



# National Level Exercise 2011

DRAFT Planning Overview

December 15, 2010



# FEMA

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## National Overview

Focus: Domestic, non-terrorism; Major Earthquake (specific focus on a catastrophic earthquake in the New Madrid Seismic Zone (NMSZ)) the exercise concept was created in 2006 as a follow-on task to the Federal Emergency Management Agency (FEMA) NMSZ Catastrophic Planning Initiative.

NLE 11 will be a Functional Exercise (FE) that will last approximately four days with a specific focus on the first 72 hours. This exercise is designed to provide FEMA with a crucible to test Administrator Fugate's mission for the Federal government to make decisions and take action within the first 72 hours of a major disaster that will have positive effect on life saving and life sustaining activities.

### Participants:

- Federal Interagency
- FEMA Regions: IV, V, VI, VII
- States: AL, AR, IL, IN, MS, MO, TN, KY
  - Exercise may include many counties
- Private Sector (over 200 companies have expressed interest)
- NGO's, community and faith based organizations

Planning Structure: NLE 11 is being planned using a working group concept. Each working group focuses on a specific exercise function and it integrated through the Federal, Regional, state and local levels.

- Coordination Working Group (CWG)
- Scenario Working Group (SWG)
- Training Working Group (TWG)
- External Affairs Working Group (EAWG)
- Private Sector Working Group (PSWG)
- Control & Evaluation Working Group (CEWG)
- Citizen & Community Preparedness Working Group (CCPWG)
- Recovery Working Group (RWG)
- International Working Group (IWG)

## List of National Objectives

### **Communications**

Demonstrate the ability to maintain a continuous flow of critical information among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies and governmental officials for the duration of the earthquake response operation

### **Citizen Evacuation & Shelter-In-Place**

Demonstrate the ability to assure affected and at-risk populations (and companion animals) are safely sheltered-in-place and/or evacuated to safe refuge areas in order to obtain access to medical care, shelter and other essential services, and are effectively and safely reentered into the affected area

### **Mass Care (Sheltering, Feeding, and Related Services)**

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Demonstrate the ability to provide mass care services (sheltering, feeding, and bulk distribution) for the affected general populations, services for functional-needs populations, and service animals, companion animals, and household pets

**Critical Resource Distribution and Logistics**

Demonstrate the ability to identify, inventory, dispatch, mobilize, transport, recover, demobilize, track and record available human and material critical resources throughout all incident management phases

**Emergency Public Information & Warning**

Demonstrate the ability of intergovernmental agencies and the private sector to execute an effective public official and national media strategy in response to a catastrophic earthquake through the effective receipt and transmission of coordinated, prompt, and reliable information regarding threats to public health, safety, and property, through clear, consistent information delivery systems. Assure this information is updated regularly and that it outlines the protective measures that can be taken by individuals and their communities during a catastrophic earthquake

**Incident Management/EOC Management**

Demonstrate the ability to effectively manage a catastrophic earthquake incident through multi-agency unified coordination

**Medical Surge**

Demonstrate the ability to rapidly expand healthcare resources to provide medical personnel, support functions, physical space and logistics support to deliver triage, treatment and medical care to the affected and at-risk populations within sufficient time to achieve recovery and minimize medical complications

**Recovery**

Demonstrate the ability to implement recovery processes after a catastrophic earthquake, including the establishment of recovery priorities, the assessment of economic impact and the coordination and implementation of recovery and relief plans to assure that individuals, families, businesses and communities are provided with appropriate levels and types of relief with minimal delay

**National Scenario**

**NLE 11 Processes**

Leader's Intent – The scope of NLE 11 is defined by White House guidance; The Secretary of Homeland Security's guidance, as embodied in the Exercise Directive; and the FEMA Administrator in the form of the Whole of Community Approach.

Agency Objectives – Each Federal Department, Agency, or Activity identifies the tasks that they will perform, evaluate, and take corrective action upon with the defined scope of the exercise.

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For each task the Federal activity identifies the element of the scenario that is required for them to perform and evaluate their task. The sum of those identified scenario elements is what must be contained in scenario and ground truth products for to meet Federal objectives. This process is repeated at State and local levels to establish a single unified common scenario.

### **Primary Challenges**

Medical Capability – Hospitals are damaged and overwhelmed in the NMSZ area. 56,000 are injured, including 1200 critical patients. Over 2300 are dead. The scenario will present trauma hourly to hospitals and drive requests from locals through states to Federal activities for: in-situ acute care support; mortuary affairs support; patient movement; and medical supplies and pharmacy. This will also drive discussions regarding altered standards of care. Some hospitals will ten times the number of patients then they have beds for. This play is expected to be continuous throughout the duration of the exercise.

Urban Search & Rescue – Over 10,000 buildings are collapsed. The majority of collapsed buildings are constructed of unreinforced masonry and wood which can be searched by relatively unspecialized National Guard Troops and firefighters, but the number of reinforced concrete and structural steel buildings will rapidly exhaust national capability. FEMA will deploy two-thirds of available Federal urban search and rescue (US&R) task forces – holding the remaining third in reserve. A handful of State teams are also qualified to search and clear collapsed steel structures. This will drive requests for international US&R teams. Federal objectives will primarily focus on the deployment and logistics support for employed teams. Local and State officials will have to discuss “building triage”, and prioritizing structures for search.

Shelter Seeking Behavior – Over 150,000 citizens will seek Government shelter because they feel their homes are unsafe and will present within the first day. Due to extended power and water outages this will grow to approximately 1 million shelter-seekers over the next three days. They will notionally present to local Government and non-governmental organization shelter locations, which will drive requests for food, water, beds, and generators. Many States have plans to relocate shelter populations to short term shelters in the unaffected areas of the State, and will struggle with a massive transportation challenge. Functional medical needs populations will also present to all shelters causing State and local Governments to incorporate recent Functional Needs Support System (FNSS) guidance.

### **Operational Environment Challenges**

Highway System Damage – Hundreds of bridges will be impassably damaged by the shaking. This will isolate some populations from food; water; fuel; and other supplies by non-tactical vehicles. Further, shelter-seeking populations will not be able to be relocated by motor coach. As in Hurricane Katrina, the demands for helicopters are expected to be enormous.

Air Transportation System Damage – Most runways and taxiways are expected to be usable, but other air transportation infrastructure will be compromised in the affected area, including hangars, fuel facilities, control towers, and terminal buildings. State and Federal logistics

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activities will need to replicate the terminal approach and departure infrastructure at desired airheads.

Government Capability – Local Government infrastructure will be degraded when it is needed most. Police Stations; Fire Stations; and Emergency Operations Centers sustain structural damage (very few actually collapse), and non-structural damage to contents (apparatus and equipment) will reduce the functional capability of local responders. In addition hundreds of relatively small Federal offices and activities reside in the impacted area. Local Governments are expected to request management support and will have to balance the need for management assistance with local and State sovereignty.

Communications – Commercial, tactical, and mass media communications are severely degraded in the affected area. Local Governments will be limited in coordinating their response, calling for aid, and providing situation to State activities. This will challenge aid providers to balance the need for immediate action against doctrinal considerations of clearly identifying the support requirement.

### **Secondary Challenges**

Riverine Navigability – Navigable rivers are affected by liquefied bluffs sliding into shipping channels. Other debris and overhead bridge damage will impact navigation. The potential for damage should trigger participants to establish the multi-agency riverine task force to restore the Mississippi River system as a viable commercial conduit as soon as possible.

Hazardous Materials Dispersion – Chemical storage and transport facilities throughout the affected lose containment and spill toxic contents. This ranges from commercial liquid chlorine storage facilities to the Uranium Hexafluoride Gaseous Diffusion Plant in Paducah, KY.

### **Expected Areas of Significant Play and Policy Interpretation**

Situational Awareness – With a large area of degraded communications – State and Federal activities will have an extended period of time (perhaps up to 48 hours) without reliable or complete situation reports. State Civil Air Patrols will conduct earliest reconnaissance of any named areas of interest in State plans. Department of Defense manned and unmanned imaging assets may be tasked by FEMA, but need to secure a Proper Use Memorandum for national intelligence assets to collect information inside the United States. Throughout the event indentifying and prioritizing named areas of interest is expected to be a significant effort.

The United States Geological Survey (USGS) will produce initial products in about five minutes following each event. In 10 – 20 minutes they will have an initial loss estimate based on idealized shaking estimates. In about one hour after the event USGS will produce refined loss estimates (estimates economic loss and fatalities) based on instrumentally sensed shaking intensity. FEMA Regional Offices IV and VIII will pull in the USGS shaking intensity maps, and coordinate to develop refined loss estimates using the HAZUS software. The HAZUS software is expected to produce refined and county specific loss estimates to populations and infrastructure in approximately 12 hours. This will likely be the most reliable information the

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FEMA Administrator and his staff will have to base resource allocation decisions upon for the next 24 to 36 hours.

Unity of Effort – FEMA will establish a Unified Area Coordination Group (UACG) near or in the impacted area. The concept of a Multi-Agency Coordination Center (MACC) is not new, but it has not been implemented for a disaster of this magnitude, and expected to be operational so quickly (24hours). The UACG will have to ensure economy of effort of scarce resources while respecting State sovereignty.

Resource Allocation – There will not be enough deployable capability to meet all of the needs of impacted citizens. All levels of Government will have to make difficult decisions on where the most good can be made with the resources on hand. Additionally resource providers must determine whether to make a total commitment of all available resources or hold some assets in reserve for a potential follow on event. The resource shortfall is expected to be most severe in the areas of: medical surge support; urban search and rescue; transportation (specifically rotor-wing aircraft); communications support; and power generation and fuel.

Patient Movement – Hospitals will be overwhelmed with the influx of patients. As many hospitals are at or near capacity day-to-day they will exceed their licensed bed capacity within hours. The Secretary of Health and Human Services is expected to activate the National Disaster Medical System (NDMS) almost immediately. NDMS participating hospitals outside the affected region will report their bed availability, to receive patients. Overwhelmed hospitals will request patient movement, and in concert with US Transportation Command (USTRANSCOM) patients will be transported to selected airports to be flown to hospital regions outside the affected area. While most of this play will be with notional assets – the States of Mississippi and Missouri are including aerial patient movement drills.

