JIS should be expanded to fill all JIC positions.

▪ **Training:** Provide additional training to JIC personnel, to include the AZ DEMA Crs 291 JIC/JIS and the 388 Advanced PIO courses.

▪ **Emergency Operations Plan:** The EOP should be revised to include JIC and JIS procedures.

La Paz County

Objective 1: Mass Migration and Mass Care

Evaluate catastrophic mass migration and mass care procedures and capabilities.

Strengths

- **Memorandum of Understanding:** Two (2) departments within the county have written plans, reporting systems, and an MOU to aid AZ DEMA and Arizona Department of Health Services (ADHS).

Areas for Improvement

- **Staffing**: Personnel capacities and total staffing levels are inadequate to fully manage an event of this magnitude and impact.

Improvement Planning Recommendations

- **Planning and Personnel:** Continue to develop plans (EOPs, Continuity of Operations [COOP] Plans, policies, and procedures) and identify personnel that can adequately respond to and manage a mass migration and mass care incident.

Objective 2: Medical Surge

Evaluate medical surge capabilities and capacities.

Strengths

- **EMAC and MOUs:** The County has an EMAC agreement and the County Health Department have MOUs established to coordinate and deliver targeted public health and medical services to disaster survivors, to include temporary medical facilities and medical surge operations.
- **Surge Plans:** La Paz Regional, Indian Health Services Hospital and County Health Department have mass care and medical surge plans. Additionally all three entities are familiar with NIMS and ICS.

Areas for Improvement

- **Staffing:** Although local hospitals and the Health Department have medical surge plans, there is a shortage of trained personnel to respond to a large influx of patients.

- **Hospital Capacities:** Local hospitals do not have enough beds to manage an incident of this magnitude.

Improvement Planning Recommendations

- **Medical Surge Exercise:** Local hospitals should exercise and evaluate mass care and medical surge plans with other local response agencies to determine where gaps in critical resources, including food, water, oxygen, linens, communications modalities, transportation, and emergency power supplies exist.

Objective 3: EMAC Integration

Evaluate the ability to receive and integrate EMAC Mass Care personnel in accordance with existing SOPs.

Strengths

- **Personnel:** The County Health Department and Emergency Management agencies have the ability to integrate EMAC Mass Care personnel into their command and general staff structure to support incident response.

Areas for Improvement

- **Logistics and Supply Chain Management:** The resource request and fulfillment process, from the local and tribal jurisdictions, to the state, and then to FEMA is not fully documented or understood.

Improvement Planning Recommendations

- **Staging Areas:** Develop a list of pre-identified and preferred sites to be utilized as staging areas statewide.

Objective 4: Mass Sheltering and Feeding

Evaluate the capabilities and capacities to support mass sheltering and feeding operations.

Strengths

- **American Red Cross:** The ARC will provide trained and vetted volunteers to manage shelter operations, family reunification, feeding, and hydration. County Emergency Management and Health Department personnel would coordinate with the ARC to request additional resources to support Mass Care Services and have access to the Strategic Medical Stock Pile.

- **Shelters**: Shelter and Reception Center locations have been pre-identified.

Areas for Improvement

- **Shelters:** Some participants are unaware of the MOUs established with Shelter and Reception Center facilities and the services the ARC can provide.

Improvement Planning Recommendations

- **Training**: Provide training on specific roles of the different agencies responsible for coordinating a Mass Care response, including elected officials as well as finance, Fire Department, and EMS personnel.

Objective 5: Reunification Procedures

Evaluate reunification procedures for evacuees that have become separated from their families in accordance with existing emergency preparedness plans.

Strengths

- **Safe and Well:** The ARC Safe and Well platform will be utilized to lead family reunification efforts.

Areas for Improvement

- **Planning**: The County does not have an official plan to address the family reunification process.

Improvement Planning Recommendation

- **Develop Plan**: The County, in conjunction with local and tribal jurisdictions, should develop a family reunification plan to include key stakeholders such as schools, the coroner, and the ARC.

Objective 6: Incident Command Structure

Validate an ability to establish and staff an ICS for a minimum of three (3) operational periods.

Strengths

- **Law Enforcement Staffing:** The Sheriff's Deputies, Quartzsite Police Department, and Parker Police Department are able to operate three (3) 12-hour operational periods.

Areas for Improvement

- **Personnel**: Most agencies within the County do not have enough personnel to support an incident beyond three (3) operational periods.

Improvement Planning Recommendations

- **Mutual Aid:** Identify local agencies that can support law enforcement responsibilities beyond three (3) operational periods.

Objective 7: Continuity of Operations

Evaluate the ability of local agencies to successful conduct COOP.

Strengths

- **Alternate Sites:** County, local, and tribal jurisdictions identified alternate locations in which normal day-to-day operations could be conducted from.
- **COOP:** The County Health Department has a COOP.

Areas for Improvement

- **Continuity of Operations Plans:** Many county, local, and tribal agencies do not have formal COOP plans.

Improvement Planning Recommendations

- **Planning:** Each agency within the county should develop a COOP Plan as well as a schedule to regularly test essential functions at the alternative site (e.g., communications, IT, etc.).
- **Training:** To ensure a timely response, essential personnel should be equipped with "go-kits" and have a plan to prepare their homes and families during a no-notice or limited-notice incident.

Objective 8: Public Information and Warning

Evaluate the process for disseminating information with local response agencies and the public.

Strengths

- **Communication Platforms:** The County has a variety of communication methods, including Nixel, social media, and the official county website, that can be utilized to disseminate information to the public.

Areas for Improvement

- **Joint Information Center:** Although several agencies have a designated PIO, there is no plan or pre-identified location to establish a JIC.

- **Access and Functional Needs:** Participants did not discuss how information could be shared to persons with communication disabilities (such as availability and use of a Telecommunication Device for the Deaf [TDD] number).

Improvement Planning Recommendations

- **Develop Plan:** Develop a plan that defines the location and structure in which a JIC should be established.

Maricopa County

Objective 1: EOC Activation

Activate and staff county EOC per incident needs and local operating procedures

Strengths

- **Activation:** Participants successfully demonstrated the ability to initiate a rapid recall of all staff.
- **Staffing:** Adequate staffing was available for the duration of the exercise.
- **SOP:** Agency leadership followed the EOC SOP to activate and staff the EOC.

Objective 2: Test and Validate Emergency Operations Plans

Validate and refine county-level EOP for mass migration and mass care capabilities.

Strengths

- **EOPs:** County and Local EOPs were available for referencing and use.
- **Shelters:** Identification of shelter sites was available and accessible during the decision-making process for shelter selection.

Areas for Improvement

- **Plans:** An approved State Mass Migration Plan was not available.

Improvement Planning Recommendations

- **State Plan:** A state plan addressing mass migration should be developed to outline state, county, and local jurisdictions task assignments and responsibility delineations.

Objective 3: Communication

Timely and effective communication between city and state EOCs.

Strengths

- **WebEOC:** Common operating picture was updated in real time with the use of WebEOC and telephone communication.
- **Partnerships:** Pre-established relationships with state and local partners proved to be valuable during the exercise.

Areas for Improvement

- **Communications:** A detailed communications roster with names, phone numbers, and positions does not currently exist.

Improvement Planning Recommendations

▪ **Communications:** Develop a detailed communications roster, identifying names, phone numbers and positions to determine roles and responsibilities in the event of an emergency.

Objective 4: Resource Tracking

Timely and effective response to resource requests.

Strengths

▪ **WebEOC:** Adequate use of WebEOC's order desk function.

▪ **Resource:** Requested orders were filled, and/or forwarded to the State, in a timely manner.

Areas for Improvement

▪ **WebEOC:** Improve overall familiarity with WebEOC order desk procedures.

Improvement Planning Recommendations

▪ **WebEOC:** Both County and Local staff were unfamiliar with the WebEOC order desk functions. Additional training for all logistics staff is recommended to help improve overall functionality.

Mohave County

Objective 1: Transportation Plan

Validate local evacuation support and in-migration transportation plan.

Strengths

▪ **Triage and Aid Center:** Mohave County, in coordination with Arizona Department of Transportation (ADOT), developed a detailed plan to establish a triage and aid center at the first major intersection of Interstate 40 (I-40). The plan includes a site layout, communications and unified command procedures, and commitments from emergency responder agencies to provide EMS, Fire, Law Enforcement, and other staff to handle various evacuation needs.

▪ **Resource Procurement:** The County has procurement agreements in place for equipment and supplies, such as bottled water and portable toilets.

Areas for Improvement

▪ **Triage and Aid Center:** Management of the triage and aid center will need to be supplemented with a Type 2 Incident Management Team.

▪ **Mass Transportation Resources:** There are limited mass transportation assets available to transport individuals to county shelters or other locations. There are also an insufficient number of tow trucks and other highway assistance vehicles available for a large-scale evacuation incident.

▪ **EOC Staff:** New EOC staff requires additional training in individual section tasks, resource requesting, and WebEOC operations.

Improvement Planning Recommendations

▪ **Transportation Resources:** Identify additional transportation and roadway assistance resources that can be obtained within the County.

- **EOC Staff Training:** Conduct County EOC and City EOC staff training.
- **Regional Planning:** Plan with Clark County, Nevada, and San Bernardino County, California to establish procedures for coordination of resources, traffic flow control and response activities, and identification of regional nodes for evacuee reception and support sites as well as staging of federal resources.

Objective 2: Shelter and Feeding

Validate local evacuation support for sheltering and feeding of evacuees.

Strengths

- **Shelter Facilities:** ARC recently completed assessments and developed facility agreements for multiple potential shelter locations throughout the County.
- **Volunteer Resources:** ARC and County EM have trained a significant number of Citizen Emergency Response Team (CERT) volunteers in shelter management operations.

Areas for Improvement

- **Mass Care Resources:** Due to limited personnel and material resources, the County and ARC are only capable of activating a total of four (4) shelters; two (2) managed by the County and two (2) managed by the ARC.
- **Law Enforcement:** Due to other responsibilities, including assisting Arizona Department of Public Safety (DPS), traffic and crime surge support, and shelter security, existing county Law Enforcement personnel will be overwhelmed.
- **Volunteer Coordination:** Due to loss of Community Organizations Active in Disaster (COAD) personnel and turnover in County EOC staff, plans are outdated and volunteer coordination is unassigned.

Improvement Planning Recommendations

- **Volunteer Recruitment:** Secure additional personnel trained in shelter operations through ARC or CERT recruiting.
- **Law Enforcement Mutual Aid:** Revise the County Plan to include an early request for additional sworn and uniformed Law Enforcement Officers.
- **Volunteer Coordination:** Designate and train volunteer coordinators and revise the Volunteer Response Plan.

Objective 3: Medical Assistance and Patient Transportation

Validate local evacuation support in providing medical assistance and support for patient transportation.

Strengths

- **Medical Sector Coordination:** The County Health Department provides strong planning and coordination leadership for hospitals and other healthcare facilities, and the local EMS provider (American Medical Response [AMR]) works closely with hospitals and Fire Departments to plan and response to incidents with significant EMS needs.

Areas for Improvement

- **Medical Resources:** Hospital Emergency Rooms and in-patient room capacities as well as EMS personnel and vehicles will be overwhelmed due to medical surge during a large-scale evacuation.

- **Federal Resource Planning:** Identify locations and support resources to receive federal resources to supplement local resources.

Improvement Planning Recommendations

- **Medical Surge:** Ensure that medical surge plans include initiation of an early request to fill anticipated shortfalls.

- **Federal Resource Planning:** Conduct pre-planning to receive federal resources.

Pima County

Objective 1: Mass Care Services

Provide life-sustaining and human services to the affected population, including hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Strengths

- **Shelter Locations:** Participants identified primary and alternative locations as well as support agencies and personnel to operate and staff shelters and reception centers.

- **Multi-Agency Reception Center (MARC):** MARC personnel successfully communicated unmet resource needs to the Pima County EOC.

- **Reunification:** ARC Safe and Well platform was utilized effectively for reunification efforts.

- **Notifications:** ESF 6 and ESF 8 personnel received activation notifications in a timely manner and remained in direct contact throughout the exercise.

Pima County drills the deployment of Base-X system
Photo provided by: Sandra Espinoza

- **Behavioral Health Services:** Participants successful activated behavior health services, including Crisis Response phone banks, to support healthcare organizations.

Areas for Improvement

- **MARC Roles and Responsibilities:** Some MARC personnel were uncertain as to their roles and responsibilities, as well as how they should coordinate with other positions within the reception center.

- **Signage:** Participants had difficulty locating registration or other services within the MARC as these areas were not clearly delineated.

- **Tasking:** The organization structure within the MARC should include a position dedicated to tracking resource requests and communication methods.

- **Site Security:** Additional resources must be dedicated to provided safety and security at the MARC.

Improvement Planning Recommendations

▪ **Revise Plans:** Revise the Multi-Agency Resource Center Plan and supporting Mass Care and Sheltering plans.

Objective 2: Operational Coordination

Demonstrate the ability to provide command, control, coordination, and situational awareness within the Pima County EOC.

Strengths

▪ **Policy Group:** The Policy Group was responsive to incident support needs, readily accessible, and provided strategic direction to include the issuance of an emergency declaration and the establishment of emergency response fund limits.

▪ **EOC Management:** EOC Management provided technical assistance with WebEOC and prepared participants and exercise support personnel to complete pre-identified tasks.

▪ **Operations Section:** The Operations Section Branches (Emergency Services, Infrastructure, and Public Health and Medical) streamlined the ESF reporting procedure and developed a common operating picture via WebEOC.

▪ **Public Health Disaster Declaration:** ESF 8 staff engaged with the Policy Group early in the incident to request a public health disaster declaration, to include licensing waivers and altered standards of care.

▪ **Logistics Section:** The Logistics Section adequately tracked resource requests, including lodging, sanitation, food, and personnel.

▪ **Finance Section:** The Finance Section established spending authorities, funding limits, and the Funding Center Number for cost tracking.

▪ **Communications Unit:** The Communications Unit established pre-determined capabilities to include the ACU-1000, and identified alternate modes of communication with the SEOC via HF band radio and the Apex system.