### **Linked Exercises**

Ardent Sentry 11 – AS11 is USNORTHCOM's Defense Support to Civil Authorities (DSCA) exercise. It includes broad participation from the command and its components. AS11 has agreed to play off of the same combined scenario and ground truth that NLE11 players will use. Under the AS11 umbrella there are a number of exercises:

- Ultimate Caduceus 11 - US Transportation Command sponsored patient movement exercise
- Turbo Challenge 11 – US Transportation Command sponsored sustainment exercise
- Noble Lifesaver 11 – US Dept. of Health and Human Services sponsored patient movement exercise
- Vigilant Guard 11 – National Guard Bureau sponsored exercise for the National Guards of Mississippi and Wisconsin. The Mississippi National Guard is playing against the New Madrid Seismic Zone Event, but the Wisconsin National Guard is playing against a flooding scenario unrelated to the earthquake events.

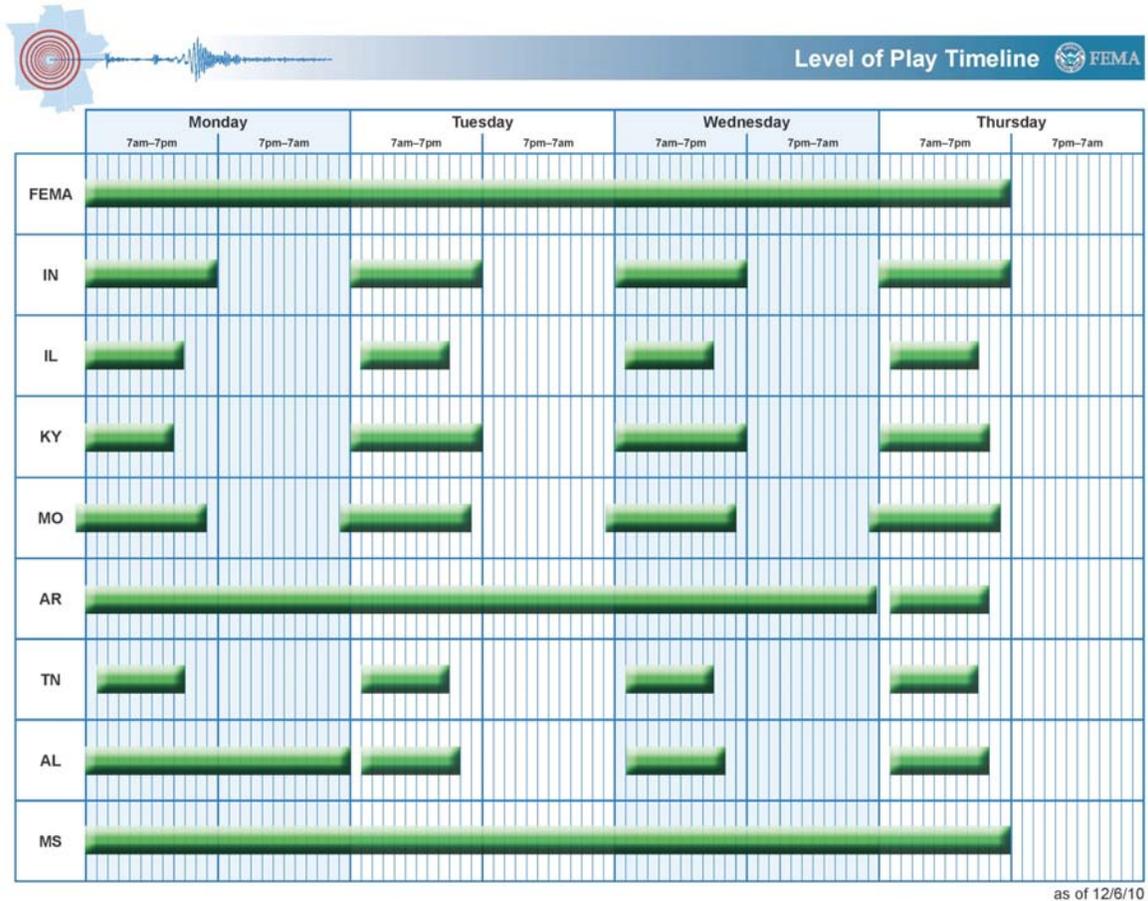
USACE Catastrophic Response Mission Exercise (CRME) 11 – The US Army Corps of Engineers is working with the States of Arkansas and Tennessee to conduct full scale events in

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response to the NLE11 earthquake events. These drill exercises focus on power recovery and supporting commodities distribution.

### State Overview and Update

Each participating State has determined and set their own individual level of play and exercise parameters. These are detailed below.



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## Arkansas NLE 11 Exercise Overview

Governor: Mike Beebe (D)

Emergency Management Director: David Maxwell  
Tel#: 501-683-7834  
E-Mail: [david.maxwell@adem.arkansas.gov](mailto:david.maxwell@adem.arkansas.gov)

State NLE 11 Planner: Eric Witt  
Tel#: 501-683-6756  
E-Mail: [eric.witt@adem.arkansas.gov](mailto:eric.witt@adem.arkansas.gov)

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**Level of Play:** Monday through Wednesday 24 hours per day, Thursday 8 hours per day. Arkansas has 62 counties committed to playing full scale for a minimum of six hours one day during NLE 11. The date and times vary throughout the week with the counties.

**Location of Play:**

- State EOC all 4 days
- Arkansas Dept of Health EOC all 4 days
- Amateur Radio communication building all 4 days
- State Mobile Communication Vehicle deployment to impacted county Day 1
- National Guard Joint Operations Center all 4 days
- Arkansas Department of Information System State Data Center all 4 days
- Arkansas Private Sector Business EOC days TBD
- Arkansas Geological Survey
- State Staging Area at Walnut Ridge
- 62 county EOC activations

**State Scenario:**

Following the 7.7 earthquake, there will be a statewide power outage for the duration of the exercise. The State EOC will be running their generator with a full load through the duration of the exercise to test the capabilities. Day one Arkansas will have no tactical or commercial communications. All 800 MHz radios, cell phone, land line, internet, and TV will be down due to the impact. Statewide communications will be relying on back up communications satellite phones and RACES. Each county and state agency has been issued at least two satellite phones and will be required to make communication with the SEOC during the exercise. Day two tactical communication will be back online but commercial will not. Statewide communication will be relying on 800MHz radios, satellite phones, and RACES. Day three all communications are back online. The State has requested and been approved for an EMAC A-team.

The Arkansas National Guard will be accomplishing their training objectives during NLE 11. The National Guard will bring in support from the Region VI states to assist with joint operation center mission and state staging area. Day one the National Guard will do assessments and provide medical transport assistance to a school collapse in the impacted area. The Arkansas Air Guard 123<sup>rd</sup> Intelligence Squadron will begin doing assessment of the impacted area with

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equipment that can capture live video and picture and report back to the State EOC. The Civil Air Patrol will also fly their assigned primary, secondary, territory routes within the first 12 hours of impact. The National Guard will transport patients from impacted county to supporting hospitals. Day 2 the National Guard 61<sup>st</sup> Civil Support Team will be providing assistance to a train derailment to an unidentified hazardous material. Day 3 the National Guard will begin commodities distribution. The National Guard will practice sling loading resources to land locked communities that have established points of distribution.

There will be 62 county EOC activations that will play at a full scale level. State and county full scale play includes:

- Establishing and operating local and state shelters
- Deployment of local and state Hazmat Teams,
- Triage for multiple building collapses
- Redundant communications (satellite phones and RACES)
- Activation of SNS, RSS, CRI
- Response to pipeline rupture in impacted area
- Deployment of assessment teams (Civil Air Patrol, Air National Guard, and Arkansas Highway Patrol and Transportation)
- Establishment of Arkansas Joint Information Center
- Activation of state staging area at Walnut Ridge
- Evacuation transport for one highly impacted county
- Multiple EOC will run generator under full load
- Deployment of one Cellular on Wheels (COW) and Sight on Wheels (SOW)

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**Mississippi NLE 11 Exercise Overview**

Governor: Haley Barbour (R)

Emergency Management Director: Mike Womack  
Tel# 601-933-6882  
E-Mail: mwomack@mema.ms.gov

State NLE 11 Planner: JoEl Langford  
Tel# 601-933-6353  
E-Mail: jlangford@mema.ms.gov

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**Level of Play:** Monday through Thursday / 24 hours per day

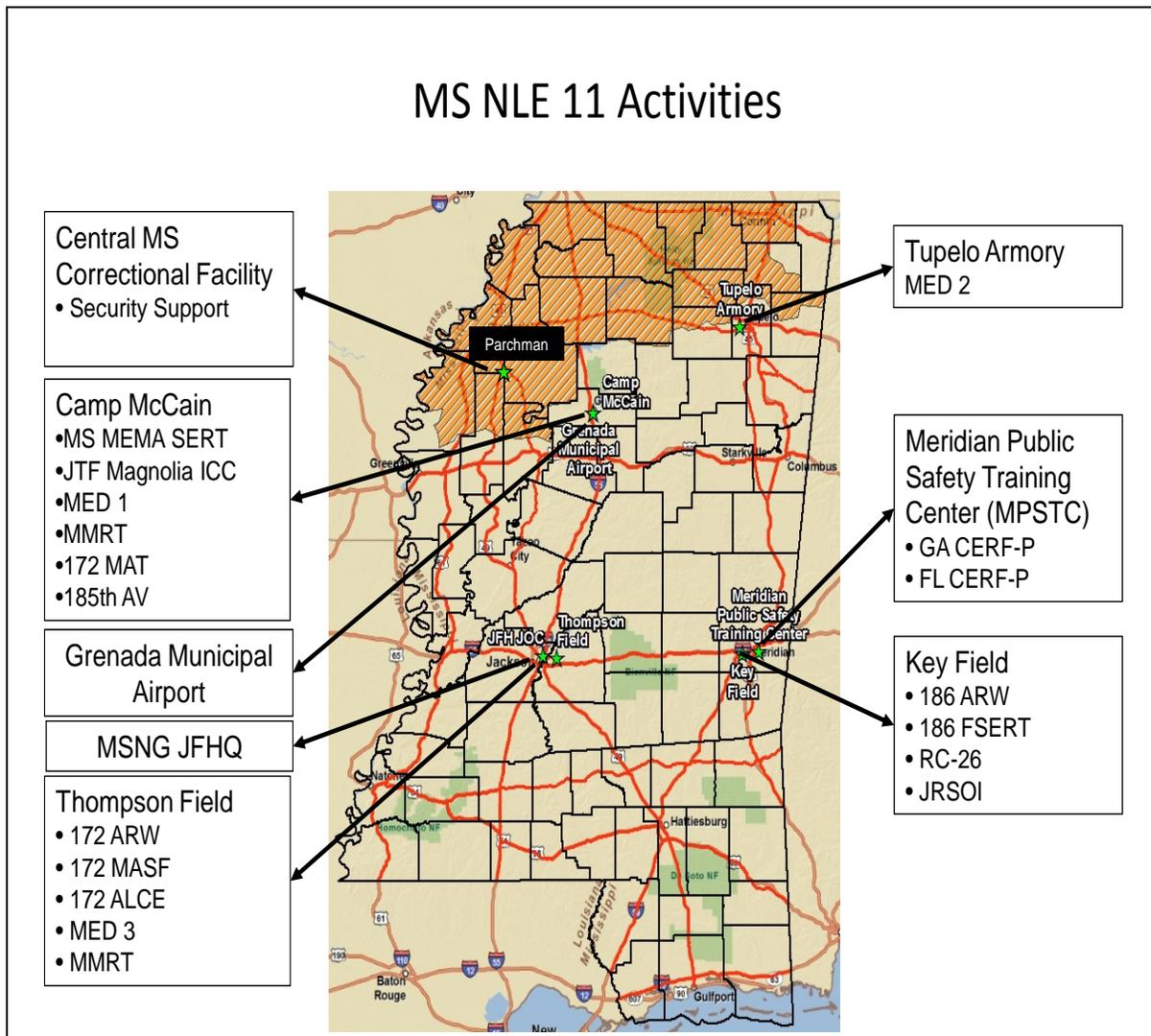
**Location of Play:**

- State EOC all 4 days
- National Guard Ops Center all 4 days
- Counties Tunica, Coahoma, Marshal, Lee, Tate and Lauderdale medical and POD's 8 to 24 hrs.
- County Alcorn, Benton, Bolivar, Coahoma, DeSoto, Hinds, Lafayette, Lauderdale, Lee, Marshal, Panola, Pontotoc, Prentiss, Quitman, Sunflower, Tallahatchie, Tate, Tippah, Tishomingo, Tunica, Union and Yalobusha will activate EOC from the start with commo check. The six impacted counties and a couple others will go longer per their real play.
- ESF 8 will activate their call down and EOC. (24 hrs)  
Mobilize their 3-MED units. (Grenada, Lee and Rankin counties) Activate their 2 – DMORT units. (Grenada & Rankin counties),(3 days) Activate SNS,RSS,CRI within the State.(8 hrs) Usage of ambulances and ambulance buses for transportation. (Camp McCain, Tupelo, Jackson, Meridian)
- MSNG will activate and support in conjunction with Vigilant Guard.(ground support and air assets. (Camp McCain, Tupelo, Jackson, Meridian)

**State Scenario:**

- Unknown amount dead (will process about 300 patients per day)
- 3,200 seeking shelter
- Communication Systems will likely be down and alternative resources will be used
- US Hwy 49 Bridge at Helena – Undamaged
- Numerous bridges will be damaged or collapsed just north of Grenada on I 55
- I-55 Bridge at Memphis – Collapsed
- Highway 61 damaged north of Clarksdale
- Gas line rupture in DeSoto, Tunica, Tate counties
- Damage to underground communication lines
- Total COMMS outage on day 1 only
- Power outage on Day 1

## MS NLE 11 Activities



Mississippi will have numerous locations that will exercise full scale. ESF-8 and MSNG and National Guard & Air National Guard will work hand in hand in the transport of patients. This will happen in three locations. The counties of Grenada (Camp McCain), Lee and Rankin will be used as staging areas for their MED 1-3 units and DMORTS 1-2. ESF-8 is also bringing other assets to support their MED units (3) and DMORTS (2) Such as Ambulance buses, helicopters and ambulances.

Mississippi MDOT will deploy engineers to inspect roadways and bridges. MDOT will be supported by air assets from MSNG and the Civil Air Patrol. Numerous other agencies will be involved within the play throughout the week.

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Mississippi will have no commercial communication or power for the first 24 hours in the six impacted counties. Satellite phones and HAM radios will be the only source that the counties will have to communicate outside of their impacted area.

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## Illinois NLE 11 Exercise Overview

Governor: Pat Quinn (D)

Emergency Management Director (Interim): Joseph Klinger CAPT/USNR (ret)  
Tel# (217)785-9868  
E-Mail: joe.klinger@illinois.gov

State NLE 11 Planner: Martin L. Dwyer  
Tel# (217)557-4827  
E-Mail: martin.dwyer@illinois.gov

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**Level of Play:** State EOC: Monday through Thursday / 8 hours per day; State/County SIMCELL: 24 hours per day for duration of exercise; County EOC's: To be determined (minimum of 8 hours per day for duration of exercise).

**Location of Play:**

- IL State EOC (Springfield, IL) all 4 days
- IEMA Rodger Street Facility (VCC/Springfield, IL) all 4 days
- IL National Guard Ops Center (location/times TBD)
- IL Department of Public Health EOC (Springfield, IL) TBD
- IL State Police/IL Dept of Transportation/IL National Guard/Civil Air Patrol route reconnaissance day 1
- IL Department of Public Health Strategic National Stockpile (SNS) Distribution and convoy (day TBD)
- County EOCs – Region 8 Counties: Calhoun, Jersey, Madison, Monroe, St Clair, Washington, City of Fairview Heights/Region 9 Counties: Crawford, Jefferson, Lawrence, Richland, Wabash, Wayne, City of Mt Vernon/Region 11 Counties: Franklin, Gallatin, Hamilton, Hardin, Jackson, Johnson, Massac, Perry, Pope, Randolph, Saline, White, Williamson, City of Carbondale, City of DuQuoin, City of Metropolis.

**State Scenario:**

The State of Illinois will functionally exercise the response concept as depicted Illinois Emergency Operations Plan (Earthquake Annex/published Apr, 2010). According to earthquake computer modeling, the major damage within the State will occur in the central and southern Regions (IEMA Regions 8, 9, and 11). This area encompasses 28 counties. Of these, 24 counties and 6 accredited local EMA's will be participating in the exercise. Full Scale Exercise (FSE) play will consist of two main events. On Day One, the Illinois State Police, Illinois Department of Transportation (air), the Illinois National Guard, and the Civil Air Patrol will conduct actual route reconnaissance of primary, secondary and tertiary routes along designated evacuation and supply routes. On Day Three of the exercise, a Strategic National Stockpile (SNS) distribution and one convoy will be conducted at a location to be determined.

Estimated that over 1 million citizens will be affected by the near-simultaneous earthquakes along the New Madrid and Wabash Valley Seismic Zones. Estimated over 230k households

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without electrical power, estimated 185k seeking shelter, and estimated 6500 injured and approximately 500 fatalities. Local fire, police and EMS services will be overwhelmed responding to the multitude of emergency calls. All participating counties will initially be without power, landline/cell-phone communications, and water; with counties beginning to restore some basic services as the exercise progresses. Initial response efforts will be focused almost entirely on Life Safety issues (establishing communications, search and rescue, fire, EMS, disaster intelligence, and debris removal to provide access for emergency response services). As Life Safety issues are being addressed, the State EOC will be coordinating with County/Federal agencies and Mutual Aid organization to begin critical life-saving and life support commodities into the affected area via the establishment of Regional and local Point of Distribution (PODs) and Mass Care/Sheltering Facilities. Additionally, restoration of critical infrastructure will be prioritized and teams deployed. Lastly, long-term recovery operations planning will commence.



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## Tennessee NLE 11 Exercise Overview

Governor:	Bill Haslam (R)
Emergency Management Director:	James Bassham, MG (ret) Tel#: 615-741-9987 E-Mail: jbassham@tnema.org
State NLE 11 Planner:	Charlie Bryant Tel#: 615-741-9108 E-Mail: cbryant@tnema.org

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**Level of Play:** Monday through Thursday / 8 hours per day

**Location of Play:**

- State EOC all 4 days
- Rutherford County Rear Logistics Support Base days 3 and 4
- Madison and Shelby County Sector Logistics Staging Areas days 3 and 4
- Gibson and Fayette County Points of Distribution days 3 and 4