Areas for Improvement

▪ **EOC Communications List:** A communications list with name, position seat location, and contact information was never finalized or distributed. There was confusion as to whether the Liaison or ESF 2 was responsible for this task.

▪ **EOC Position Checklists:** Players did not utilize the position checklists and were unfamiliar with key forms and electronic file locations.

▪ **EOC Roles and Responsibilities:** There was confusion among players as to their roles and responsibilities related to EOC activities.

▪ **EOC Briefing Schedule:** An EOC briefing schedule was not developed or posted on WebEOC.

▪ **Resource Tracking:** Resource requests were tracking inconsistently throughout the exercise. Some requests were placed via ICS 213 paper forms and others via WebEOC.

▪ **Logistics Section Staffing:** There was insufficient staffing in the Logistics Section. As a result, several staff members were required to take on additional roles which produced an overwhelming workload.

- **Logistics and Finance Communication:** A clearly defined method of communication between the Logistics and Finance Sections was not established due to the overwhelming number of requests and limited processing time.

- **Approval Process:** Although standard forms were utilized, the approval process and chain of command was not followed. The approval authority and final execution process in WebEOC was unclear.

- **Cost Tracking:** A majority of resource requests were not provided to the Finance Section for cost tracking purposes.

- **WebEOC:** The WebEOC Resource Request tracker did not alter users of pending requests which caused delays in responses.

Improvement Planning Recommendations

- **WebEOC Reference Sheet:** Develop a WebEOC "quick tips" reference sheet for EOC personnel.

- **EOC Roles and Responsibilities:** Revise the Pima County EOC Operations Section Position Specific Guidelines to include clarification of roles and responsibilities of each position.

- **Resource Allocation Authorities:** Revise the Pima County EOP to delineate and clarify resource allocation authorities during an EOC activation.

Objective 3: Public Information and Warning

Establish a JIS to include a JIC to facilitate coordinated and timely messaging among all agencies and to the public.

Strengths

- **JIC:** The JIC Manager communicated and coordinated well with the JIC staff, which was adequately staffed to support the incident.

- **Media:** Scheduling of media tours and press briefings occurred as planned.

- **Mass Notification:** Multiple internal Mass Notifications were successfully delivered from the Everbridge platform.

Areas for Improvement

- **JIC Staffing:** It was unclear as to which staff should report to the JIC and which should remain with their home unit.

- **JIC Function:** Several participants were unaware that the JIC was intended to deliver a coordinated and consistent message rather than agency-specific information.

- **Support Services:** The JIC did not produce and distribute information to the media regarding the availability of support services in a timely manner.

- **Social Media:** JIC personnel were unable to utilize social media for public messaging.

Improvement Planning Recommendations

- **Pre-scripted Messaging:** Develop pre-scripted messaging regarding mass care support services (e.g., shelter locations).

Pinal County

Objective 1: Transportation

Execute the Pinal County Emergency Response and Recovery Plan Transportation Annex in support of a mass migration event.

Strengths

- **PENS:** Participants successfully utilized the Pinal Emergency Notification System (PENS) to notify ESF-1 primary and support agency personnel to report to the EOC.

- **Staffing:** Adequate staffing reported to the EOC in support of the incident.

- **ESF 1:** ESF 1 personnel were knowledgeable in planning for and resolving potential issues.

- **Resources:** EOC personnel successfully provided county transportation resources, equipment, and vehicles, and obtained additional assistance from local jurisdictions through mutual aid.

Areas for Improvement

- **SOPs:** Currently, there are no SOPs to provide transportation, food, or fuel to evacuees stranded along County roadways.

Improvement Planning Recommendations

- **PENS:** The PENS database should be updated with current contact information of all EOC emergency response personnel.

- **Usage Reports:** Obtain county vehicle fuel usage reports to identify where fuel usage could be reduced or redirected during an incident of this type.

Objective 2: Temporary Shelter and Housing

Demonstrate the ability to provide temporary sheltering and housing during a mass migration event.

Strengths

- **CERT:** CERT members deployed and activated shelters in a timely fashion.

- **Coordination:** American Red Cross and CERT staff coordinated to establish an efficient registration process and manage both shelters activated.

Areas for Improvement

- **Information Sharing:** Shelter population information was not shared with Pinal County Public Health Services District.

- **Equipment:** Shelter facilities do not have adequate electronic equipment (i.e., computers, printers, etc.) or communications equipment (phones, radios, etc.).

Improvement Planning Recommendations

- **Training:** Continuous training and exercising should be provided for shelter management operations.

Yavapai County

Objective 1: Contact Partner EOCs

Establish contact with partner EOCs via Liaison, landline, cell phone, or email.

Strengths

- **Coordination Process:** Participants discussed the process and sequence of coordination as well as the staff responsible for initiating outreach to other EOCs.

Areas for Improvement

- **Formal Communication:** Participants were unable to establish formal communication with the SEOC due to differing exercise schedules.

Improvement Planning Recommendations

- **Scheduled Communication:** Conduct formal communication between EOCs on a regularly scheduled basis to test communication capabilities.

Objective 2: Common Operating Picture

Develop a common operating picture between all EOCs via WebEOC.

Strengths

- **WebEOC:** Participants utilized WebEOC to enter data throughout the entire exercise.

Areas for Improvement

- **WebEOC:** Yavapai County began entering data into WebEOC prior to AZ DEMA's participation in the exercise. As a result, data was entered in different locations than what had been established by other exercise participants.

Improvement Planning Recommendations

- **Exercise Planning:** Align exercise planning with AZ DEMA in future exercises.

Objective 3: Planning Process

Follow the planning process as outlined in NIMS for the initial Operational Period and develop a plan for the next Operational Period.

Strengths

- **Action Plan:** Planning meetings were successful and the next Operational Period EOC Action Plan was completed.

Areas for Improvement

- **Planning Expectations:** Participants lacked a comprehensive understanding of planning expectations and processes for gathering data relevant to the planning process.

Improvement Planning Recommendations

- **Training:** Conduct formal training on the planning process associated with practical training on documentation.

Objective 4: Public Information Management

Establish a Public Information Management System.

Strengths

- **Public Information**: Public Information Management was performed successfully throughout the exercise.

Areas for Improvement

- **Coordination:** Coordinate Public Information and messaging with AZ DEMA and the volunteer phone bank.

Improvement Planning Recommendations

- **Procedural Alignment:** Align Information Management processes with AZ DEMA.

City of Phoenix

Objective 1: Mobilize Resources & Establish Command

Mobilize critical resources and establish command, control, and coordination structures within the affected community.

Strengths

- **WebEOC:** WebEOC and GIS mapping were utilized for the first time during a real-world event or exercise.

- **Communication:** Communication and collaboration between internal and external stakeholders to expand resource capabilities within Hotline, GIS mapping, and WebEOC.

- **Chain-of-Command:** Chain-of-Command was used to process resource requests from the shelter site to the EOC, resulting in the deployment of six shelters. One shelter was fully activated and the remaining five activations were simulated.

Areas for Improvement

- **Communication:** There was a lack of communication from the EOC back to the shelter site. The EOC was missing a Logistics Section Chief, creating a gap in closing the communication process back to the shelter site.

- **Briefings:** Scheduled briefings and situational updates are needed. Both EOC and shelter site lacked effective briefings and meetings, which are an essential element of good supervision and incident management. Incident managers and supervisors failed to routinely communicate specific information and expectations for the upcoming work period and to answer questions. This created a gap in the ability to pass along vital information required in the completion of incident response actions.

Objective 2: Maintain Command and Control

Enhance and maintain command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.

Strengths

- **Hotline:** The Hotline was successfully activated and deactivated for the first time as a result of coordinated efforts with external stakeholders (Arizona State University and Coyote Crisis Collaborative).

- **Staffing:** Staff was knowledgeable and provided friendly customer service to all shelter clients. The staff also showed flexibility and adaptability to the changing scenario and utilized critical thinking skills to address a wide scope of injects.

- **Functional Areas:** Both the EOC and shelter staff was assigned to functional areas to make tasking more efficient.

Areas for Improvement

- **Staffing:** Additional personnel are needed to support various branches in the EOC. Due to limited staffing, the Logistics Section was not staffed at all.

- **Communication:** Communication delays occurred from the Emergency Notification System and from the EOC to the Hotline staff.

- **Vests:** Color coded vests were not worn by players which caused confusion with regards to the roles and responsibilities within the Incident Command structure.

Objective 3: Provision of Resources

Transport and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.

Strengths

- **Trained Staff:** Trained staff executed capabilities related to access and functional needs.

- **Shelters:** The activated shelter was efficiently and effectively established and set up.

- **Staffing:** The shelter was adequately staffed.

Areas for Improvement

- **Incident Command Structure**: The current Shelter Operations Organizational Chart lacks ICS structure and can overwhelm the Shelter Manager.

- **Signage**: Signage placed throughout the shelter facility was inconsistent. Some signs utilized visual images for universal understanding and others listed directions only in one language.

- **Maps**: The City of Phoenix does not have maps indicating room capacities to meet access and functional needs.

Objective 4: Establish Shelters

Establish, staff, and equip emergency shelters.

Strengths

- **Staffing:** The shelter staff were prepared, adaptable, flexible, and used critical-thinking.

- **Communication:** Staff members communicated efficiently and cooperated throughout the entirety of the shelter activation.

- **Command:** Command and control measures were implemented to coordinate shelter activities.

Areas for Improvement

- **Resources:** There was a lack of resources and staffing which inhibited the expansion of mass care coordination capabilities to meet the requirements of the event.

- **Technology:** The technology within the shelter facility was inefficient and lacked necessary capabilities, for instance communication from the EOC back to the shelter site was missing from not having WebEOC at the shelter site.

APPENDIX E: NEVADA FINDINGS

Arizona's 2018 National Mass Care Exercise provided the opportunity for Nevada to coordinate with Arizona in a multi-state response structure. The Nevada SEOC evaluated intelligence and information sharing, situational awareness, and communication capabilities in response to a mass migration and mass care incident. The following section details Nevada's findings.

Objective 1: Intelligence and Information Sharing

Provide accurate Situation Reports, maintain the WebEOC Significant Events/Region IX Events Board, conduct jurisdictional calls, and brief SEOC personnel as necessary.

Strengths

- **Situation Reports:** The Nevada SEOC produced strong and accurate Situation Reports and IAPs for informational briefings.

- **WebEOC:** Nevada SEOC personnel utilized WebEOC effectively, the strongest use of the tool to date (to include both real-world and exercise events). Additionally, the FEMA Region IX Events Board within WebEOC was used extensively and proved to be a great information sharing tool.

Areas for Improvement

- **Communication at the SEOC:**

  - There is a need for better communication on the SEOC floor. Specifically, SEOC personnel need to make an announcement when significant pieces of information are received.

  - Although WebEOC and Situation Reports are utilized to provide Situational Awareness, these resources are only viewed periodically, delaying decision making.

  - Some of the Section Chiefs did not have the latest available critical information to guide decision-making during planning meetings.

Improvement Planning Recommendations

- **WebEOC Training:** Provide training for Nevada SEOC personnel in using WebEOC's full capacity to gather information and proactively share with other sections, especially the Planning Section in support of Situation Report development.

- **Communication at the SEOC:** Encourage SEOC personnel to immediately share information verbally to all SEOC participants, ensuring timely delivery of critical information.

Objective 2: Mass Care

Provide a Nevada Mass Care Specialist to the Arizona SEOC, fulfill resource requests from Clark County, and conduct shelter tracking.

Strengths

- **Supporting Mass Care Efforts on the Ground:** Nevada Mass Care Specialists traveled to and successfully supported mass care efforts in Arizona, demonstrating how a regional response and recovery concept should be implemented.

Areas for Improvement

- **Limited Experience with Mass Care:** Many of the participants had limited experience with a mass care incident, and as a result, decisions tended to be more reactive than proactive. Expectations between groups often went un-communicated.

Improvement Planning Recommendations

- **Common Terminology in Resource Requesting:**

  – There is a need to develop common terminology to avoid confusion as to which resources are being requested (e.g., there are several different types of cots, such as bariatric, accessible, and standard). Resource requests need to be specific as to delineate what is being requested.

  – More training and/or a list of acronyms and definitions should be provided to Mass Care personnel.

Objective 3: Operational Coordination

Activate the SEOC to support Clark County, manage EMAC requests from Arizona, establish and maintain communication with Arizona SEOC, and process resource requests.

Strengths

- **Inter-State SEOC Communications:** Communication between the Arizona SEOC and the Nevada SEOC functioned effectively using several different formats, including, for the first time, the National Warning System (NAWAS), HF communications through the FEMA National Radio System (FNARS), and the WebEOC Region IX Events Board.

Areas for Improvement

- **AZ SEOC/NV SEOC Call:** Information sharing and coordination during the Arizona SEOC/ Nevada SEOC Coordination Call was minimal.

Improvement Planning Recommendations

- **Resource Ordering Working Group:** The SEOC Logistics and Finance Sections, along with the WebEOC Administrator and managers, need to establish a Resource Ordering Working Group and define the resource request process.

- **Training:** Given the varying experience of ESF personnel, it would be beneficial to have training in the specific roles, functions, and responsibilities of each ESF, making information sharing and resource ordering processes more efficient.

APPENDIX F: FULL-SCALE EXERCISE PARTICIPANT FEEDBACK

The exercise planners encouraged participants to assess the design, structure, and content of the exercise, and to provide recommendations to improve future exercises in the participant feedback forms; **96 participants** turned in completed participant feedback forms.

Participants provided an overall assessment of the design of the exercise relevant to nine (9) statements, rated on a scale from 1 (strongly disagree) to 5 (strongly agree). Additionally, participants identified additional strengths and areas for improvement via written qualitative feedback.

This section is broken up into SEOC Feedback, Overall Exercise Design Feedback, Joint Task Force Arizona Feedback, Incident Management Team Feedback, Mass Care Task Force Feedback, ADHS Feedback, Local and County Feedback.