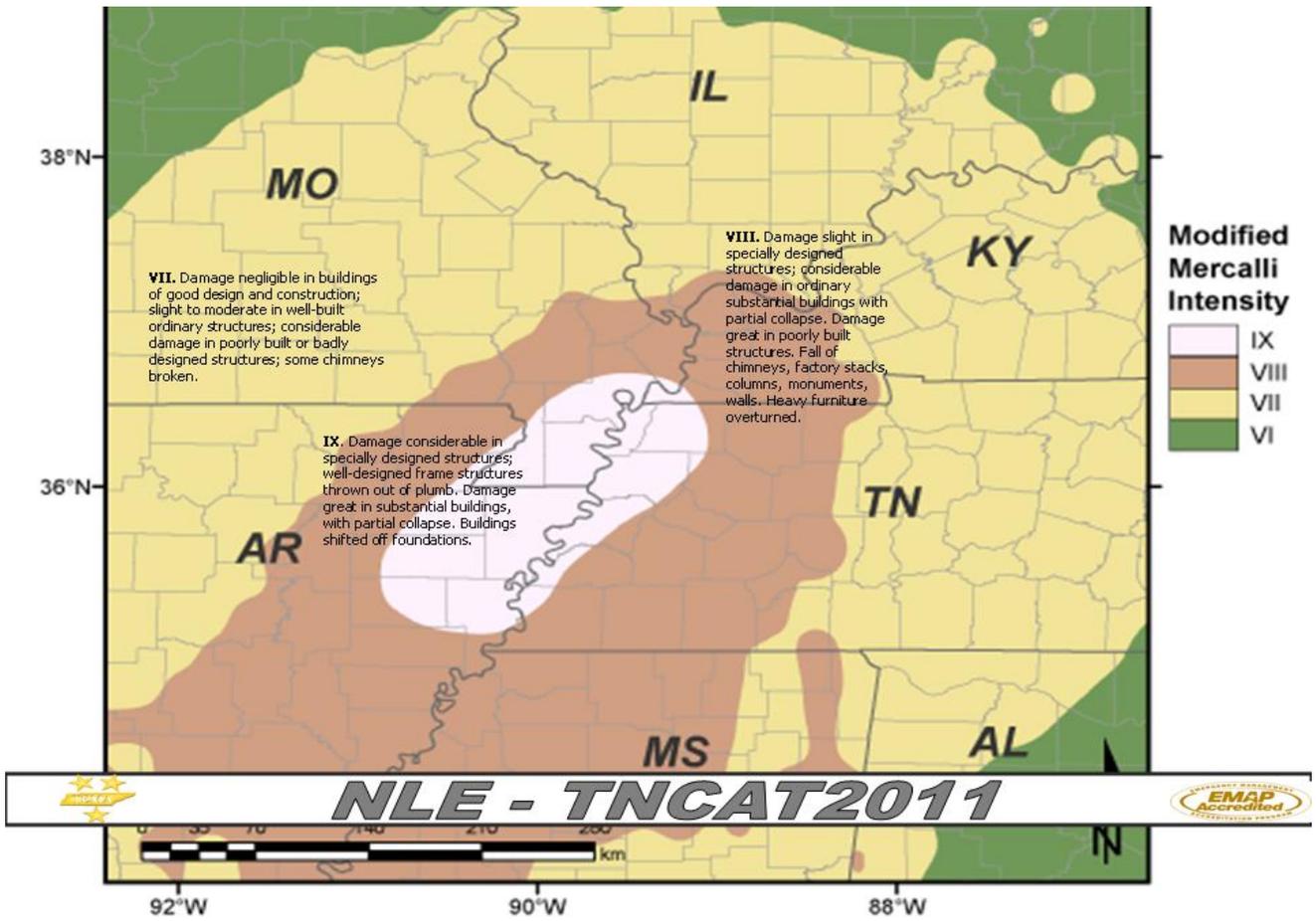
**State Scenario:**

Beneath the community of Marked Tree, Arkansas, approximately 25 miles from the State of Tennessee, a 7.7 magnitude earthquake impacts the states of Alabama, Kentucky, Mississippi and Tennessee, with the most significant damage occurring within the city of Memphis. Tennessee located in Shelby County. This quake is the result of strain energy that has accumulated over the past few centuries along the southwest extension of the New Madrid Seismic Zone. The epicenter of the rupture is near Marked Tree, Arkansas, and the rupture extends north near Paducah, Kentucky.

Subsurface faulting occurs along 45 miles of the fault zone, which greatly impacts highly populated areas. As a result of the earthquake, entire islands are disappearing, banks are caving into the rivers, and fissures are opening and closing in the riverbeds. Water is spouting from these fissures, which produces large waves in the river and produces numerous sand blows on land. New sections of the river channel are being formed and old channels are cut off. Many boats have capsized and an unknown number of people have drowned.

- 1,300 dead
- 560,000 seeking shelter
- Highway 99 not passable
- Total COMMS outage on day 1 only
- Power outage on days 1 and 2 only

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## Alabama NLE 11 Exercise Overview

Governor (incumbent)	Bob Riley (R)
Governor elect:	Robert Bentley (R)
Emergency Management Director:	Brock Long Tel# 205-280-2200 E-Mail: brock.long@ema.alabama.gov
State NLE 11 Planner:	Charlisa Ussery Tel# 205-280-2220 E-Mail: charlisau@ema.alabama.gov

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**Level of Play:** Monday- 24 hours  
Tuesday- 8am-5pm Simcell after hours  
Wednesday- 8am-5pm Simcell after hours  
Thursday- - 8am-5pm Simcell after hours  
Friday- Hotwash

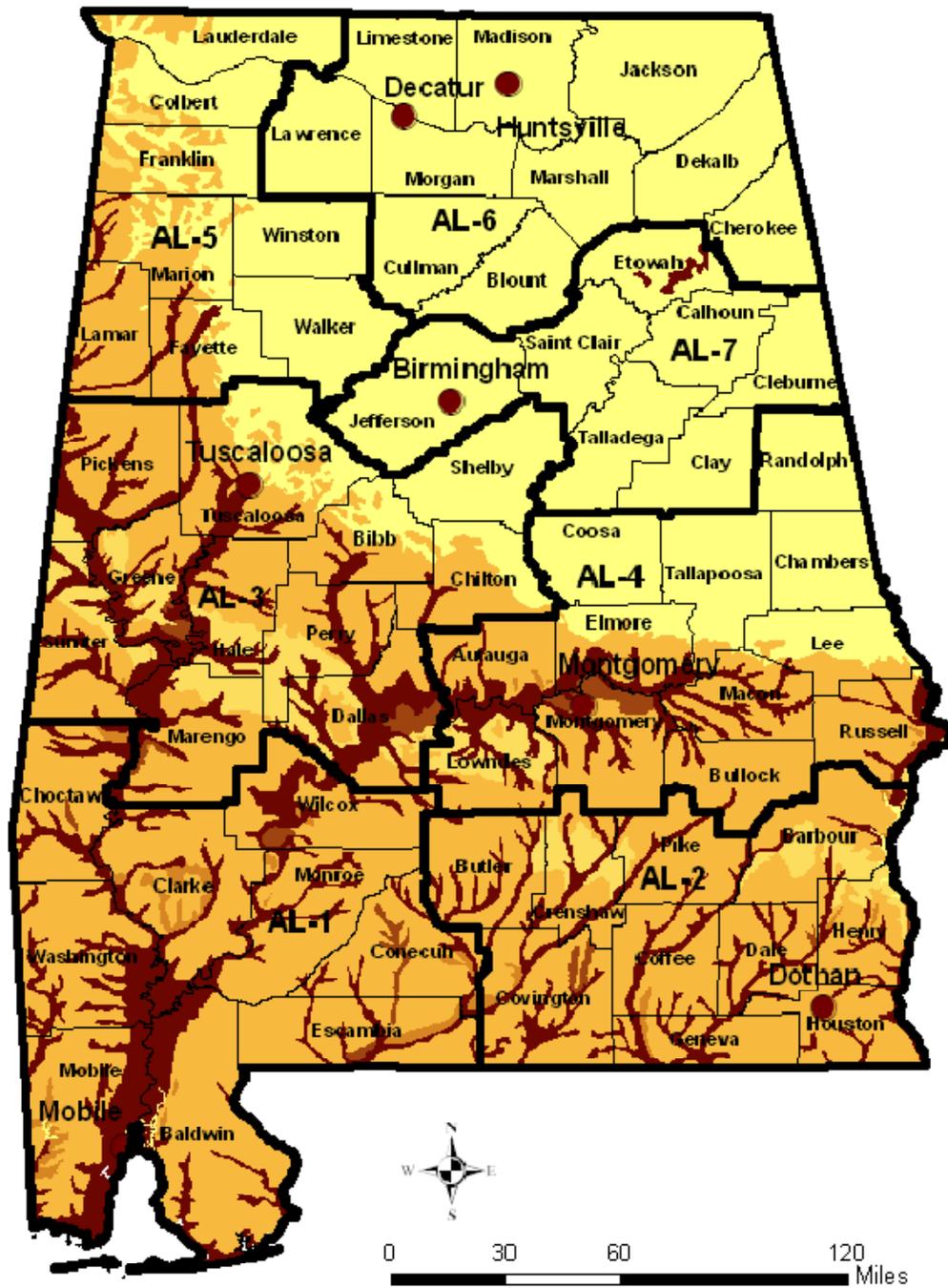
**Location of Play:**

- State EOC
- Participating county EOC's will all play at a functional level but hours of play have yet to be determined
  - Participating counties: Blount, Cherokee, Colbert, Cullman, Dekalb, Franklin, Jefferson, Lamar, Lauderdale, Lawrence, Limestone, Madison, Marion, Marshall, Morgan, Walker, Winston

**State Scenario:**

A magnitude 7.7Mw earthquake occurs along the New Madrid Fault. Ground shaking in Alabama is less severe as it is situated farther from the rupture zone. Shaking will last for more than a minute, causing widespread liquefaction in soft, loose soils. All counties in Alabama are impacted by the New Madrid event, though the impacts are less severe in Alabama. The State of Alabama experiences minor shaking, leaving many of the hospitals intact and able to care for current patients and those injured as a result of the earthquake. Police and fire response capabilities are operating near full capacity throughout the state. Some schools may incur enough damage to limit their operation immediately after the event that is not expected to be common. There is an estimation of 30 deaths, 173,500 seeking shelter, and 15,400 buildings are damaged.

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**Kentucky NLE 11 Exercise Overview**

Governor: Steven L. Beshear (D)

Emergency Management Director: Brigadier General John Heltzel  
Tel# (502) 607-1827  
E-Mail: john.heltzel@us.army.mil

State NLE 11 Planner: Jerrod Dean  
Tel# (502) 607-5720  
E-Mail: Jerrod.Dean@us.army.mil

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**Level of Play:** Monday through Thursday / 12 hours per day

**Location of Play:**

- State EOC all 4 days
- All 120 counties will be participating by the activation of their EOC's.
- Those affected 24 counties will have functional play.

**State Scenario:** Day 1 will be centered on having all 120 counties activate their EOC's and participate by doing their call in procedures and alert notifications. Day 2 will be centered on lifesaving actions. Day 3 will concentrate on evacuation and emergency medical response. Day 4 centers on sustainment of those forces in the 24 counties.

- Approximately 235,000 people will seek shelter
- Estimated 435 25 Ton truckloads of commodities (water, ice, MREs) will be required to support the at risk population
- Over 76,000 households are without potable water service
- Nearly 330,000 households are without electric power (Day 1)
- There are approximately 6,500 injuries and 300 deaths
- Approximately 68,500 buildings are damaged
- Over 250 bridges are damaged



## Indiana NLE 11 Exercise Overview

Governor:	Mitch Daniels Jr. (R)
Indiana Department of Homeland Security:	Joe Wainscott, Executive Director Tel# E-Mail: <a href="mailto:jwainscott@dhs.IN.gov">jwainscott@dhs.IN.gov</a>
State NLE 11 Planner:	Tony Pagano, Exercise Training Officer Tel# 317-234-4788 E-Mail: <a href="mailto:tpagano@dhs.in.gov">tpagano@dhs.in.gov</a>

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**Level of Play:** Monday 10:00 a.m. eastern, startex through Thursday, 5:00 p.m.; 12 hours per day. Nighttime activity will be simulated.