State Emergency Operations Center Feedback

Table F1: State Emergency Operations Center Feedback

Assessment Factor	Mean Score	Distribution
The information provided about the exercise was valuable to my participation in the exercise.	4.33	
The scenario was plausible for exercise play.	4.52	

Assessment Factor	Mean Score	Distribution
The time allotted for this exercise was appropriate.	4.2	Bar chart: 1 (Strongly Disagree) 2%, 2: 2%, 3: 8%, 4: 49%, 5 (Strongly Agree): 39%
The exercise staff kept the exercise on track and moving forward.	4.46	Bar chart: 1 (Strongly Disagree) 2%, 2: 2%, 3: 6%, 4: 27%, 5 (Strongly Agree): 63%
I found the exercise materials useful.	4.2	Bar chart: 1 (Strongly Disagree) 0%, 2: 2%, 3: 14%, 4: 45%, 5 (Strongly Agree): 39%
I am more familiar with roles, responsibilities, and procedures for department and agency representatives identified in the State Emergency Response and Recovery Plans.	4.04	Bar chart: 1 (Strongly Disagree) 2%, 2: 0%, 3: 23%, 4: 42%, 5 (Strongly Agree): 33%

Assessment Factor	Mean Score	Distribution
I am more familiar with roles, responsibilities, and procedures for communication, coordination, and information sharing among Federal, State, Local, Tribal, Territorial, voluntary, and private-sector agencies and organizations.	3.96	1 Strongly Disagree: 0%, 2: 2%, 3: 30%, 4: 38%, 5 Strongly Agree: 30%

Qualitative Participant Feedback

Strengths

- **Effective Injects:** Participants praised the exercise injects as relevant to the scenario and complex enough to allow for insightful dialogue between players.

- **Cross Agency Collaboration:** Participants noted that state and federal partners' willingness to communicate effectively and collaborate as a team paid great dividends throughout the exercise.

- **Situational Awareness on WebEOC:** Participants observed that WebEOC acted as a beneficial common platform for building valuable situational awareness of major events and milestones, including the nationwide collaboration for shelter statuses.

- **Common Operating Picture of Fuel System:** Participants advised that the exercise was an excellent opportunity for state and federal Department of Transportation personnel to build relationships and better understand each agency's procedures.

- **Public Information Officer:** Participants noted that the exercise allowed for innovative use of a social media video to test public information dissemination and strong collaboration among partner PIOs.

Areas for Improvement

(The Areas for improvement identified with a core capability and number have a corrective action listed in the Exercise Design and Participant Feedback Improvement Plan.)

- **SEOC Building not ADA Compliant *(Operational Coordination IP#1):*** Exercise Participants stated that the current SEOC is not compliant with the American's with Disabilities Act. For instance the grade on the ramp leading to the SEOC floor is too steep. Additionally, the Isles between the tables on the floor are not wide enough to allow for wheel chair access throughout the entire building.

- **SEOC Size *(Operational Coordination IP#1.1):*** Exercise participants stated that due to the square footage of the SEOC building, there is not enough room conference room space or space on the SEOC floor to comfortably accommodate the activated staff.

- **SEOC Inadequate Restrooms *(Operational Coordination IP#1.2):*** The amount of restrooms in the SEOC is not adequate to provide service for the 50-60 individuals working in the building during an activation.

- **SEOC Kitchen** *(Operational Coordination IP#1.3):* Exercise Participants stated that the SEOC Kitchen is not large enough to support food unit operations while the SEOC is fully activated.

- **SEOC Temperature** *(Operational Coordination IP#1.4):* Exercise participants stated that the SEOC was not properly temperature controlled to account for the large amount of individuals working in close proximity to one another.

- **Notifications (***Operational Coordination IP#1.5):* The NXT communicator message was sent out activating DEMA SEOC staff prior to the notification from emergency management partners of the incident which impacted communications testing between ADOT and California Department of Transportation.

- **Emergency Declaration (***Operational Coordination IP#1.6):* Players noted that since the Federal Emergency Declaration approval was notionally conducted, they were unable to fully exercise the process as it would be conducted in a real-world event. While the approval was verbalized, the processed paperwork authorizing a zero-cost share was not completed and sent back to DEMA SEOC staff.

- **IMAT/SEOC Exposure** *(Operational Coordination IP#1.7):* The DEMA SEOC staff had minimal exposure and training with FEMA IMAT teams prior to this exercise which would have provided a greater understanding of each other's processes and procedures.

- **Terminology (***Operational Coordination IP#1.8):* Exercise participants stated that there was continual confusion on the FEMA IMAT and DEMA SEOC terminology. For example, the IAP was also referred to as the EOC Action Plan.

- **Situational Awareness Disconnect (***Operational Coordination #2):* Participants observed a disconnect between what was briefed at the SEOC and the information available to agency PIOs.

- **EMAC Integration (***Planning IP#3):* The EMAC process was not exercised for the integration of Mass Care personnel. The mass care personnel arriving based upon notional EMAC requests signed in at the exercise registration tables but did not check in with the SEOC Logistics Section, making it challenging for the SEOC Logistics and Finance Sections to track/ document their participation. The expectation to register with the SEOC Logistics Section was not shared with these personnel.

- **Cost Capturing (***Planning IP#3.1):* The opportunity to practice the capturing of costs for recovery purposes was not exercised.

- **Demobilization (***Planning IP#3.2):* Participants expressed that they would have liked the opportunity to practice demobilizing exercise resources, however, demobilization was outside the scope of this exercise.

- **Food for Participants (***Planning IP#3.3):* Exercise participants stated that for the first few days of the exercise there were not any vegetarian meals available for DEMA SEOC staff. Additionally, staff stated that the messaging regarding when and where lunch would be served could have been clearer. The SEOC ran out of meals the first day as individuals from other venues believed that lunch was only being served in the SEOC.

- **Unclear Roles (***Planning IP#3.4):* Some exercise participants stated that the duties and responsibilities of the Situation Unit and Documentation Unit leader were not clearly defined to DEMA SEOC Staff. Other participants stated that the SEOC floor briefings could have been shorter if the situation unit collected the stakeholder updates prior to the floor briefings and presented only the truly critical information.

- **SEOC Upgrades (*Planning IP#3.5*):** The current DEMA SEOC computers do not allow AZNG to access the secure federal network. The AZNG need access to this network in order to conduct their operations and to ensure that the correct information is passed along to the SEOC

- **WebEOC (*Planning IP#3.6*):** Multiple exercise participants stated that WebEOC was slow during the exercise due to increased network traffic.

   -Some participants indicated that they would like to see the WebEOC server moved to the cloud because the current infrastructure is not adequate to meet the needs of DEMA and its partners.

    - The WebEOC significant events board felt crowded with information that was not necessarily significant to all partnering agencies.

   - Exercise participants stated that they could not see what organization had been assigned to feeding individual shelters on the Shelter Dashboard. They explained that this information would have been helpful for situational awareness and to further plan feeding efforts.

- **SEOC Positions *(Planning IP#3.7*):** SEOC participants stated that they were unfamiliar with the responsibilities of their SEOC positions as well as WebEOC. They stated that they would have liked more training as well as further clarification on their roles, expectations, responsibilities, and tasks.

- **Meetings:** Exercise participants stated that the number of meetings held by the SEOC made it challenging to find time to complete work assignments.

Participant Feedback Comments

Strengths
- The exercise provided the opportunity to train new staff and learn more about WebEOC.

- The exercise provided the opportunity to test request procedures for federal assistance.

- The county wide collaboration for shelter info was good.

- AZDEMA & FEMA players integrated well.

- Utilizing WEBEOC to act as a common platform for building situational awareness.

- I liked the opportunity for cross training.

- There was collaboration with Emergency Management & Federal partners.

- The real time injects were great.

- The conversations that developed from exercise play were beneficial.

- Full activation of all the mass care task forces was beneficial.

- Having multiple venues with several different types of operation was neat.

- The proximity to partners facilitated teamwork.

- The WEBEOC and web support was good.

- FEMA partners provided input that state would not regularly know or think of.

- There was innovative use of video on social media to disseminate info to the public.

- The collaboration among partnering PIO's was great.

- The exercise allowed the PIO office to try new things and involve reservists.

- Identification of IAP's lack of value to DEMA's director.

- The state EM staff was very receptive to suggestions.

- The use of WEBEOC was successful.

- I learned a lot regarding working in the EOC.

- There was a willingness to pitch in where needed.

- The information sharing was the best I've seen since I began here years ago.

- I liked the incorporation of American Sign Language & Communication Access Real-Time Captioning capturing for videos within this exercise.

- There was strong coordination with other agencies to meet press release information needs & deadlines.

- The briefings were well organized.

- There was leadership support & sustainment.

Areas for Improvement

- Better understanding of how WEBEOC will be used (i.e. dashboards).

- Mass care and Intel was fragmented information (hindered policy decisions).

- It would be nice to have better clarity from Operations on objectives.

- SEOC players in ESF roles 1, 3, and 13 stated that they were not seated close enough together to facilitate efficient communication.

- Exercise injects need to be realistic and allow us to test processes & protocol.

- It would be nice to see a briefing that has a northern, central, & southern breakdown for the state in retrospect of the counties.

- I would like to see a process based off of ICS for WEBEOC.

- More explanation from FEMA when state transitions from state to federal aid.

- Although it was an exercise, some Branch section chiefs took too much time explaining how they got to a decision.

- Participants indicated that it would have been beneficial to discuss the Host State Agreement, a Federal Declaration, Cost Waivers, and how the documents affect the calculation of a cost share.

- I was not really sure of what FEMA IMAT was doing or producing.

- There was a lack of communication between partners & task forces.

- Not everyone uses "this is an exercise".

- It would be helpful to have stronger communication between EOC ESF person w/ corresponding agency PIO.

- It would be helpful to use other resources to get the message out such as canned messaging, flyers, & social media.

- It would be helpful to give more training to PIO reservists on AZEIN.

- It would be helpful to have stronger communication between EOC rep & PIO.

- It would be helpful for ADOT to bring in rail and air counter parts for better discussions.

- There is a need to determine EOC's daily/meeting schedule.

- EOC facility needs better workspace & breakout rooms.

- We need more opportunities for practice.

- Participants noted that WebEOC could possibly serve as a major point of failure during a real-world incident, should proper WebEOC procedures remain undefined and personnel remain untrained in the effective use of the platform. Additionally, the WebEOC tool could be more adequately updated, refined, and modified to create joint incident action planning.

- The process for keeping the ops chief and policy group abreast on the current situation can be improved. There was no common operational picture other than brief outs by ESF.

- The Task Forces were in a different location.

- Injects could have been more realistic with the timeline. For example, an EMAC inject was given before a State Declaration was issued.

- The communication on staffed positions and contact information could be better.

- Posting objectives & Planning P in the SEOC would be helpful.

- Information flow to support analytics visualization.

- It might be helpful to have pre-estimation of fuel & food shortages & requirements.

- We need to be more specific on orders input on WEBEOC.

- It might be helpful to pre load estimated costs for common resources.

- Order Desk personnel communicated with resource requesters on the floor and/or are making phone calls to process orders. There needs to be more communication with resource requesters contacting the SEOC order desk. We always initiate conversations from our side, when they need to be letting us know things all, i.e. cost.

- There is a problem with visibility within WebEOC and what position/role people are assigned to and where they should be assigned to in order to see more options.

- The external partners on the SEOC floor unfortunately do not have the training needed in order to process orders in the order desk. Quite a few of them were looking for orders on the 214 and not the 213.

- If we use the same logistics FEMA forms to process our requests we could have an easier time requesting FEMA resources.

- It would be nice to have another column on the shelter list for feeding and possibly another tab for feeding sites.

- Set a regular SEOC meeting battle rhythm and stay with it for all events.

- It is an unreasonable ask to have one state agency responsible for three Emergency Support Functions in an incident of this magnitude. It sets the state up for failure.

- Our federal partners should be seated next to ESF partners in the SEOC, locating them in a separate building is not conducive to the needs of ESFs.

- It was very difficult to take notes during briefings and meetings using current equipment and sitting in the middle of the SEOC.

- Several participants stated that they would benefit from a quick just in time training/briefing at the onset of the event.

Overall Exercise Design Feedback

Strengths

- **Length of Exercise:** Some exercise participants stated that the length of play allowed them to adequately work through assigned tasks.

- **Media:** The mock news broadcasts added realism to the exercise. It was beneficial to have the National Guard staff video tape during exercise conduct to document the exercise.

- **Exercise Logistics:** Southern Baptist Disaster Relief stated that they had enough room to operate their facility services, such as showers and meal trailers.

Areas for Improvement

(The Areas for improvement identified with a core capability and number have a corrective action listed in the Exercise Design and Participant Feedback Improvement Plan.)

- **WebEOC Access (*Planning IP#3.8*):** WebEOC access was not provided to Controllers and Evaluators. This would have allowed them to gain visibility on how tasks were being accomplished.

- **Schedule:** Some participants noted that accommodating differing hours across venues for exercise play created some confusion on when events such as pauseEX were supposed to take place.

- **Emergency Declaration:** The Emergency Declaration was not completed and submitted until May 22nd. This was primarily due to the counties not being overwhelmed with evacuees during the initial day of the event. Once counties began seeing significant influx in evacuees, the declaration was successfully drafted and submitted.

- **Exercise Injects (*Planning IP#3.9*):** The Emergency Declaration did not occur on the first day as it was anticipated. Without the declaration many injects could not be put into play until this critical task was completed.

- **Task Force Injects (*Planning IP#3.10*):** Task Force injects did not contain specific/ actionable information with locations, contact information, and numbers of evacuees that would allow Task Forces to adequately plan future efforts.

- **Mass Care Task Force Play:** Task Force players shared that they had a hard time confirming what gaps had not been addressed and what resources they were allowed to use to meet gaps (schools, universities, agencies, etc.). It was not clear what was in play or what capacities simulated entities could provide.

Participant Recommendations

- **Messaging:** In order to develop a better common operating picture of daily meal numbers and delivery locations it may be helpful to establish a group text or other similar messaging platform between the American Red Cross, Southern Baptist Relief, and Exercise staff.