**Location of Play:**

- State EOC all 4 days
- Indiana State Department of Health Operations Center
- Muscatatuck Urban Training Center (MUTC)
- District 10 EOC; and four county EOCs within District 10
- District 7 EOC

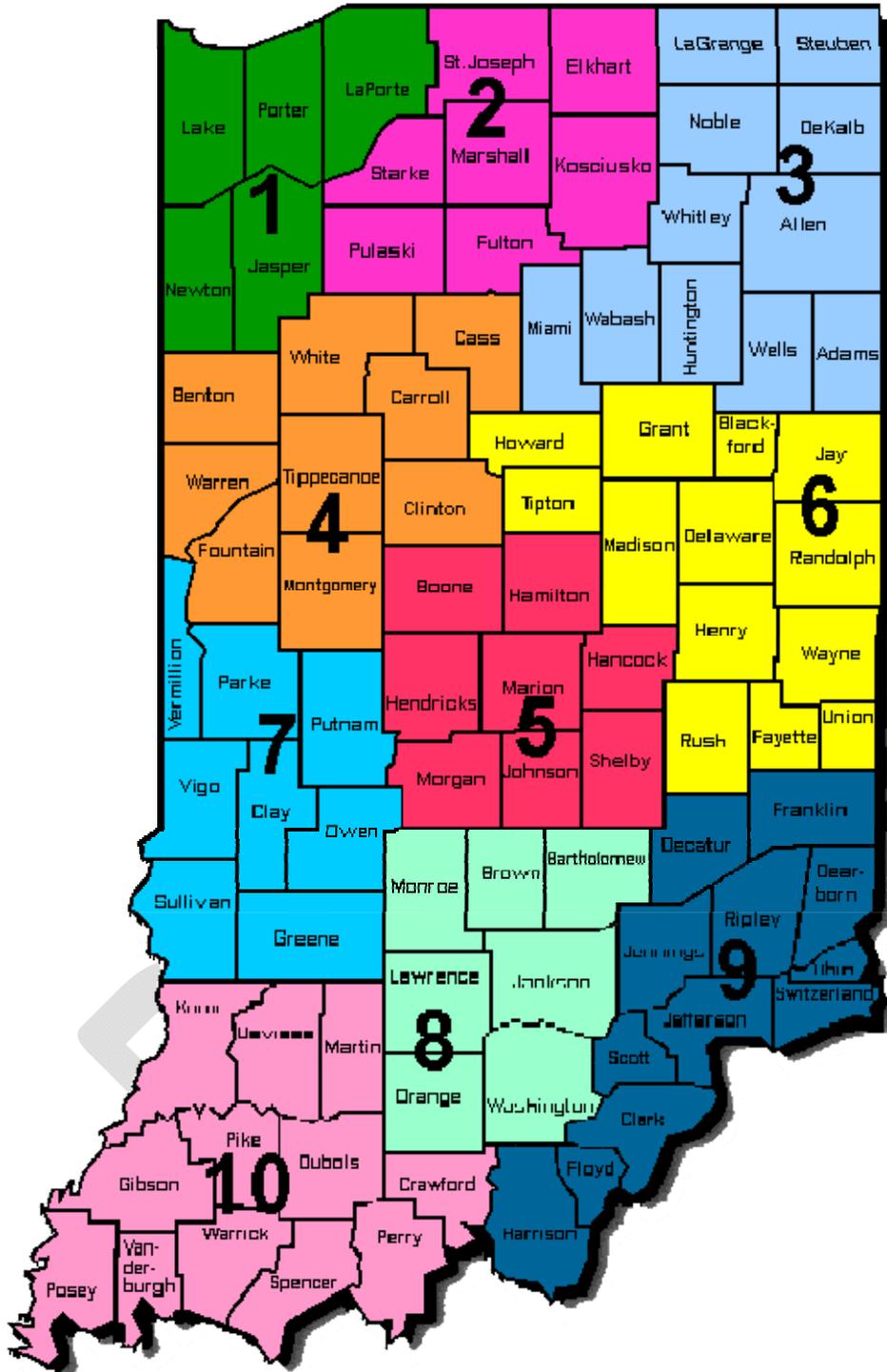
**State Scenario:**

Indiana will primarily exercise the events surrounding the 6.0M earthquake, caused by a triggered event in the Wabash Valley Seismic Zone (WVSZ). Twenty-one southwestern counties within the State will be affected. The State of Indiana is divided into 10 homeland security districts.

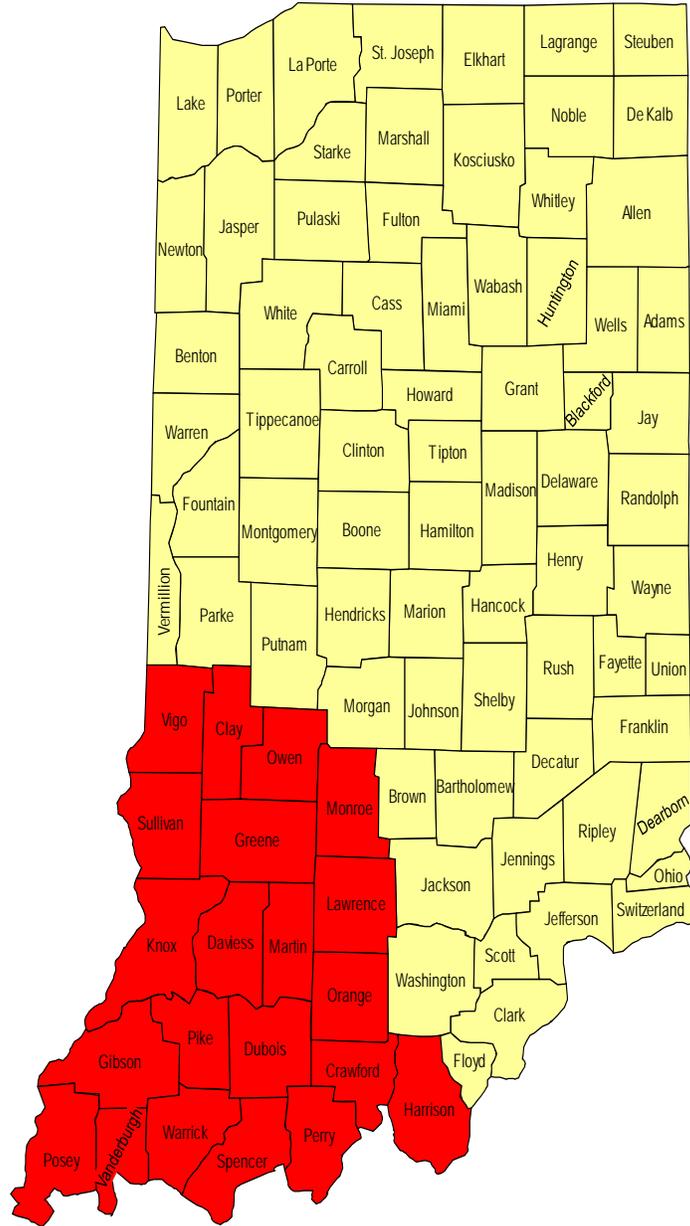
In addition to the eight overarching objectives of NLE 11, Indiana will also exercise two additional objectives: Structural Damage Assessment and Restoration of Lifelines. These two objectives will be met by full-scale play taking place at MUTC. As part of the District Response Task Force Initiative (DRTF) three Urban Search and Rescue (US&R) district teams will demonstrate their ability to activate, mobilize and deploy to begin operation of a District Response Task Force (DRTF).

- Several hundred thousand seeking shelter
- No statewide communications the first 24 hours; no power or communications for affected counties for 48 hours post earthquake

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**NLE 11 Affected Counties**



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**Missouri NLE 11 Exercise Overview**

Governor: Jay Nixon (D)

Emergency Management Director: Paul Parmenter  
Tel# (573) 526-9100  
E-Mail: Paul.Parmenter@sema.dps.mo.gov

State NLE 11 Planner: AJ Lehmen  
Tel# (573) 418-9715  
E-Mail: AJ.Lehmen@sema.dps.mo.gov

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**Level of Play:** Tuesday through Thursday / 12 hours per day, 0700-1900 Hrs Central Time

**Location of Play:**

- State EOC all 3 days
- 2 – State Area Coordination Centers (SACC’s = SACC-E, SACC- C, these will be located at the State Highway Patrol Headquarters)
- MO Department of Health and Senior Services EOC
- MO Department of Natural Resources EOC
- MO Department of Transportation EOC

**State Scenario:**

The State of Missouri is committed to NLE 11. Over the past few months, statewide there have been several building block and linked exercises. Each Area of the state has held a tabletop exercise to investigate their individual area responses based upon the Tiered Response listed in the New Madrid Seismic Zone Earthquake Response - Joint Missouri/RVII Operations Plan & All Hazards Plan. Additionally, there have been communications exercises, senior leader exercises, and joint boundary state exercises in preparation for NLE 11.