- **Source Materials:** Controller/Evaluators noted that it would have been helpful to have access to the plans and procedures that the EEGs were based on.

- **Mass Care Task Force Play:** Participants stated that additional specific exercise design consideration should have been given to Task Force play. Controllers/Evaluators mentioned the lack of awareness of expectations and intended outcomes of Task Force play made it challenging to control/evaluate play. Injects did not prompt exercise play as fully as anticipated, with many providing situational awareness rather than actionable items. Participants stated that exercise planning should have more thoroughly engaged mass care planners to design appropriate play.

- **Emergency Declaration Timing:** In the future it may be beneficial to have the Mass Care Task Force arrive later in the exercise to allow time for the scenario to unfold and the state to request to be submitted so that the state could receive Task Force support at the appropriate time.

Exercise Design and SEOC Participant Feedback Improvement Plan

	Core Capability Color Legend	
		Operational Coordination
		Planning
		Public Information & Warning

Core Capability	Area For Improvement	Recommended Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Operational Coordination **Facilities/** **Maintenance** **For SEOC**	#1 Exercise Participants stated that the current SEOC is not compliant with the American's with Disabilities Act. For instance, the grade on the ramp leading to the SEOC floor is too steep. Additionally, the Isles between the tables on the floor are not wide enough to allow for wheel chair access throughout the entire building.	#1Build a new facility that is ADA compliant.	Equipment	DEMA	• Logistics Chief	July 2017	July 2018
	#1.1 Exercise participants stated that due to the square footage of the SEOC building, there is not enough room conference room space or space on the SEOC floor to comfortably accommodate the activated staff.	#1 Build a new larger facility.	Equipment	DEMA	• Logistics Chief	July 2017	July 2018
	#1.2 The amount of restrooms in the SEOC is not adequate to provide service for the 50-60 individuals working in the building during an activation.	#1 Build a new facility with adequate restroom space and showers.	Equipment	DEMA	• Logistics Chief	July 2017	July 2018

Core Capability	Area For Improvement	Recommended Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Operational Coordination	#1.3 Exercise Participants stated that the SEOC Kitchen is not large enough to support food unit operations while the SEOC is fully activated.	#1 Upgrade kitchen to industrial size.	Equipment	DEMA	• Logistics Chief	July 2017	July 2018
	#1.4 Exercise Participants stated that the SEOC was not properly temperature controlled to account for the large amount of individuals working in close proximity to one another.	#1 Build a new facility with that can regulate the temperature when the SEOC is fully staffed.	Equipment	DEMA	• Logistics Chief	July 2017	July 2018
	#1.5 The NXT communicator message was sent out activating DEMA SEOC staff prior to the notification from emergency management partners of the incident which impacted communications testing between ADOT and California Department of Transportation.	#1 The Exercise Planning Team will communicate to players the expectation to start future exercises after receiving incident notification from external partners.	Exercises	DEMA	• Exercise Branch Manager	7/10/18	On-going
	#1.6 Players noted that since the Federal Emergency Declaration approval was notionally conducted, they were unable to fully exercise the process as it would be conducted in a real-world event. While the approval was verbalized, the processed paperwork authorizing a zero-cost share was not completed and sent back to DEMA SEOC staff.	#1 The Exercise Planning team will clarify the expectation to follow real world the documentation processes between FEMA and DEMA SEOC.	Exercises	DEMA	• Exercise Branch Manager	7/10/18	On-going
		#2 Look into developing a discussion based exercise regarding the host state agreement, and emergency declaration cost share.	Exercises	DEMA	• Exercise Branch Manager	7/10/18	On-going

Core Capability	Area For Improvement	Recommended Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Operational Coordination	#1.7 The DEMA SEOC staff had minimal exposure and training with FEMA IMAT teams prior to this exercise which would have provided a greater understanding of each other's processes and procedures.	#1 Conduct additional trainings with FEMA IMAT teams.	Training	DEMA	• Operations/ Coordination Assistant Director	7/10/19	7/20/19
	#1.8 Exercise participants stated that there was continual confusion between the FEMA IMAT and the DEMA SEOC terminology. For example, the IAP was also referred to as the EOC Action Plan.	#1 Continue to work with Federal Partners to learn each other's terminology.	Training/ Exercises	DEMA	• Exercise Branch Manager	7/10/18	On-going
Public Information & Warning	#2 Participants observed a disconnect between what was briefed at the SEOC and the information available to agency PIOs.	#1 Discuss and decide if the EOC manager position can help support updated information coordination between PIO, Operations and ESF partners on the SEOC floor.	Planning	DEMA	• Operations/ Coordination Assistant Director • DEMA PIO Lead	7/10/18	12/25/19
Planning	#3 The EMAC process was not exercised for the integration of Mass Care personnel.	#1 The Exercise Planning Team will develop an exercise to test the integration of EMAC personnel.	Exercise	DEMA	• Exercise Branch Manager	7/10/18	12/25/19
	#3.1 The opportunity to practice the capturing of costs for recovery purposes was not exercised.	#1 The Exercise Branch will work with the Recovery Branch to develop and exercise that will test the cost capturing process using the LEMO system.	Exercise	DEMA	• Recovery Branch Manager • Exercise Branch Manager	7/10/18	On-Going

Core Capability	Area For Improvement	Recommended Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3.2 Participants expressed that they would have liked the opportunity to practice demobilizing exercise resources; however, demobilization was outside the scope of this exercise.	#1 Develop future exercises to test the DEMA SEOC staff's ability to demobilize resources.	Exercises	DEMA	• Exercise Branch Manager	7/10/18	On-Going
	#3.3 Exercise Participants stated that for the first few days of the exercise there were not any vegetarian meals available for DEMA SEOC staff. Additionally, staff stated that the messaging regarding when and where lunch would be served could have been clearer. The SEOC ran out of meals the first day as individuals from other venues believed that lunch was only being served in the SEOC.	#1 Establish a group texting platform with meal providers, meal distributors and exercise staff to ensure concerns are addressed, and meal times/locations are coordinated. Additionally, announce where and when meals will be served verbally and on handouts when appropriate. Monitor distribution of meals to staff with exercise badges.	Planning	DEMA	• Exercise Branch Manager	7/10/18	On-Going
	#3.4 Some exercise participants stated that the duties and responsibilities of the situation unit and documentation unit were not clearly defined to DEMA SEOC Staff.	#1 Develop a series of planning workshops to define DEMA SEOC roles & Responsibilities to provide a basis for updates and refinement of SEOC position specific checklists in relation to the planning P process.	Planning	DEMA	• Operations/ Coordination Assistant Director • Preparedness Assistant Director	7/10/18	7/20/19
	#3.5 The current DEMA SEOC computers do not allow AZNG to access the secure federal network. The AZNG need access to this network in order to conduct their operations and to ensure that the correct information is passed along to the SEOC.	#1 Discuss and decide how best to upgrade the SEOC computers so that National Guard Liaisons can access the secure federal network.	Equipment	DEMA	• DEMA CTA Director • AZNG IT/ Watch Desk Personnel	7/10/18	3/20/19

Core Capability	Area For Improvement	Recommended Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3.6 Multiple exercise participants stated that WebEOC was slow during the exercise due to elevated network traffic.	#1 Discuss and decide moving the WebEOC server to a cloud based system.	Equipment	DEMA	• WebEOC Administrator	7/10/18	On-Going
	#3.7 SEOC participants stated that they were unfamiliar with the responsibilities of their SEOC positions as well as WebEOC. They stated that they would have liked more training as well as further clarification on their roles, expectations, responsibilities, and tasks.	#1 Schedule additional WebEOC trainings for participants prior to SEOC exercises.	Training & Exercises	DEMA	• Exercise Branch Manager	7/10/18	On-Going
		#2 Section chiefs will conduct trainings for their sections to ensure that DEMA staff understand their role in the SEOC as well as how it relates to their use of WebEOC in coordination with the Planning P.	Trainings	DEMA	• DEMA Branch Managers	7/10/18	On-Going
		#3 Discuss developing a DEMA EOC forward team that could work in coordination with the DEMA SMART program. Members of the EOC forward team would be able to deploy to support activated EOC's throughout the state while gaining real world experience in the EOC setting. The forward team would promote cross training on EOC positions in order to add depth of knowledge to DEMA's SEOC staff.	Planning/ Training/ Organization	DEMA	• Operations/ Coordination Assistant Director	7/10/18	On-Going
	#3.8 WebEOC access was not provided to Controllers and Evaluators. This would have allowed them to gain visibility on how tasks were being accomplished.	#1 Identify mobile electronic equipment that can be used to give controllers/ evaluators access to WebEOC from a variety of venues.	Planning, Equipment	DEMA	• Exercise Branch Manager	7/10/18	On-Going

Core Capability	Area For Improvement	Recommended Action	Capability Element	Primary Responsible Organization	Organizational POC	Start Date	Completion Date
Planning	#3.9 The Emergency Declaration did not occur on the first day as it was anticipated. Without the declaration many injects could not be put into play until this critical task was completed.	#1Clarify to controllers what critical actions require contingency injects and the time frames in which they should be distributed.	Planning	DEMA	• Exercise Branch Manager	7/10/18	On-Going
	#3.10 The Task Force injects did not contain specific/ actionable information with locations, contact information, and numbers of evacuees that would allow Task Forces to adequately plan future efforts.	#1 Ensure multiple exercise planners review injects to verify that they are appropriate and will stimulate exercise play.	Planning	DEMA	• Exercise Branch Manager	7/10/18	On-Going

AAR/IP CAPABILITY ELEMENTS EXPLAINED	
Planning	Collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.
Organization & Leadership	Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations and guidance necessary to perform assigned missions and tasks.
Equipment	Paid and volunteer personnel who meet relevant qualification and certification standards necessary to perform assigned missions and tasks. Equipment and systems, major items of equipment, supplies, facilities and systems that comply with relevant standards necessary to perform assigned missions and tasks.
Training	Content and methods of delivery that comply with relevant training standards necessary to perform assigned missions and tasks.
Exercises, Evaluations, and Corrective Actions	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

Joint Task Force Arizona Feedback

Qualitative Participant Feedback

Strengths

- **Participation**: Players were engaged and actively participated to make for a productive discussion

- **Facilitation**: The facilitator did an excellent job of prompting relevant discussions.

- **Representation**: It was beneficial to have both the Army and Air Force Liaisons stationed within the SEOC.

Areas for Improvement

- **Injects:** Some injects were vague and lacked actionable details.

- **WebEOC Training:** Some exercise participants stated that they would appreciate more familiarization with WebEOC and how it is utilized by the SEOC

FEMA Incident Management Assistance Team Feedback

Qualitative Participant Feedback

Strengths

- DEMA did follow a "Planning P"

Areas for Improvement

- Although DEMA did follow a Planning P process it did not include an Operations Tactics Meeting. This meeting is important to allow ESFs and FEMA Operations to coordinate their work assignments to meet the Objectives of the UCG.

- AZDEMA appeared to struggle with the difference between Priorities vs. Objectives. This confusion of what is a Priority and what is an Objective resulted both being written similarly and almost indistinguishable from each other.

- ESF partners and Operations Branch Directors did not know that the updated Objectives were from day to day.

- Without formally presenting the Objectives to ESF partners and Operations Branch Directors, they did not know what they were supposed to be crafting their work assignments towards.

- The IMAT seemed somewhat disconnected with what was going on with the Mass Care TF despite ample FEMA representation at the TF level. Information was not flowing up to the EOC from the TFs nor was it adequately flowing down to the TFs from the EOC. The lack of tactics meetings in AZDEMA's planning cycle contributed to the disconnect since there was limited joint understanding of work assignments

- The current Southern Cal Cat Plan does not really recognize an evacuation of survivors into other states such as Arizona and Nevada. There is no plan currently at the region for host state evacuation for Arizona and Nevada from a major California event.

- The region or the IMAT has not been able to train or exercise to this sort of scenario. Due to the lack of planning involving Arizona the challenge is understanding the potential requirements in a situation where you may have a lack of situational

awareness/understanding. In this case how many people would actually self-evacuated southern California to other states. It's hard to plan or request resources in a vacuum.

- Without a planning effort that incorporates the other states it will be challenging to capture the cascading impacts that may affect them such as disruption to the fuel supply due to critical infrastructural impacts in southern California.

Recommendations

- Train with AZ EM on the ICS Incident Action Planning Process to help refine their process. This will help their leadership understand the importance of each step in order to create a useful and actionable plan.

- Training with AZ EM leadership on how to write good Objectives based on Governor's Priorities.

- Train with AZ EM on modifying their Planning Cycle to include an Operations Tactics Meeting. These Tactics meetings will foster conversation with Task Forces on their activities.

- The current Southern California Cat Plan revision should incorporate other states in the planning effort. The information analysis brief (IAB) on the scenario should look at the impacts to AZ and NV. One example is the potential impacts to the Kinder-Morgan pipeline and the impacts to fuel for those states.

- FEMA should be capturing requirements on resource needs for CA, AZ, & NV as part of the deliberate planning effort. This should include force lay down for IMATs, LNOs, ISB/FSA, and initial resource push for DRCs, commodities, & shelters etc.

- Some guidance needs to be developed on future role of the RRCC that that can be incorporated into tactical deliberate plans so it can be trained and exercise to with the regional staff.

Mass Care Task Force Feedback

The exercise planners encouraged participants to assess the design, structure, and content of the exercise, and to provide recommendations to improve future exercises in the participant feedback forms; **47 participants** turned in completed participant feedback forms.