The major damage issues are as follows:

- All Missouri counties will be without power and commercial communications the first 24 hours. The second day power and communications will be restored to all counties except for those in the affected tier Missouri Highway Patrol designation Area “A” and “C” located in the southeast corner of the state commonly referred to as the “bootheel”.
- There will be casualties and large scale numbers of individual seeking shelter.
- Local jurisdictions will functionally establish staging & PODS on Day 2 (Tue)
- Local jurisdictions will begin to establish shelters on Day 2 (Tue)
- Search and Rescue will begin on Day 2 (Tue)
- Patient Extraction (functional) and Movement (full scale) will begin on Day 2 (Tue)
- Coordinated Response efforts and Resource Management will begin on Day 1 (Mon) with the deployment of the IMAT and other resources to the SEOC
- All pipelines from south of St. Louis to the MO/AR border are non-operable or possibly ruptured
- There will be navigable waterway along with levee and dam issues

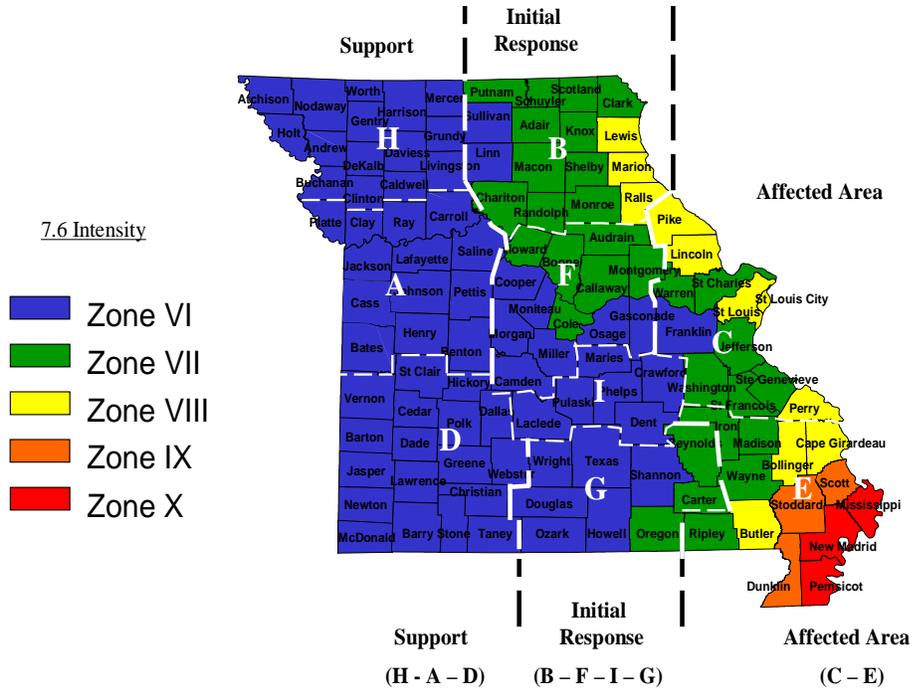
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- Commerce along the Mississippi River will be halted
- Airports will be damaged limiting the response capabilities
- There will be hazmat events associated with the pipelines and facilities, impacting resource deployment (fire/hazmat responders)
- All major bridges will be closed that cross the Mississippi River south of Hannibal bridge area at a minimum through day 2 of the exercise
- The following highways within the borders of MO will be closed:
  - MO 21/AR 115
  - US 67 (It will be open from St. Louis, MO to Poplar Bluff, MO)
  - MO 51/AR 130
  - US 412
  - MO 62
  - US 60 (or alt route) will be open from Willow Springs to Poplar Bluff (at least 2 lanes) on Day 2 (Tue) of the exercise.
  - Roads west of I-55 and east of US 63 are closed.
  - Interstate 55 will be closed
- Access between adjoining states on the east will be limited or non-existent
- Missouri is based upon a three tiered response: The affected Area will be dealing with the immediate affects. The Initial Response tier will provide the outside area first responders. The Support Tier will provide outside the area medical facilities and back support for the Initial Response Tier.

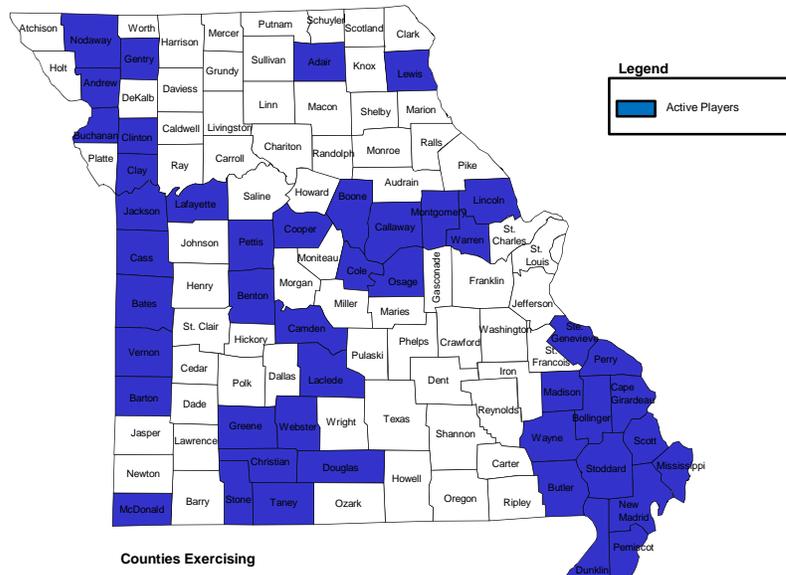
**Patient Movement and Sheltering**

A full-scale exercise is being coordinated between USTRANSCOM, NORAD/NORTHCOM, HHS, VA and other federal, state and local agencies in Branson and Springfield, MO. A Mobile Medical Unit (MMU) stationed at Branson along with large transportation aircraft staged at Springfield, MO Airport will be simulating the movement of patients from the affected area to FCC's throughout the Midwest. The tracking of patients from local to federal levels is a task being undertaken during the exercise.

# Response Tiers



The level of play in the State of Missouri varies from jurisdiction and agency. However, below is a map that is compiled of those that have committed to the exercise as 15 December 2010. More jurisdictions and agencies are still signing up to participate as we get closer and they understand the significance of such an exercise.



## International Overview

The international planning for NLE 11 is focused primarily on the International Assistance System (IAS) concept of operations. The IAS establishes policies and procedures for managing the flow of international resources into the United States under the National Response Framework for a Presidentially declared major disaster under the Stafford Act. It was prepared by an interagency working group under the direction of the Department of State and the Department of Homeland Security.

At this time, there are six countries that are being looked at as potential exercise partners. These are:

- Israel
- Russian Federation
- Chile
- Mexico
- Canada
- Sweden

One of the primary international resources to be examined during NLE 11 are the use of foreign Urban Search and Rescue (USAR) teams.

In addition to these countries, numerous other countries may attend that exercise in an observer role. This may include countries invited at the Federal level or through “sister-city” agreements at the state National Guard level.

## Private Sector Overview

The Private Sector, consisting of small and large business (both Critical Infrastructure/Key Resources), not-for-profit, academic and Non-Governmental Organizations (NGO), is engaged in NLE 11 in several capacities. There are Private Sector Subject Matter Experts providing input into the scope and content of the Exercise scenario by validating impacts on critical infrastructure and supply chain. Additionally private sector organizations are participating in the Private Sector Working and the Citizen and Community Preparedness Working Groups at the National, Regional and State levels. In addition, Private Sector specific training opportunities (such as workshops and webinars) are being developed to enable greater participation in NLE 11 as well as future exercises.

The Private Sector Working Groups (National, Regional and State) include participants across all sectors of critical infrastructure, retail, and associations. The participant organizations will be engaging in NLE in several ways: as full participants in the Exercise that help design and plan it; as players that will be testing their internal plans (such as crisis management and business continuity plans) and how those plans interface with the government; and as players that support

the response (primarily critical infrastructure and logistical/supply providers supporting government response). Throughout NLE 11, these organizations will be engaging with government agencies based on the overarching exercise objectives and how they are tested and validated through government and private sector interaction.

## Citizen and Community Preparedness

The focus of the CCPWG is on the impacted population – how to contact them and engage them before during and after the immediate incident period (NLE 11 Exercise play is first 72-96 hours after the Earthquake hits). The mission of the CCPWG aligns with and supports the “Whole of Community” initiative currently underway at FEMA.

Citizen and Community Preparedness Working Groups (National, Regional and State) include representatives within the community that provide both traditional and non-traditional response and recovery resources. Members that have full working knowledge of the roles of organizations that interact with the following populations are being encouraged to participate in NLE 11: Children, Seniors, Special Needs/Disabilities, Families/Individuals with Pets, Persons in specialized housing/mass care situations (hospitals/home visitation, nursing homes, prisons, educational campus environments).

Additionally, subject matter experts in each of the following areas are represented on the Citizen and Community Preparedness Working Groups:

- Low English proficiency (communications and cultural issues)
- Civil Rights and Civil Liberties (ensuring compliance when dealing with various populations)
- External Affairs (messaging tasks and products are a core component of the CCPWG)
- Volunteer Organizations (Volunteer Organizations Assisting in Disasters (VOADs) and non-traditional volunteer organizations)
- Emergency Management Services (local and state preparedness, mitigation, response and recovery)

## External Affairs Plan

The NLE 11 real world media objectives are to:

- Increase public awareness of earthquakes throughout the states, regions and United States
- Seek all opportunities to emphasize the importance of preparedness, embracing and reinforcing the Whole of Community approach
- Educate the public and stakeholder groups about NLE 11 activities

NLE 11 offers new opportunities for real world communications around a National Level Exercise. Because NLE 11 simulates a natural disaster (rather than a terrorist event, as the others have in the past), for the first time the NLE 11 External Affairs Working Group (EAWG) is able to talk about the Exercise publicly well in advance of play, beginning to build interest in and raise awareness much earlier. In addition, further prospects are presented by the fact that 2011 is the New Madrid Seismic Zone bicentennial year, and many states, regions and partner organizations are planning events to mark this milestone. Through collaborative efforts, we have

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the opportunity to further elevate the profile of the Exercise and its related messages around earthquake awareness, preparedness and resiliency.

As a result, the NLE 11 real world media program that is currently envisioned is more robust than any that has been implemented around an NLE before. Beginning in December 2010 and running through December 2011, the real world media strategy seeks to employ a variety of building block events and outreach initiatives that will begin with a heavy focus on earthquake awareness and preparedness, shift to an increasing spotlight on the NLE 11 functional exercise, and end with a look at lessons learned and long-term impact. In doing so, the EAWG – which includes representatives from FEMA, its interagency partners, NGOs, regions and states – will seek to support and leverage the events that are currently being planned within the NMSZ (including the Central U.S. Earthquake Consortium’s Great ShakeOut, Earthquake Awareness Month, and others), while also planning its own events, tools and outreach.