Participants provided an overall assessment of the design of the exercise relevant to eight statements, rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

Table F2: Mass Care Task Force Feedback

Assessment Factor	Mean Score	Distribution
The information provided about the exercise was valuable to my participation in the exercise.	3.98	1 (Strongly Disagree): 0%; 2: 7%; 3: 17%; 4: 48%; 5 (Strongly Agree): 28%

Assessment Factor	Mean Score	Distribution
The scenario was plausible for exercise play.	4.29	Distribution: 1 (Strongly Disagree) 0%, 2: 2%, 3: 13%, 4: 38%, 5 (Strongly Agree) 47%
The time allotted for this exercise was appropriate.	4.23	Distribution: 1 (Strongly Disagree) 0%, 2: 2%, 3: 21%, 4: 28%, 5 (Strongly Agree) 49%
The exercise staff kept the exercise on track and moving forward.	3.8	Distribution: 1 (Strongly Disagree) 0%, 2: 7%, 3: 33%, 4: 35%, 5 (Strongly Agree) 26%
I found the exercise materials useful.	3.82	Distribution: 1 (Strongly Disagree) 0%, 2: 9%, 3: 24%, 4: 42%, 5 (Strongly Agree) 24%

Assessment Factor	Mean Score	Distribution
I am more familiar with roles, responsibilities, and procedures for department and agency representatives identified in the State Emergency Response and Recovery Plans.	3.89	0% (1 Strongly Disagree), 4% (2), 22% (3), 53% (4), 20% (5 Strongly Agree)
I am more familiar with roles, responsibilities, and procedures for communication, coordination, and information sharing among Federal, State, Local, Tribal, Territorial, voluntary, and private-sector agencies and organizations.	3.75	0% (1 Strongly Disagree), 4% (2), 35% (3), 44% (4), 17% (5 Strongly Agree)

Qualitative Participant Feedback

Strengths

- **Networking:** Participants noted the exercise provided excellent networking opportunities for players across the whole community to build collaborative capabilities for future exercises and real-world scenarios.

- **Exercise Discussion:** Participants indicated that the environment generated discussion between the task forces and most members were eager to collaborate to address issues.

- **Scenario:** Participants praised the scenario for providing unique challenges and fostering out-of-the-box thinking to solve complex issues.

- **Task Force Leadership:** Participants observed that task force leadership effectively took command and assigned roles and responsibilities.

- **Reunification Plan:** Participants noted that a Basic Reunification Plan was written as a result of exercise activities. Additionally, multi-state representation assisted the Reunification Team's efforts greatly.

Areas for Improvement

- **Shelter Operation Procedures:** Participants noted not all shelter operation procedures were tested during the exercise, such as accessibility for power chairs.

- **Task Force Focus:** Participants indicated the size of the Task Forces limited operational efficiency as the large scope limited focus. Additionally, roles of Task Forces were not well understood by players, leading to extended breaks in exercise play.

- **Animal Task Force:** A Task Force dedicated to evacuees' animal needs was not established. Participants stated that this Task Force would have been useful for addressing the future feeding and sheltering needs of the large amounts of animals entering the state. Participants stated there was only one representative on the Mass Care Task Force designated to respond to animal related issues and a large-scale incident would require an entirely separate Animal Sheltering Task Force to adequately address needs.

- **Communication Disconnects:** Participants noted a definitive disconnect between the SEOC and the Task Forces in communication and general situational awareness, which significantly hindered and delayed some aspects of exercise play. In addition, communication between task forces was often stunted as they were stationed in different locations.

- **Medical Dietary Needs:** No significant planning elements in the Feeding Task Force were discussed to address those with special dietary needs (i.e., persons with medical condition such as diabetes).

- **Resource Tracking:** The Feeding Task Force focused on the meal production, dedicating less time on tracking and distributing available resources to help maintain awareness of NGO resources on hand and en-route

- **Standard Operating Guides:** Mass Care Task Force personnel did not follow SOGs when structuring the team.

- **Representation:** There was limited State representation in the Mass Care Coordination Cell, and no private-sector, or logistics and finance representation.

Participant Recommendations

- **Standard Messaging:** Pre-planned messaging templates should be developed for mass migration and mass care incidents—specific information could be added or adjusted. This would make the public messaging process more efficient.

- **Public Information Messaging:** The use of different platforms to share critical messages with the public is critical. Messaging should consider language disparities, special needs populations, and undocumented persons.

- **Training Guides:** A pre-developed training book for task members and a training schedule for call center staff would be a helpful. Training should be provided to pre-identified staff as well as spontaneous volunteers.

Sharon Hawa of the National Center for Missing and Exploited Children speaks about reunifications at the Allen Readiness Center at PPMR
Photo by: National Mass Care Strategy.org

- **Chain of Custody:** Chain of Custody process should be developed that maps the process of how children and individuals are reunited with their guardians. The process should also address how to handle individuals that do not have legal authority but attempt to claim minors.

- **Special Needs:** Planning for AFN populations should include specific emergency preparedness planning discussion.

- **Reunification Plan:** Counties are encouraged to revisit their reunification plans to ensure there is a process in place to unite unaccompanied minors with family or legal guardians. The National Mass Care Strategy website has templates that can be used. The plan should also consider including a system that prioritizes needs.

- **Tribal Reunification:** Careful consideration should be given to understanding how to best coordinate reunification information with tribal entities.

- **Access to Technology:** It would be useful to have a toolkit available for personnel to use to access resources and notify families

- **Dietary Considerations:** Special dietary considerations should be made available for individuals with medical conditions.

- **Feeding Resource List:** Participants in the feeding Task Force stated that there was not a pre-determined list of feeding resources and their capacities which would have given the Task Force a better idea of the available capabilities.

- **Training:** Training for Task Force members is essential and should include an instructional overview on how to operate WebEOC to create a common operating picture.

- **Liaison:** Assign an overall Mass Care Task Force Liaison to the EOC and a FEMA Logistics Liaison to the Task Forces to help improve communications and overall operations.

- **Further Mass Care Task Force Coordination:** Recommend follow-on coordination with the State Mass Care Coordinator, each Task Force's Lead, and other key stakeholders to discuss expectations and intended outcomes are of the Task Forces.

  – Stakeholders should clarify the role of the Mass Care Coordination Cell in the operational/immediate needs capacity, and the other Task Forces in evaluating resources needs and capabilities/capabilities.

- **Structured Interaction with State Representatives:** While the Task Forces were co-located at PPMR, the physical location was relatively far from the SEOC. Recommend identifying opportunities for structured interaction/in-person meetings with SEOC as appropriate.

- **WebEOC:**
  – Address permissions issue on a rolling basis and ensure permissions are verified before real-world event response.

  – Determine SOPs for how requests should flow—consider having all requests flow to the Mass Care Coordination Cell for further assignment.

- **Technological Solutions:** While the Coordination Cell effectively used the white boards for their situational awareness, they did not pursue technological solutions to make updating easier, support visual/graphical displays, or share situational awareness more broadly across task forces through WebEOC boards. Consider working with the WebEOC administrator to create a more robust information sharing format.

- **Memorandum of Understanding (MOU):** It would be helpful to have agreements in place with transportation companies to help support evacuation efforts. Equally beneficial would be developing relationships with private-sector partners

- **Update the Shelter Task Force SOG:** Include newly identified representatives.

- **Coordinating Resources:** When there is a commodity task force at the SEOC, have a liaison to the shelter/feeding task forces or a daily huddle to inform what commodities have been brought in and how many are already designated or available for use.

- **Planning Populations:** All populations (i.e., Access and Functional as well as bilingual) must be considered during the planning process.

- **Staff Training:** Although general training was conducted, specific training for volunteers which further defined their respective roles would be useful.

Participant Feedback Comments

Strengths

- The scenario provided unique challenges and fostered out of the box thinking.

- There were Good facilities/venues.

- AFN considerations were integrated well.

- There was good cross section communication amongst Task Forces.

- Task force leadership took command and distributed roles assignments and responsibilities as needed.

- There was active communication and discussion from participants.

- There were multiple agencies working together to plan for future needs through the task force.

- The Situational Awareness through WEBEOC briefings via go-to meeting was helpful.

- I walked away with an increased understanding of capabilities and had some great networking and plan development opportunities.

- I learned about new program updates IASC, TSA, and national center for exploited children.

- I now have a better understanding of the real world complications of feeding, shelter and reunification.

- We were able to share and receive diverse ideas and suggestions.

- The state showed commitment to whole community.

- There was a strong showing of people and resources, especially from AZDHS and AZ DEMA.

- There was whole community participation.

- There was a realistic scenario.

- The exercise provided challenges that people have actually encountered in real life.

- It was beneficial to have a liaison in sheltering to text real time info to Task Forces.

- There was good communication/conversation within the Task Force.

- There was diversity in the participating organizations that brought in a large knowledge base.

- There were Initial drafts of plans that cover mass care activities.

- We learned about how other states handle their 'disasters".

- There was great brainstorming on different ways to handle the situation.

- We had the opportunity to address and eliminate assumptions.

- There was input at all levels including disability.

- There was the ability for the Task Forces to come up with actionable items that could support the state.

- The exercise created a dialogue that allowed for all players to provide input. Groups that do not regularly look at disaster plans provided whole community input.

- The state has some strong agency participants that can champion the cause.

- The reunification Task Force was able to get a lot done. There were a lot of strong participants.

- The priorities were outlined.

- Challenges were listed and some were addressed.

- A basic reunification plan was created.

- We identified required resources.

- There was partnership building between state and federal and state to state.

- It was good to co-locate the Task Forces in readiness center.

- The controllers and evaluators were friendly and helpful.

Areas for Improvement

- Resource requests need to provide more information up to the state level logistics section from the Task Forces.

- There needs to be more coordination between agency partners & ESF's for resources needed.

- There was a disconnect between EOC play and Task Force Play.

- There was a lack of communication between EOC & Task Force. A separate WEBEOC board for each Task Force would help.

- An organizational chart would be helpful.

- We would like a better brief on how the exercise would play out.

- The process flow between Task Force, mass care coordinator, & SEOC could be improved.

- Each Task Force could have their own WebEOC board. The WEBEOC board does not have an area or title to highlight the function (mass care, feeding, etc.). This causes delay in scanning all injects to see which need attention from the Task Force.

- There was too much time allotted and not enough activities for group. This also had to do w/ system being down. Teams could have traveled day off vs. traveling day ahead to arrive on time

- Brief the Task Force on SOG and reporting requirements prior to initial discussions and flow of information.

- It would have been helpful to have an orientation for roles and responsibilities prior to event participation.

- Task Forces were not as siloed as they might have been but we all were too in the dark on EOC activities and issues that we needed to begin addressing. Also, WebEOC was not the vehicle to allow excellent situational awareness.

- There should be a better understanding of roles and place in connection to EOC ops.

- Arizona must have Emergency Management staff on all Task Forces.

- I feel that due to the learning environment of the exercise, DEMA representation should be present at each of the Task Force, so that the opportunity to lead or participate in a task force isn't missed, even if staff were only there for a few hours it would have been valuable for them.

- The mass care coordination group didn't have WebEOC access to view injects.

- There was confusion on exercise start times

- There should have been a Task Force Meeting or call for daily coordination.

- Very few injects got to the Mass Care Task Force, which should have been the focus of the exercise. No one seemed to know what was going on or what they were supposed to be working on.

- Lunch needed improvement or just give people the time to go get their own lunch.

- The Mass Care coordination group needs further refinement and clarification on roles/responsibilities and how they relate to other Task Force and to the EOC.

- There should be alternative formats to include all lines text capable.

- We need continued participation by counties w/ emphasis on what to do when resources are exhausted.

- We need to coordinate further between groups to understand where responsibilities rest.

- There was no ability to print in the Task Forces.

- We need private sector reps in the shelter Task Force.

- I think there should be better directing of goals, it seemed a little disorganized.

- There should be better transitions between events.

- We should have a Task Force priority outline.

- A pre-made list of feeding resources and capacity would be beneficial.

- We need more private partners and state agencies to participate.

- The Task Forces need a better understanding of the objectives/purpose.

- We should work w/ partners to Id. resources and capabilities as an appendix to FTF 506.

- We need more clarity on the current resources/impacts with the regards to the private sector.

- It felt like there was a lack of direction on the roles within the Task Forces.

- It would be helpful to have better Simcell availability and detailed effectiveness.

- There were no tasks assigned to Task Force during play, making it hard to evaluate exercise accurately.

- The first day would have been better w/ presentations/ overview.

- The Animals & Humans in Disaster FEMA MRC 2473 was never called to respond, we would have been a great resource.

- I would have liked to see better engagements from other agencies. To ensure there is a clear understanding of roles & responsibilities.

- The Task Forces worked in isolation of other groups.

- Not all players that could have participated and contributed were present.

- Lack of exercise play made for less engagement across Task Forces and SEOC. Next time ensure there are more injects, etc.

- Not enough/all of the relevant state agencies were represented at the table.

- There was only one inject for reunification, while it did not prevent work from getting done, it seemed like a missed opportunity.

- The scenario for sheltering seemed unlikely and confusing at times.

- As an observer I did not have access to the state emergency operations plan to get a better understanding of roles, responsibilities, etc.

- Post acronyms/ meanings in rooms or on a list.

- "With time" a preparation plan could be developed. With staff this preparation plan could be quickly moving the state into a real place of readiness.

- Desired outcomes were not clearly identified. We floundered in trying to create a direction/plan. There were poorly communicated goals and objectives.

- The reunification Task Force and other Task Forces did not communicate or share ideas.

- There was a total disconnect from EOC and Task Force with not many ideas becoming actions on current operations.

- Socialize roles and expectations between SEOC and Task Forces.

- We should take/publish notes from briefings. A lot of information passed with no way to capture/follow up.

- We should decrease number of objectives and time jumps so play is more realistic for Task Force.

- There was confusion on how much and where/to whom do we send questions/information. When questions come to MCC Task Force from other Task Force who do we reach out to?

- Even w/ Task Force not trying to be operational it was hard to deem what WEBEOC posts are operational or not.

Arizona Department of Health Services

Controller/Evaluator Feedback

- Answers were logical and followed the Crisis Standards of Care plans. Well done.

- Health exchange meetings were timely and prompt. Kept on schedule.

- PIO did a good job at information collection and making sure to match with SEOC messaging

- CSC Plan process was amazing! The process was thoroughly vetted with the SME. Recommendations were scalable based on the situation. Everything was well documented.

- Essential Elements of Information took some time in clarifying the message. There were challenges with some of the facilities executing the task.

- Ground truth & news clips helped to integrate players and mindsets fully into the scenario.

- The HEOC's footprint both expanded and condensed as necessary for the exercise. There could still be room for improvement, but it was a vast change over previous situations.

Hot Wash

With numbers corresponding to each of ADHS' objectives, the Hot Wash was conducted to garner mass feedback from the players on each piece.

1. Message maps were not used. The Crisis Emergency Risk Communication plan was activated, though.

2. The Crisis Standards of Care plan was activated. Emergency Operations Personnel had a 100% notification response rate with 12/12 staff-members responding within 60 minutes.

3. Compilations and calculations regarding the influx of California population were run each day. Operations was missing shelter surveillance data, but adapted despite that issue.

4. Emergency Medical Services did great with information mobilizing resources. Medical SME's tracked mass numbers of patient needs. Four facilities conducted patient tracking and remained monitored.

5. Fatality Management Plan was looked over and the role of Public Health in that situation was simulated satisfactorily.

6. Surveillance information and data regarding California jurisdictional population needs were lacking. HEOC staff was unaware of whom to reach out to at the county level to retrieve this information. HEOC staff talked through environmental/safety concerns related to heat exhaustion and heat strokes being monitored.

7. Medicaid/Medical data was accumulated. There was trouble retrieving population estimates. emPOWER data was overlooked and not utilized.

8. Protocol 1135 went well. Plans, protocols, and procedures in general were done well. Crisis Standards of Care was utilized. Licensing/EMS plans were used.

9. Minor adjustments to logistics would aid in volunteer coordination, nothing is pressing as it relates to gaps. 63 volunteers were screened with a total of eight deploying to Tucson.

Participant Feedback Forms

- 100% agreed that the exercise involved the right people for the job in a mix of disciplines.

- 100% agreed that participation was appropriate for their field with their training level.

- 100% of participants agree that HEOC operational functions work well in incidents.

- 89% agreed with the NMCE helping them to be prepared to contribute to capabilities.

- 88% of participants agreed that the NMCE provided them chances to address critical decisions in support of mission areas.

- 83% agreed that the Public Health Incident Management System (ADHS ICS) works well with both our capabilities and our resources.

- 78% of participants believe that exercise briefs were informative for their roles.

- 76% of participants agree that HEOC policies/procedures are clear and relatable during incidents of this scale.

- 72% of participants agreed with the exercise helping their understanding for the resources/capabilities of other agencies.

Local and County Feedback

Mohave County

The exercise planners encouraged participants to assess the design, structure, and content of the exercise, and to provide recommendations to improve future exercises in the participant feedback forms; **10 participants** turned in completed participant feedback forms.

Participants provided an overall assessment of the design of the exercise relevant to eight statements, rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

Table F3: Mohave County Feedback

Assessment Factor	Mean Score	Distribution
The information provided about the exercise was valuable to my participation in the exercise.	4.39	1 Strongly Disagree: 0%, 2: 0%, 3: 16%, 4: 29%, 5 Strongly Agree: 55%
The scenario was plausible for exercise play.	4.58	1 Strongly Disagree: 0%, 2: 0%, 3: 8%, 4: 26%, 5 Strongly Agree: 66%
The time allotted for this exercise was appropriate.	4.43	1 Strongly Disagree: 0%, 2: 0%, 3: 5%, 4: 46%, 5 Strongly Agree: 49%

Assessment Factor	Mean Score	Distribution
The exercise staff kept the exercise on track and moving forward.	4.71	Distribution: 1 (Strongly Disagree) 0%, 2: 0%, 3: 0%, 4: 29%, 5 (Strongly Agree): 71%
I found the exercise materials useful.	4.36	Distribution: 1 (Strongly Disagree) 0%, 2: 3%, 3: 5%, 4: 46%, 5 (Strongly Agree): 46%
I am more familiar with roles, responsibilities, and procedures for department and agency representatives identified in the State Emergency Response and Recovery Plans.	4.16	Distribution: 1 (Strongly Disagree) 0%, 2: 0%, 3: 24%, 4: 37%, 5 (Strongly Agree): 39%
I am more familiar with roles, responsibilities, and procedures for communication, coordination, and information sharing among Federal, State, Local, Tribal, Territorial, voluntary, and private-sector agencies and organizations.	4.05	Distribution: 1 (Strongly Disagree) 0%, 2: 0%, 3: 30%, 4: 35%, 5 (Strongly Agree): 35%

Qualitative Participant Feedback

Strengths:

▪ **EOC Setup:** Participants indicated that the physical setup of the county EOC was superb and increased collaborative capabilities of players during the exercise.

Areas for Improvement:

▪ **Technology Issues:** While the setup was optimal for achieving exercise objectives, participants expressed concern over ongoing issues with lack of connectivity to the Internet, noting a distinct deficiency in the IT infrastructure at the EOC.

Pima County

The exercise planners encouraged participants to assess the design, structure, and content of the exercise, and to provide recommendations to improve future exercises in the participant feedback forms; **49 participants** turned in completed participant feedback forms.

Participants provided an overall assessment of the design of the exercise relevant to eight statements, rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

Table F4: Pima County Feedback

Assessment Factor	Mean Score	Distribution
Pre-exercise briefings were informative and provided the necessary information for my role in the exercise.	3.72	1 Strongly Disagree: 0%; 2: 6%; 3: 28%; 4: 53%; 5 Strongly Agree: 13%
The exercise scenario was plausible and realistic.	4.49	1 Strongly Disagree: 0%; 2: 2%; 3: 2%; 4: 41%; 5 Strongly Agree: 55%

Assessment Factor	Mean Score	Distribution
Exercise participants included the right people in terms of level and mix of disciplines.	4.16	Distribution: 1 (Strongly Disagree) 0%, 2: 4%, 3: 12%, 4: 47%, 5 (Strongly Agree): 37%
Participants were actively involved in the exercise.	4.14	Distribution: 1 (Strongly Disagree) 2%, 2: 0%, 3: 12%, 4: 53%, 5 (Strongly Agree): 33%
Exercise participation was appropriate for someone in my field with my level of experience/training.	4.23	Distribution: 1 (Strongly Disagree) 0%, 2: 2%, 3: 10%, 4: 50%, 5 (Strongly Agree): 38%
The exercise increased my understanding about and familiarity with the capabilities and resources of other participating organizations	4.22	Distribution: 1 (Strongly Disagree) 2%, 2: 2%, 3: 6%, 4: 51%, 5 (Strongly Agree): 39%

Assessment Factor	Mean Score	Distribution
The exercise provided the opportunity to address significant decisions in support of critical mission areas.	4.22	
After this exercise, I am better prepared to deal with the capabilities and hazards addressed.	4.08	

Qualitative Participant Feedback

Strengths:

- **Scenario:** Participants praised the exercise scenario as realistic and indicated that the subsequent injects created complexities which engaged all sections of the EOC.

- **Experienced Players:** Participants noted that several key personnel demonstrated exceptional knowledge, leadership, and professionalism which aided in the overall effectiveness of EOC play.

- Scenario was realistic with internal communications well organized with timely briefings. Injects were realistic and introduced appropriate complexities.

- Exercise participants included many varied support agencies who demonstrated the leadership skill to conduct required activities.

- Subject Matter Experts were professional and knowledgeable.

- Agencies represented were able to establish shelters operations, support MARC operations and additional resources to meet resident and evacuee needs.

- Exercise remained engaging for a majority of EOC positions.

- JIC team was an extraordinary assembly of knowledge and experienced professional communicators.

- EOC offered ample operational space to have applicable stakeholders in the same room.

Areas for Improvement:

- **Deficient Technology:** Participants stated that a fundamental lack of technology at the JIC greatly impeded exercise activities, including access to only one computer, and no access to landline phones. Additionally, information was not properly displayed to PIO personnel which hindered their capabilities greatly.

- **Lack of Experience with WebEOC:** Participants noted that WebEOC remained underutilized due to the lack of experience and understanding of the platform by key personnel.

Yavapai County

Qualitative Participant Feedback

Strengths:

- **Communication:** Participants noted frequent information sharing between sections which led to effective communication across the EOC floor.

- **Collaboration:** Participants noted enthusiastic collaboration between players at the local level, including exceptional teamwork between experienced and newly-hired personnel.

- **Training Opportunity:** Participants indicated the exercise was an excellent opportunity for players to acquire a better understanding of roles, responsibilities, and processes, especially for those who were new to their roles.

Areas for Improvement:

- **Information Flow on WebEOC:** Participants noted WebEOC issues, including lag time in receiving messages over the platform. Data was entered by only one member of the EOC staff, which caused some information to be bottlenecked. Additionally, events on WebEOC at did not always have clear assignments, creating confusion over multiple event chains.

APPENDIX G: TABLETOP EXERCISE QUICK LOOK REPORT

The *Arizona National Mass Care Tabletop Exercise Quick Look Report* reviews findings across the TTX.

- The **Executive Summary** details key exercise information and consolidated findings.

- The **Tabletop Exercise Overview** provides background information on the exercise.

- **Strengths, Areas for Improvement, and Recommendations** shares key insights from exercise play.

- **Participant Feedback** outlines analysis of participant responses on the Participant Feedback Forms, to include exercise design and comments/recommendations.

- **Participating Organizations** provides the list of attendees by agency, department, or organization as appropriate.

Executive Summary

The Arizona Department of Emergency and Military Affairs, in collaboration with FEMA NED, conducted the Arizona National Mass Care TTX on February 13, 2018, at the Allen Readiness Center on PPMR. The TTX engaged **approximately**

165 federal, state, local, tribal, county, NGOs, and private-sector stakeholders.

Participants were given several presentations about state and federal capabilities to support this event. During the TTX, participants discussed mass care capabilities and functions under the **SERRP** in response to a catastrophic earthquake in California, resulting in mass migration to Arizona.

Throughout the exercise, much of the discussion centered on **state and federal operations, rather than county/local level plans**.

- Participants generally requested more in-depth information about **capabilities and resources** that would be available to them, to include: resource requesting/expense tracking through the state and through EMAC, coordination of communications and public information and warning, and coordination of voluntary agency personnel and resources.

- More **outreach** is needed from AZ DEMA to share this information at the local and county levels to inform **development** of mass care plans.

- More **formal plans, policies, and procedures** should be considered at the local level, in addition to sharing information with neighboring counties to more effectively determine readiness.

State representatives were knowledgeable on the SERRP and explained how the state is postured to support local jurisdictions, but in-depth conversations about specific county and local level plans did not occur during this exercise. Scheduling and facilitating **smaller working groups** comprised of stakeholders from their jurisdiction to **more fully discuss** roles, responsibilities, capabilities, and gaps to inform mass care planning may assist with planning.

AZ DEMA's leadership in mass care and capability building are noted assets. The state is proactive, understanding that planning for impacts to Arizona resulting from disasters in neighboring states is essential for their readiness posture. They have incorporated lessons learned from hurricane exercises across the nation, including **establishing a mass care and feeding task force**, and are working to establish a **reunification task force**. Arizona is cognizant that resources and capabilities will be necessary to respond and recover from this scenario and is leaning forward to collaborate across the whole community.

Tabletop Exercise Overview

The Arizona National Mass Care TTX is part of an exercise series engaging stakeholders across the State of Arizona and FEMA Region IX in building capacity to respond to a mass migration and mass care event. The exercise series will consist of the TTX conducted in February 2018, as well as a FSE to be conducted in May 2018.

This discussion-based TTX examined preparedness efforts and response operations related to a **mass migration and mass care event.** The TTX examined the following objectives:

- Discuss the ability to **coordinate mass care and mass migration operations** at the state, regional, and national **levels** for 400,000 evacuees in accordance with existing plans, policies, and procedures.

- Discuss the capability and capacity to **coordinate and support mass sheltering operations** in accordance with plans, policies, and procedures.

- Discuss the capability to coordinate within 12 hours, the immediate and sustained **mass feeding operations** in accordance with existing plans, policies, and procedures.

- Discuss **reunification procedures** for evacuees with existing plans, policies, and procedures.

- Discuss state operational procedures for the reception of **FEMA contracted mass care** resources in accordance with existing plans, policies, and procedures.

- Discuss integration of FEMA contracted mass care resources into **existing voluntary agency mass care infrastructure** in accordance with existing plans, policies, and procedures.

- Discuss the ability to receive and integrate **EMAC** personnel in accordance with existing SOPs.

The TTX consisted of three (3) Modules:

- Module 1 focused on the **initial influx of migration from California through 72 hours post-incident**

- Module 2 examined **mass feeding within 12 hours of reception, mass sheltering, reunification,** and emergency declaration and support from surrounding states and the Federal Government

- Module 3 reviewed **sustaining mass care operations and integration** of approved federal and regional resources.

During each Module, participants were presented with an overview of the current scenario and the facilitator prompted discussion. Participants also engaged in a hot wash where they shared strengths, areas for improvement, and action items to address the identified gaps.

Strengths, Areas for Improvement, and Recommendations

The evaluation team determined the below **key strengths, areas for improvement, and recommendations**. Evaluators undertook a detailed review of the data, including observations from exercise play against performance criteria in the EEGs, participant comments in the hot wash and in the participant feedback forms, and exercise planning team feedback.

Strengths

- **Representation:** With approximately 165 participants across federal, state, local, tribal, county government, NGOs and private-sector partners, there was excellent representation at the TTX. Contacts were made during the networking breaks, and folks identified their counterparts to follow up with for future planning. Many participants have formed relationships and coordinated with each other. These partnerships bring strong capabilities and resources to bear.

- **SERRP Agencies:** The SERRP supporting agency representatives were knowledgeable about their roles identified in the SERRP and provided tangible information to participants about how their individual agencies would be operating.

- **Capability Assessment:** Some county and local representatives were vocal about their county's inability to manage an influx of evacuees from California without significant support. For instance, the Western Arizona counties mentioned that they heavily rely on EMAC. County EOCs largely cannot sustain staging through the long term.

- **Communications Capabilities:** AZ DEMA's PIOs communicated effective ways to manage public information and warning for this incident. PIOs maintain the Arizona Emergency Information Network (AzEIN) website, sharing agency information on a special page they would create for the incident. They would do outreach to direct the public to the site, and use it to highlight Arizona updates on social media (such as sharing the official Twitter hashtag for the event).