Key components of the proposed plan include:

- Consistent NLE 11 brand – To heighten awareness and recognition of the Exercise, we will develop a logo and tagline for NLE 11 that will be used across all related materials.
- Dedicated NLE 11 web page on Ready.gov – This web page will serve as a consistent destination for information related to NLE 11, earthquake preparedness and resiliency, the NMSZ, etc. We envision that it will be segmented to have separate sections for various audiences (the public, partners, the private sector, etc.) and will incorporate measurable elements to demonstrate success.
- Monthly themed activities to raise awareness of earthquake preparedness, NLE 11 – These activities will reflect the gradual shift in message focus from preparedness to functional exercise to lessons learned, and will be accompanied by updating talking points and tools. Ideas include media roundtables and pen and pad events, press releases, deskside briefings, op-eds, and more.
- Ongoing RW media outreach – Real world media outreach will begin in December 2010 – with the December 16 distribution of a press release tied to the 199<sup>th</sup> Anniversary of the first earthquake in the NMSZ – and continue through and beyond the functional exercise.
- Social media initiatives – Ongoing social media efforts will focus on creating an online conversation around NLE 11, earthquake preparedness and awareness through blogger outreach, Facebook, Twitter and other mediums.
- Messaged tools and materials for all partners – The EAWG will combine its resources to combine a suite of tools on NLE 11, the NMSZ, earthquake preparedness and other applicable topics, and will continually update them to reflect the latest activity.
- Coordinated communication efforts – FEMA External Affairs will also coordinate communications efforts amongst its constituencies, including legislative, international, private sector, community and intergovernmental audiences.

## Exercise Media Plan - Virtual News Network (VNN)

This document explains how NLE 2011 exercise participants will access and interact with the Virtual



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News Network (VNN), made up of VNN Live and *vnn.com*, the mock media tools under the National Exercise Program (NEP). It also lays out the upcoming changes for the operations and look of VNN Live. VNN will send a detailed FAQ document containing information on how to take advantage of incorporating VNN Live and *vnn.com* into your exercise play in the upcoming months.

During NLE 2011, the VNN tool will be inject driven. The content for the tools will come from:

- Master Scenario Events Lists (MSELs)
- Scenario
- Ground truth documents
- Exercise controllers
- Exercise SIMCELL
- Media statements and fact sheets written by players
- Press statements made from players
- Social media postings written by players

### VNN Live

Live phone interview



Pre-taped press statement



Video from regions and states

### ***The Look of VNN Live***

For NLE 2011, VNN Live will make greater use of simulation and synthetic environments. VNN Live will incorporate live anchor and the in-the-field reporters broadcasted using a green screen background. This will allow the exercise media to have a real look and feel while maximizing simulation and its inherent cost savings to the program. Also, VNN Live will use computer-generated scenes of destruction to demonstrate the extent of damage in earthquake-torn areas.



This computer-generated world will be combined with real-world video of full-scale exercise play.

### ***Interacting with VNN Live***

Exercise players will have the opportunity to interact with VNN Live in three ways:

Live phone interviews: PIOs and top officials can be interviewed by the anchor in real time by phone. The interviewee will not be an avatar – rather a full-screen graphic with the interviewee's photo, name, and title will appear when he/she speaks.

Press statements: VNN will tape press statements in reaction to exercise events. The statements will be edited and then put in the next live update.

Video footage from the states: there will be nine video crews videotaping press statements and full-scale exercise activities. This edited video will play during a VNN Live update as an avatar reporter describes the scene.

### ***Accessing VNN Live***

VNN Live will not be broadcast over satellite. It will only be accessible through two types of streaming video: live and on-demand.

Controllers will view the live streaming video through the EMEe portal, and players will view the live streaming video through *vnn.com*.

### ***When VNN Live Will Air***

VNN Live updates will be streamed live at the top of the hour between 1000 and 1800 EDT on Monday, May 16 to Thursday, May 19, 2010. Each live update will be about 15 minutes in length.

Ninety minutes after a live update airs, it will be available through video on-demand on *vnn.com*.

### ***Testing to Make Sure You Can View the Live Stream and Video On-Demand of VNN Live***

VNN will conduct live streaming video tests and a video on-demand test before the exercise to make sure you can view video through all players at your exercise location. VNN will send out an FAQ document listing these testing times.

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## Vnn.com

### The Look of Vnn.com

Vnn.com will be a news website hosting articles written by vnn.com reporters, press releases/fact sheets sent in by PIOs, live stream of VNN Live updates, archived videos on-demand of the VNN Live updates, and a social media tool.

### Interacting with Vnn.com

Exercise players can generate news on vnn.com in three ways:

Sending in press releases/fact sheets to be posted on vnn.com: These press releases/fact sheets can be emailed to VNN and will be posted as PDFs on vnn.com. Using these press releases/fact sheets, vnn.com reporters will generate stories about exercise activities.

Posting updates using the social media tool: vnn.com writers will also use the updates on the social media tool to write stories about exercise play. Note: only a limited number of pre-determined exercise controllers will be able to post information on the social media tool.

Before the exercise, meeting with the VNN team to discuss MSELs or objectives your department or agency wants to push.

### When Vnn.com Will Go Online

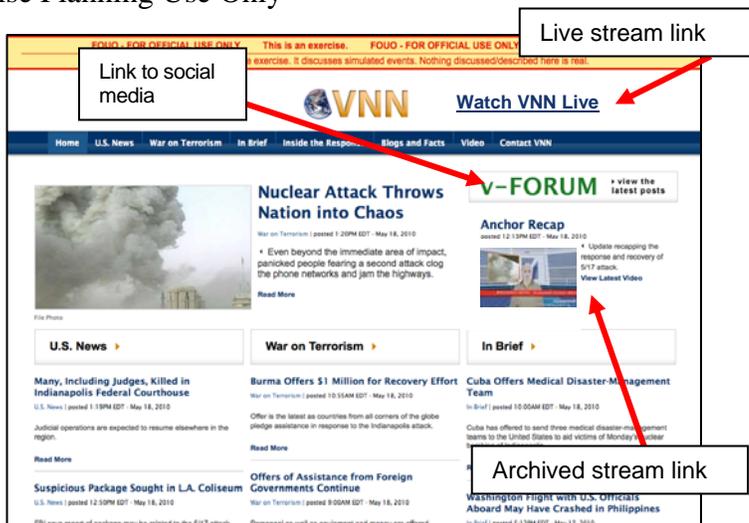
Vnn.com will go online a week before the exercise, Monday, May 9, 2011, to ensure players can access and navigate the site before the start of the exercise. Only articles written by vnn.com reporters will be posted during this pre-exercise period.

VNN will start accepting press releases/fact sheets to be posted on vnn.com on Monday, May 16. The social media tool also will not be populated by controllers until the start of the exercise.

Vnn.com will stay online and be accessible through *llis.gov* until June 30, 2010. This extended online period aids exercise evaluation.

## Training Plan

The National Level Exercise 2011 (NLE 11) Training Working Group is dedicated to providing specialized just-in-time training to all exercise participants in an effort to positively enhance player performance relative to exercise objectives. The Federal Emergency Management Agency's (FEMA) National Exercise Division (NED), in cooperation with the Emergency Management Institute (EMI) is currently offering eleven (11) highly recommended training programs in an effort to prepare participants for the exercise. These courses are being offered from EMI in either a Video Teleconference (VTC) or Webinar format. Additional recommended training - offered predominantly as web-based self-learning programs - are also being suggested to enhance the player experience. The Training Working Group has developed and distributed a Training Guide outlining what opportunities are available, how they are being delivered and when they are scheduled.



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Additionally, a marketing plan has been developed and implemented to market the training programs to the prospective players.

Highly recommended training programs were kicked off on December 14, 2010, with the New Madrid Seismic Zone (NMSZ) Plan Overview course, offered via VTC. Registration has been very high for the first offerings of this program with all dates being booked full for VTC locations and more than 250 individuals registered for training. The current schedule/course listing for highly recommended training is as follows:

NLE 11 Highly Recommended Training		
New Madrid Seismic Zone Plan Overview	VTC	December 15- 21, 2010 (no offerings on weekends)
New Madrid Earthquake Effects	VTC	January 10 - 18, 2011 (no offerings on weekends or 1/17 holiday)
Resource Management Training	Webinar	January 31 - February 4, 2011
Advanced ICS Training for UACG	VTC	February 7 - 11, 2011
Joint Information System/Joint Information Center Training	Webinar	February 14 - 18, 2011
Incident Action Plan Training	VTC	February 21 - 25, 2011
Response Doctrine and Incident Management Training	Webinar	February 28 - March 4, 2011
ICS/EOC Interface Training	Webinar	March 7 - 11, 2011
Medical Surge Awareness Training	Webinar	March 14 - 18, 2011
Mass Care and Housing Awareness Training	Webinar	March 21 - 25, 2011
Citizen Preparedness, Response, and Recovery Training	Webinar	April 4 - 8, 2011

In addition to these offerings, the Training Working Group is currently in discussions with several other national working groups on identifying training needs suited directly to their individual constituents. Once finalized, these programs will be added to the Training Guide and marketed with the rest of the training.

Lastly, the Training Working Group is committed to evaluating the training provided to determine if the training was adequate in preparing players for the exercise. Through the registration process, the group is collecting data that will assist in determining if the training enhanced player participation in the exercise and changed participant behavior.

## Overview of all NLE 11 Exercise Events

### Concept and Objectives Meeting (C&O)

**Date / Location:** May 19<sup>th</sup>, 2009 / Washington, DC

**Concept:**

The purpose of the one day plenary C&O Meeting was to engage interagency representatives in the planning process for NLE 2011 and gain consensus on foundational elements of the exercise. The meeting served as a forum to discuss the major components of NLE 2011 including the planning structure and exercise scenario. Also, the C&O enabled the Federal Interagency planners to discuss the initiatives suggested by the states involved in NLE 2011 and a New Madrid Seismic Zone (NMSZ) event.

**Expected Outcomes:**

- Agreement regarding exercise type, scenario, capabilities, tasks, and objectives
- Consensus regarding the target exercise timeframe and the date and time of the next planning conference
- Identification of participating entities

### Initial Planning Conference (IPC)

**Date / Location:** January 6, 2010 / Crystal City

**Concept:**

The IPC was a two day event consisting of a one day plenary session that provided an overview of exercise planning to date and a second day of individual working group meetings.

**Expected Outcomes:**

- An overall NLE 11 planning schedule
- Clearly defined, obtainable, and measurable objectives
- Identified realistic exercise scenario variables (exercise scenario versus MAE scenario)

### Mid-Term Planning Conference (MPC)

**Date / Location:** September 21-22, 2010 / Crystal City

**Concept:**

The MPC was a two day event consisting of a one day plenary session that provided an overview of exercise planning to date and a second day of individual working group meetings.