- **Planning with NGOs:** Relationships with private-sector and voluntary partners were evident throughout the exercise. Local jurisdictions have worked with VOAD and the private sector and have come to rely on these partnerships for assistance for response and recovery.

- **National Guard Support:** Participants mentioned that AZ DEMA is unique in that it encompasses the National Guard, with benefits associated with being located on base (e.g., storage space for assets). Participants recommended ensuring that the Department of Homeland Security (DHS) works with the Department of Defense (DoD) to request and deploy assets for an immediate response situation through unit commanders.

Areas for Improvement

- **Local Needs and Capabilities:** Throughout the exercise, much of the focus was on state and federal operations. Throughout discussion, most participants did not reference formal county or local plans in support of response to the exercise scenario. Participants were hesitant to predict what resources they would need, with many citing a need for assistance from the Salvation Army, the ARC, or Southern Baptist Disaster Relief.

  - *Recommendation: O*utreach to counties to discuss how best to assess and address gaps. Since most counties shared that they could not currently sustain long-term mass shelter/feeding operations without assistance (and that assistance would be scant during the scenario), how might they be able to build internal capabilities to address needs? What resources might they tap into outside of the geographic area? What non-traditional partners might be engaged?

  - *Recommendation: C*onsidering how the citizens of Arizona might be engaged to assist with this incident since they will not be impacted by the earthquake.

- **Mass Migration Planning**: Many counties indicated they would be unable to support mass care and would direct evacuees to population centers. ADOT mentioned that they would use variable message boards on the road to communicate with evacuees, and there was a suggestion to put reception centers at ADOT rest areas.

  - *Recommendation: C*oordinating at the state level to determine how and where reception centers would be established, and what resources should be available to evacuees at these centers. Further discussion with counties to determine gaps and capabilities would be helpful in determining strategies for assisting evacuees while moving them through areas that cannot sustain them.

- **Reunification:** AZ DEMA mentioned that the state would be concerned with reunification, and many cited reliance on the ARC for reunification assistance. A tribal representative mentioned that the Salt River Pima-Maricopa Indian Community is working with the ARC to develop their own internal reunification capabilities. Given that the ARC would likely be overwhelmed with operations in California, Arizona should consider how they might build or bolster internal capabilities.

  - *Recommendation: E*xamining roles and responsibilities across the whole community—for instance, who should coordinate call centers for those trying to reach their family members who have relocated to Arizona? How will unaccompanied minors and separated children be reconnected with their family members? What capabilities exist locally within shelters as far as Wi-Fi or hard wire connectivity?

- **Mass Feeding:** Food was identified as a challenge: most food comes to Arizona from California, and most diverted food would be going to Southern California. Small/rural communities expressed concern that they will be left behind as food distribution focuses on the populated areas. Finally, the residents of Arizona would not be impacted by the earthquake and would remain within the state, needing food resources themselves. The state mentioned that they would stand up the feeding task force within the first 12 hours. The discussion did not yield many tangible alternative solutions to these myriad issues.

  - *Recommendation: AZ* DEMA follows up with participants to share information on the state's responsibilities through this task force, and how the counties should develop their feeding plans.

- **Mass Sheltering Operations:** Through the discussion, it was determined that sheltering longer than a week would be a stress on the system; the ARC mentioned that they would

need to call for assistance outside of Arizona within 24 hours. In addition, VOAD capacity to assist would be diminished, and would not be enough to satisfy demand.

- *Recommendation: AZ DEMA's Mass Care Task Force explore this gap and determine alternate ways to get shelters up and running with reduced VOAD support.*

- *Recommendation: Exploring the transitional assistance program and how that would be best employed within Arizona, to include how to supplement feeding considering the lack of wrap-around services at hotels.*

- **Overreliance on Outside Resources:** VOADs likely will be diverting most assistance in aid of California, and this may also occur with private-sector support. Tribes and rural areas rely on the private sector for assistance.

  - *Recommendation: County and local participants coordinate with VOAD partners to address gaps in current capabilities and ensure effective planning given this scenario.*

- **Operational Coordination:** It was acknowledged that AZ DEMA would have challenges creating a common operating picture, given the nature of the scenario and the number of various stakeholders involved. AZ DEMA is currently developing a dashboard mechanism to integrate data within WebEOC to push out to users. One challenge is that not every agency is linked to WebEOC.

  - *Recommendation: Determining stakeholders that do not currently tie in with WebEOC and identifying how to effectively coordinate resource information with them.*

- **Resource Allocation and Management:** County representatives do not believe there is an adequate mechanism to track costs and share that information with the state. Specifically, participants mentioned that WebEOC should have these capabilities but they are not currently working or available for participants to use.

  - *Recommendation: AZ DEMA follows up on the WebEOC capabilities so counties can request and track resources, as well as pull expense information.*

- **Integration of Non-State Resources:** Planning for and integration of federal, voluntary, tribal and private-sector resources was indicated as an area for improvement.

  - *Recommendation: AZ DEMA shares more information on EMAC, to include how the resource request process through EMAC works and how this is different from requesting through the state order desk via WebEOC.*

- **Volunteer Management:** Participants indicated that they would like more information about how to coordinate volunteers, to include spontaneous volunteers that will need to be vetted and trained.

  - *Recommendation: VOAD partners work with counties/local jurisdictions to aid in developing plans to address volunteer management.*

- **SERRP Distribution/Familiarity Widespread:** The exercise did not review the SERRP— rather, it was designed to elicit discussion about roles and responsibilities outlined in the SERRP and how operations would be further planned, coordinated, and enacted across the whole community. Some participants were unfamiliar with the contents of the SERRP and this may have hampered some local/county participation.

  - *Recommendation: AZ DEMA shares the most updated the SERRP via email with exercise participants and outlines how it should be integrated into local/county planning.*

Participant Feedback

Exercise Design

The exercise planners encouraged participants to assess the design, structure, and content of the exercise, and to provide recommendations to improve future exercises in the participant feedback forms; **96 participants** turned in completed participant feedback forms.

Participants provided an overall assessment of the design of the exercise relevant to nine (9) statements, rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

Table 1: Exercise Design Feedback

Assessment Factor	Mean Score	Distribution
Tabletop Exercise Design		
The information provided about the exercise was valuable to my participation in the exercise.	3.95	
The scenario was plausible for exercise play.	4.34	
The time allotted for this exercise was appropriate.	4.10	
The exercise staff kept the exercise on track and moving forward.	4.35	

Assessment Factor	Mean Score	Distribution
I found the exercise materials useful.	4.02	
Tabletop Exercise Objectives		
I am more familiar with roles, responsibilities, and procedures for department and agency representatives identified in the State Emergency Response and Recovery Plans.	3.89	
I am more familiar with roles, responsibilities, and procedures for communication, coordination, and information sharing among Federal, State, Local, Tribal, Territorial, voluntary, and private sector agencies and organizations.	3.78	
Impressions of the Tabletop Exercise		
Overall, the exercise was productive and worthwhile, encouraging participants to engage on essential mass care operations issues.	4.09	
The information discussed will help me address gaps in planning and preparation for the 2018 Arizona National Mass Care Full-Scale Exercise.	4.02	

Participant Comments and Recommendations

Participants identified strengths, areas for improvement, and plans that should be reviewed, revised, or developed as a result of this exercise. They also included recommendations on how this exercise or future national mass care exercises could be improved or enhanced.

Strengths

Participants observed the following strengths during the exercise:

- **Representation:** Participants indicated that the right people were in the room to discuss mass migration and mass care. This provided a unique opportunity for networking, with many participants introducing themselves to their counterparts during networking breaks.

- **Partnerships across the Whole Community:** Relationships have been formed in this space, with many of the participants familiar with each other and aware of general roles and responsibilities. Some have worked closely and have plans, policies, and procedures built around these relationships. Participants cited relationships and capabilities across state lines, such as the ability to request resources through the EMAC.

- **Federal/State Coordination:** Participants were appreciative of the presentations shared ahead of the exercise. This gave the opportunity for state and federal representatives to review their capabilities and the support they would provide during this scenario. Throughout the exercise, representatives from the eight (8) SERRP agencies shared essential information about their roles, responsibilities, and associated tools and systems. Some participants were impressed with the support that would be provided.

- **County-Local Resilience**: Some participants expressed that within their county and local jurisdictions that there are plans and partnerships in place to manage the impacts of this event. Within some jurisdictions, planning is coordinated among the various communities, strengthening the county's posture. Many expressed that they have strong local communities.

- **Planning with Non-Governmental Partners:** Participants were encouraged that the VOAD and private-sector partners are available for support. They commended the Private Sector Liaison for creating strong partnerships, and that the BECC development will encourage interaction and communication within the sectors. Participants cited the relationships with non-governmental partners as essential to resource allocation and management during the response and recovery to this scenario.

- **SERRP Plan and Agencies:** Some participants expressed that the SERRP itself is an effective planning document with significant stakeholder buy-in across the state. The SERRP supporting agency representatives were knowledgeable about their roles identified in the SERRP within each of their spheres of influence.

- **Communications Capabilities:** Participants stated that the PIO is effective at information sharing. They specifically mentioned the AzEIN as a useful state resource.

Areas for Improvement

Overall, participants shared that they would have liked more details about specific plans, resources, and capabilities. They expressed that there was not enough information about how partners plan to accomplish goals. Participants shared the following areas for improvement during the exercise:

- **Local Impacts:** Participants identified a need for more coordination and discussion of individual capabilities and impacts at the local level. Participants recommended reaching out to community resources to include churches, para-church organizations, and small businesses to discuss resources and capabilities for this type of event. Some participants suggested that these organizations often have the resources and capabilities but are not sure how best to help.

- **Communications:** Several participants mentioned the need for improved coordination of communications and indicated a need to formally capture relationships and responsibilities. Communications among local, county, tribes and the state were cited as areas for improvement. They would like more information on the communications systems discussed during the exercise, to include the main properties and purposes. Where possible, participants noted that communication platforms could be synced to ensure consistency. There were some questions about the medium for mass communications 72 hours after the earthquake.

- **Initial Notification**: Participants stated the initial notification process may need more clarification and/or be written and disseminated across the whole community.

- **Resource Allocation and Management:** Generally, participants wanted more conversation and information on resources and what each entity offers for response to this event. More specific information on how each jurisdiction's plan impacts surrounding jurisdictions and what gaps exist would be helpful. At the federal level, participants would like more information about FEMA resources, to include the transitional assistance program. Other participants noted a need to finalize and disseminate information about resource request processes.

- **Planning:** Some participants indicated that the scope of the event should have been more seriously considered for effective planning. The earthquake in California would be prioritized over the mass migration and care needs in Arizona; the discussions should have drilled down into how to procure and coordinate limited resources and capabilities. In addition, participants noted that the impacts to the steady state in Arizona should be addressed, to include feeding and fuel. Participants shared that they would need to identify alternative resources to adequately address these shortfalls.

- **Overreliance on Outside Resources:** Some participants expressed frustration with the dependence on federal and voluntary resources. VOADs have limited resources for materials and staging so local, county, and state agencies should be prepared to help with mass care. Local jurisdictions should determine their capabilities and gaps and use that for wider planning efforts across the whole community. This would enable counties to identify additional local manpower and material resources and conduct training for critical functional roles, including mass care and shelter staffing, donations management, and migration support.

- **Mass Care and Sheltering Plans:** Participants indicated gaps in mass care and sheltering plans outside of the assistance provided by the ARC. They mentioned the need to consider the access and functional needs community, including translators, shelter equipment,

medication, and specialized training. Some participants suggested identifying their locations for mass shelters. Mass feeding should be further explored and planned.

- **Volunteer Management:** Participants indicated that they would like more information about how to coordinate volunteers, to include spontaneous volunteers. These volunteers will need to be vetted and trained.

- **Integration of Non-State Resources:** Integration of federal, voluntary, tribal, and private-sector resources was indicated as an area for improvement. Participants would like more information on the EMAC, to include how the resource request process works and how this is different from requesting through the state/WebEOC. Other participants mentioned including faith-based organizations as appropriate.

- **Resource/Expense Tracking:** Participants shared the need for effective resource and expense tracking. Some suggested standardizing use of WebEOC across all county, state, and tribal EOCs. Others recommended establishing consistent resource ordering and tracking SOPs and sharing across the whole community.

- **Reunification:** Participants identified reunification planning as essential for future planning. They recognized that they may need to establish plans that do not rely on the ARC, since they would not be able to be heavily involved in this scenario. Identification for undocumented evacuees should be considered in reunification planning.

- **Mass Migration:** Participants would like more information about how to manage the mass migration and the assistance they would receive to direct traffic flow, how state and local law enforcement and transportation would work together to determine routes to shelters, and how to create mass evacuation/reception plans at the county level.

- **Education Representatives:** Participants expressed the need to include representatives from education to provide information about using schools as shelters and the potential impacts to local areas.

- **SERRP Information:** Participants would have liked more facilitated discussion about the SERRP itself—some mentioned that the SERRP was not provided as a read ahead.

Plans to be Reviewed, Revised, or Developed

As part of the planning process, many participants indicated that they should be looking for gaps and assessing their resources and capabilities as well as those of their partners. Local and county plans are crucial to an effective response; participants recommended that these plans be detailed and complement the SERRP.

Participants noted the following plans to be reviewed, revised, or developed as a result of this exercise:

- **Mass Care and Sheltering:** Several participants indicated the need to determine and disseminate information about shelter locations. They noted that specific capabilities to establish special needs shelters should be explored and coordinated with voluntary organizations. Participants would like to explore how shelter reservations occur and determine if this could be coordinated in a centralized system. One participant suggested creating and disseminating a shelter management plan template for jurisdictions to use. Participants also mentioned that mass feeding plans should be considered and integrated into mass care planning.

- **Reception Centers:** Participants noted the need to plan for mass migration. More robust planning for reception centers and how they can be used to control the flow of migration is necessary. Participants mentioned considering if ADOT rest stops could be used as resource centers.

- **Public Information and Warning**: Mass communication tools have been discussed at the local level—for instance; the mass communications platforms Everbridge and Code Red are used in several counties to share information with the public. Participants are concerned that the message should be unified and would like to discuss a statewide integrated public alert and warning system (IPAWS). Participants would like to engage in planning with the PIOs to determine how notification and messaging would occur throughout all phases the event.

- **Communications:** Participants advocated that communication plans be developed to protect against people coming and going and losing knowledge in the transition.

- **Reunification:** Participants recognized the need to plan for reunification, especially given that the ARC's focus would be in California. They asked who would be responsible for setting up and managing the call centers.

- **Integration of Volunteers and Voluntary Agencies:** Counties should engage with COAD, VOAD, and single organizations to determine resources and capabilities. Participants would like to clarify how the volunteers from NGOs can best integrate into the process. Participants also noted that volunteer recruitment and associated logistics should be explored in planning. Another consideration is how to offer liability coverage for volunteers.

- **Resource Staging:** Staging and distribution plans for the state should be developed. Participants would like to determine if pre-identified staging areas are necessary, and if so, where they should be located and with what resources.

- **Resource Requests:** Participants would like to codify resource request processes, policies, and procedures. As part of broader resource planning, participants are considering demobilization plans for unused resources during the event. This may include integrating more WebEOC capabilities for logistical purposes.

- **Donations Management:** Participants would like to determine collection points and plans for how best to manage the influx of donated goods.

- **Expense Tracking:** More explicit expense tracking in relation to resource requests was noted. Participants would like more information on upfront costs of resource requests.

- **Public Health:** Participants want to explore EMS along the transportation corridor. They want to consider mobile pharmacies as an option for public health planning.

- **Third Party Contracts:** Participants indicated more planning is needed with third party vendors to ensure resources and capabilities will be available during an emergency, to include fuel and sanitation.

- **Private-Sector Engagement:** Planning should include private-sector partners.

Exercise Planning and Design

Participants offered the following recommendations as it relates to *exercise planning and design*

for this exercise:

- **Breakout Groups:** Participants suggested restructuring to include smaller breakout groups to discuss impacts on regional and/or functional level. They would have liked the opportunity to have deep, targeted conversations with their groups. This approach would have engaged more participants and may have resulted in more objective-specific solutions coming out of the exercise.

- **Expectations:** Participants noted that more material ahead of the exercise containing information about expectations, format, and general flow would have been welcome and may have encouraged more active participation. Some believed this session would be focused on preparing for the FSE at the agency level and were concerned that FSE information was not covered.

- **Follow-on Exercises:** Many participants expressed the desire to have workshops or smaller TTXs to address specific impacts, to include: local Fire/EMS staffing, availability of medical supplies, general healthcare planning, and public information and warning.

- **Exercise Focus:** Some participants shared that they would have liked focused discussion catering to localities and municipalities, rather than at the state and federal levels. They shared that they found the conversation to be too high-level. Participants suggested incorporating federal partners in the exercise after the local and state partners had time to meet, discuss, and outline their needs.

- **Exercise Materials:** Participants noted that the Situation Manual could have provided more detailed information at the local levels to encourage more exercise play.

- **Facilitator:** Participants noted that the facilitator did an excellent job moving through the exercise and asked thought-provoking questions.

- **Room and Audio-Visual Set-up:** Participants noted that the screen print was small and difficult to read at times—they would have appreciated screens in the back of the room or printed slides. Participants were not able to hear depending on where they were in the room—participants recommended more microphones and runners.

- **SERRP Review:** Many participants noted that they hadn't been sent the SERRP ahead of the exercise and that it was not reviewed in the exercise. Some suggested a walk-through of the document before exercise play.

- **Acronym Usage:** Participants mentioned that acronym usage was not policed throughout the exercise and there were times they were unfamiliar with terms.

APPENDIX H: TABLETOP PARTICIPATING ORGANIZATIONS

Participating Organizations

Participating Organizations
Federal
Defense Coordinating Element Region IX Department of Defense
Department of Homeland Security National Protection and Programs Directorate Infrastructure Protection
Federal Emergency Management Agency Mass Care
Federal Emergency Management Agency National Exercise Division
Federal Emergency Management Agency Region IX
National Weather Service
United States Air Force
United States Army
United States Navy
Tribal
Fort McDowell Yavapai Nation
Fort Mojave Indian Tribe
Gila River Indian Community Office of Emergency Management
Salt River Pima-Maricopa Indian Community
State
Arizona Department of Agriculture
Arizona Department of Child Safety
Arizona Department of Corrections
Arizona Department of Economic Security
Arizona Department of Emergency and Military Affairs
Arizona Department of Forestry and Fire Management
Arizona Department of Health Services
Arizona Department of Homeland Security
Arizona Department of Public Safety

Arizona Department of Transportation
Arizona Department of Water Resources
Arizona National Guard
Arizona State University
Local/County
City of Gilbert
City of Maricopa Community Emergency Response Team
City of Maricopa Fire and Medical
City of Mesa
City of Peoria
City of Phoenix
City of Phoenix Office of Homeland Security and Emergency Management
City of Scottsdale
Coconino County Emergency Management
Maricopa County Department of Emergency Management
Maricopa County Public Health
Mohave County Emergency Management
Navajo County
Phoenix Fire Department
Phoenix Police Department
Pima County Office of Emergency Management
Pinal County Emergency Management
Pinal County Public Health
Yavapai County Health Department
Yuma County Office of Emergency Management
Private-Sector/Non-Governmental Organizations
Amateur Radio Emergency Service
American Red Cross
Arizona Baptist Children's Services
Arizona Humane Society
Arizona Public Service
Arizona Southern Baptist Disaster Relief

Arizona Statewide Independent Living Council
Arizona Voluntary Organizations Active in Disaster
Arizona Water/Waste Water Agency Response Network
Association of Arizona Food Banks
CenturyLink
Crisis Response Network
HOPE Animal Assisted Crisis Response
Presbyterian Disaster Assistance
Southwest Conference United Church of Christ
The Episcopal Diocese of Arizona
The Salvation Army
United Methodist Church Committee on Relief
Vanguard
Walgreens
Zions Bancorp

APPENDIX I: FULL-SCALE EXERCISE PARTICIPATING ORGANIZATIONS

Participating Organizations

Participating Organizations
Federal
Federal Emergency Management Agency
National Weather Service (Phoenix/Tucson/Las Vegas)
Transportation Security Administration
United States Air Force (Davis-Monthan Air Force Base)
United States Border Patrol
United States Department of Agriculture
United States Department of Defense/ US Northern Command (USNORTHCOM) Joint Region
United States Department of Health and Human Services
United States Department of Homeland Security
United States Department of Transportation
United States Department of Veterans Affairs
State/Territory
Arizona Commission for the Deaf and Hard of Hearing
Arizona Department of Agriculture
Arizona Department of Child Safety
Arizona Department of Corrections
Arizona Department of Economic Security
Arizona Department of Emergency and Military Affairs
Arizona Department of Forestry and Fire Management
Arizona Department of Health Services (Bureau of Public Health Emergency Preparedness)
Arizona Department of Public Safety
Arizona Department of Transportation
Arizona National Guard
Arizona State University
Arkansas Department of Human Services
California Department of Social Services
California Office of Emergency Services
Guam Homeland Security Office of Civil Defense

Hawaii Emergency Management
Illinois Department of Public Health
Mountain West Preparedness and Emergency Response Learning Center
Nevada Division of Emergency Management
Oklahoma Emergency Management
Pennsylvania Department of Human Services
University of Arizona
Utah Department of Human Services
Utah Department of Emergency Management
Local/County
Bouse Fire Department
City of Mesa
City of Peoria
City of Phoenix Office of Homeland Security Emergency Management
City of Scottsdale Office of Emergency Management
City of Tucson Fire Department
City of Tucson Police Department
City of Tucson Water Department
Cochise County Office of Emergency Services
Coconino County Emergency Management
Coconino County Public Health
Desert Hills Fire Department
Golder Ranch Fire District
Green Valley Fire District
Kingman Fire Department
La Paz County Office of Emergency Management
Lake Havasu Fire Department
Maricopa County Department of Emergency Management
Maricopa County Department of Public Health
Medical Reserve Corps
Mohave County Amateur Radio Emergency Service (Ham Radio Operators)
Mohave County Citizen Emergency Response Team
Mohave County Division of Emergency Management
Phoenix Sky Harbor International Airport

Pima County Animal Care Center
Pima County Communications
Pima County Community Services Employment & Training
Pima County Department of Environmental Quality
Pima County Department of Transportation
Pima County Finance and Risk Management
Pima County Health Department
Pima County Information and Technology Department
Pima County Library
Pima County Office of Emergency Management
Pima County One Stop
Pima County Regional Wastewater and Reclamation Department
Pima County Sheriff's Department
Pinal County Office of Emergency Management
Rincon Valley Fire District
Santa Cruz County Office of Emergency Management
Town of Gilbert
Town of Marana Communication's Office
Town of Marana Police Department
Town of Oro Valley Police Department
Town of Sahuarita Police Department
Tucson Airport Authority
Tucson Youth Development
Washoe County, Nevada
Yavapai County Office of Emergency Management
Yuma County Office of Emergency Management
Tribal
Cocopah Indian Tribe
Fort McDowell Yavapai Nation
Fort Mojave Indian Tribe
Gila River Indian Community
Pascua Yaqui Tribe
Salt River Pima-Maricopa Indian Community
Tohono O'odham Nation

Private-Sector/Non-Governmental Organizations
Adventist Community Services Disaster Relief
American Medical Response
American Red Cross
Arizona Baptist Children's Services
Arizona Hotel and Resort Security Association (Various Hotels)
Arizona Humane Society
Arizona Lodging and Tourism Association
Arizona Southern Baptist Disaster Relief
Arizona Statewide Independent Living Council
Arizona Volunteer Organizations Active in Disasters
Arizona Water/Wastewater Agency Response Network (Water/wastewater Sector)
ArizonaFIRST Coalition (Financial Sector)
Association of Arizona Food Banks
Boeing
California Southern Baptist Disaster Relief
Cenpatico Integrated Care
CenturyLink
Cisco
Cradlepoint Routers
CVS Health
E & L Southwest Cakes
Feeding Texas
HOPE Animal-Assisted Crisis Response
Hualapai Home Health Care
Kinder Morgan
Las Vegas Convention and Visitors Authority
Mutualink
National Center for Missing and Exploited Children
National Southern Baptist Disaster Relief
Office of Emergency Management Communications
Raytheon Missile Systems
Rural Metro Fire Department
Single Automated Business Exchange Reporting

Sonim Technologies
Southern Arizona Health Care Coalition
Southwest Gas
The Salvation Army
Tucson Electric Power Company
Valley Emergency Communications Center
Various Regional COADs
Visit Tucson
Walgreens
Walmart

APPENDIX J: ACRONYM LIST

Acronym	Term
AAR	After-Action Report
AAR/IP	After Action Report/Improvement Plan
ADHS	Arizona Department of Health Services
ADOT	Arizona Department of Transportation
AMR	American Medical Response
ANG	Air National Guard
ARES	Amateur Radio Emergency Service
ARC	American Red Cross
ARNG	Army National Guard
ASL	American Sign Language
ASPR	Assistant Secretary for Preparedness and Response
AZ DEMA	Arizona Department of Emergency and Military Affairs
AZMAC	Arizona Mutual Aid Compact
AZNG	Arizona National Guard
AzWARN	Arizona Water/Wastewater Agency Response Network
BECC	Business Emergency Coordination Center
C/E	Controller/Evaluator
CERT	Citizen Emergency Response Team
CMS	Center for Medicaid Systems
COAD	Community Organizations Active in Disaster
COOP	Continuity of Operations
CSC	Crisis Standards of Care
CTA Director	DEMA Director of Communications, Technology & IT Assurance
D-SNAP	Disaster Supplemental Nutrition Assistance Program
DHS	Department of Homeland Security
DOC	Department of Corrections
DoD	Department of Defense
DPS	Arizona Department of Public Safety
EEG	Exercise Evaluation Guide
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan

Acronym	Term
ESAR-VHP	Emergency System for Advance Registration of Volunteer Health Professionals
ESF	Emergency Support Function
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FMYN	Fort McDowell Yavapai Nation
FNARS	FEMA National Radio System
FSE	Full-Scale Exercise
GETS	Government Emergency Telecommunications System
GIS	Geographic Information System
HF	High Frequency
HEOC	Health Emergency Operations Center
IAP	Incident Action Plan
ICS	Incident Command System
IMAT	Incident Management Assistance Team
IP	Improvement Plan
IPAWS	Integration Public Alert and Warning System
IT	Information Technology
J-Staff	Joint Staff
JIC	Joint Information Center
JIEE	Joint Information Exchange Environment
JIS	Joint Information System
JIT	Just-In-Time
JOC	Joint Operations Center
JTF-AZ	Joint Task Force Arizona
LNO	Liaison Officer
MARC	Multi-Agency Reception Center
MET	Mission Essential Tasks
MOU	Memorandum of Understanding
MSEL	Master Scenario Events List
NAWAS	National Warning System
NED	National Exercise Division
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NMCE	National Mass Care Exercise
PENS	Pinal Emergency Notification System
PIO	Public Information Officer

Acronym	Term
POC	Point of Contact
PPMR	Papago Park Military Reservation
RFA	Request for Assistance
RFI	Request for Information
SABER	Single Automated Business Exchange for Reporting
SCIP	Statewide Communications Interoperability Plan
SEOC	State Emergency Operations Center
SERRP	Arizona State Emergency Response and Recovery Plan
SME	Subject-Matter Expert
SOG	Standard Operating Guide
SOP	Standard Operating Procedure
SRPMIC	Salt River Pima-Maricopa Indian Community
STARTEX	Start Exercise
TAG	The Adjutant General
TDD	Telecommunication Device for the Deaf
TF	Task Force
TICP	Tactical Interoperable Communications Plan
TTX	Tabletop Exercise
UHF	Ultra-High Frequency
UPS	United Postal Service
USDA	United States Department of Agriculture
USNORTHCOM	US Northern Command
VOAD	Voluntary Organizations Active in Disaster