**Expected Outcomes:**

- A fully reviewed exercise scenario timeline, to include a MSEL design concept
- Agreement on the revised exercise scope
- Introduction of exercise conduct tools

### National Earthquake Plans Seminar

**Date / Location:** September 23, 2010 / Crystal City

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**Concept:**

To introduce FEMA planning at the federal, region, and state levels for a nmsz catastrophic earthquake. These plans will be exercised in the NLE11 functional exercise.

**Objectives:**

- Provide NLE 11 exercise planners with a general overview of the catastrophic earthquake planning initiatives
- Allow participants to assess and adapt the plans to be tested during the May 2011 NLE 11 functional exercise

**Resource Allocation Workshop**

**Date / Location:** November 30–December 3 in  
Nashville, TN

**Concept:**

The purpose of this facilitated workshop is for Federal and regional partners to coordinate with NMSZ-impacted States to identify Federal resources and mitigate resource planning gaps based on a worst-case scenario earthquake event as defined by the Mid-Atlantic Earthquake (MAE) Center data.

- Nov. 30 (AM) - morning briefings on the State and regional plans
- Nov. 30 (PM) through Dec. 2. - Round robin sessions commence with 10 ESF Plus Partner groups meeting with 8 State groups for two-hour sessions
- Dec. 3 - brief back day with various agencies briefing their concept of operations (CONOPS) and their three issues regarding a response to a catastrophic earthquake

**Objectives:**

The following are the workshop objectives:

- Identify and coordinate the provisioning of operational and resource capabilities for predetermined, mission-ready packages for response from across the Nation by anticipated State-capability deltas to the NMSZ States.
- Identify a comprehensive national earthquake resource/capability inventory to determine the point where “all available resources are deployed, yet many needs remain unmet.”
  - Develop a common understanding within and among the eight regional-State NMSZ earthquake response plans for both individual and shared multi-State planning purposes and the revised national NMSZ earthquake response plan.
  - Identify and align State capabilities-based resource requirements with Federal and other resource providers to ensure a rapid response to a catastrophic NMSZ event.
  - Perform a gap analysis for the key resources required to provide lifesaving/life-sustaining capabilities to the impacted NMSZ States, and develop possible courses of action for resourcing the gaps for Federal leadership and review action.



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- Ensure that the “Whole of Community” concepts are reflected in the alignment of national assets to meet State resource shortages and in the discussion of recommendations to address the deltas in resource needs.

### Unified Area Coordination Group (UACG) Briefing

**Date / Location:** TBD January 2011 / FEMA National Exercise Simulation Center (NESC)

**Concept:**

Familiarization briefing to discuss the UACG CONOPS as part of the National Catastrophic Earthquake Response Plan

Proposed participants include:

FEMA/Office of Operations Coordination (OPS)

Federal Coordinating Officers (FCOs)

State Emergency Management Staff

**Objectives:**

TBD

### National Tabletop Exercise (NTTX)

**Date / Location:** February 2011 (TBD; one-day event); NCR

**Concept:**

One-day TTX

Approximately 100 Principals and their staff

Senior Leaders with a role in the Unified Area Coordination Group (UACG)

FEMA Regional Administrators (IV, V, VI, VII)

State Governors and their leadership

Federal On-Scene Coordinators

**Objectives:** (DRAFT)

- Validate the roles and responsibilities, missions, and priorities of Federal departments or agencies outlined in the Federal Interagency Response Plan–Earthquake (FIRP-E)
- Discuss resource and capability gaps as identified through the RAW, and discuss potential solutions to meet response and resource needs—including the utilization of the International Assistance System (IAS)
- Examine the ability of senior intergovernmental officials and the "Whole of Community" response methodology to effectively collaborate within the NMSZ catastrophic incident management structure

### Senior Officials Exercise – Transportation

**Date / Location:** proposed March / April 2011; NCR

**Concept:**

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Transportation and infrastructure restoration – Post-New Madrid earthquake

**Key Agencies:**

Department of Transportation (DOT), DHS/Office of Infrastructure Protection (IP), FEMA, Infrastructure SSAs (especially the Department of Energy [DOE])

**Objectives:**

TBD

### National Final Planning Conference

**Date / Location:** April 5 - 6, 2011; NCR

**Concept:** (under development)

Two-day planning conference

Day 1: Plenary planning overview

Day 2: Working group breakout sessions

**Expected Outcomes:**

Review and validate the scenario, Master Scenario Events List (MSEL), exercise tools, Exercise Plan (ExPlan), and annexes

Discuss final timeline, major events, and assumptions for venues and partners

Review and finalize NLE 11 execution issues including control, evaluation, public affairs, exercise media, and logistics

### National Functional Exercise

**Date / Location:** May 16 – 20, 200 / NCR, 8 NMSZ States

**Concept:** National response to a catastrophic earthquake in the New Madrid Seismic Zone (NMSZ). This exercise will be a Functional Exercise (FE) or Command Post Exercise (CPX) that has some limited full scale elements (field exercises).

### Senior Officials Exercise – Recovery

**Date / Location:** proposed September 2011; NCR

**Concept:**

Recovery focused – Post-New Madrid earthquake

**Key Agencies:**

Department of Housing and Urban Development (HUD), FEMA, U.S. Environmental Protection Agency (EPA), SBA, Department of the Treasury, Department of Commerce

**Objectives:**  
TBD

## National Level Exercise Recovery Exercises

### **National Level Exercise 2011 (NLE 11) Recovery**

NLE 11 recovery will include: A National Recovery Seminar, State Recovery Transition Discussions, State Recovery Workshops/Tabletop Exercises (TTXs), and the National Recovery Tabletop Exercise (NRTTX). While participation will vary depending on the event, the series of events will be designed to include senior managers and staff from the Federal interagency, State governments, the Federal Emergency Management Agency (FEMA) regional leadership and staff, as well as private sector representatives.

### **National Recovery Seminar (TBD)**

The National Recovery Seminar will be a one-day seminar. The date and location for the Seminar has not yet been finalized. It is expected that there will be approximately 250 participants in the National Recovery Seminar—recovery practitioners and planners from the Recovery Support Function (RSF) primary and support agencies; representatives for each of the 8 NMSZ States; a cross-section of private sector representatives; academicians, subject matter experts, and other presenters; and additional spaces for other potential attendees, including international guests.

Goals for the National Recovery Seminar are to:

- Ensure basic understanding of National Disaster Recovery Framework (NDRF) core elements
- Present high-level critical recovery issues and discuss potential solutions
- Discuss lessons learned from aftermath and recovery from past earthquakes
- Heighten awareness of recovery issues for NLE 11 participants and recovery personnel

### **State Recovery Transition Discussions (May 20, 2011)**

On the afternoon of day 5 of the NLE 11 Functional Exercise (FE), the NMSZ States will each conduct a State-level Recovery Transition Discussion as part of the wrap-up of the FE.

### **State Recovery Workshops/Tabletop Exercises (TTX) (May-July 2011)**

It is anticipated that each of the NMSZ States will conduct either a Recovery Workshop or a Recovery TTX. The States will establish their own objectives for the State Recovery Workshops/TTXs.

### **National Recovery Tabletop Exercise (NRTTX) (September 20-22, 2010)**

The NLE 11 NRTTX will be the first opportunity to explore the application of the draft NDRF using a large-scale, multi-State catastrophic disaster.

The NRTTX Objectives are to:

- Develop cohesive national support strategy to NMSZ States' recovery planning and management.
- Assess the overall requirements and limitations of the national recovery effort in the aftermath of a catastrophic earthquake along the NMSZ.

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- Identify potential solutions and/or means to solutions for identified critical recovery issues and post-TTX way-forward actions.
- Assess the application of the NDRF process to a catastrophic earthquake scenario.
  - Evaluate the means of exercising NDRF core elements.
  - Identify areas where robust operational guidance or policies may be needed to effectively implement the NDRF to support recovery from a catastrophic event.

## Summary of NLE 11 Evaluation Plan

NLE 2011 evaluation methodology is guided by principles established in the Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP provides the common evaluation standards and will be applied to the NLE 2011 evaluation, analysis and reporting. Like all functional exercises (FE), the NLE 11 evaluation will include three basic steps, as outlined below.

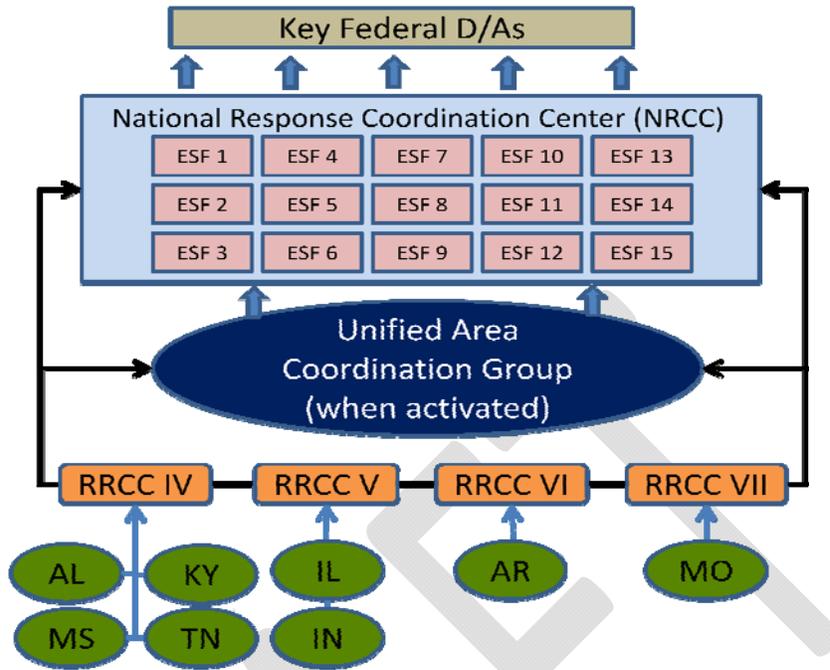
### **Step One: Plan and Prepare**

The evaluation team participates in the exercise design process, ensuring that the design supports exercise objectives and will facilitate a robust evaluation. In addition, evaluators review all relevant supporting policies and planning documents that may be exercised in NLE 2011, including the UACG CONOPS, the Whole of Communities CONOPS, Regional, State, and National NMSZ plans. Finally, the team creates key exercise documentation and tools to be used in the preparation, training, execution and evaluation of NLE 2011.

### **Step Two: Observe and Collect Data**

During NLE 2011, National-level evaluators will be located in all key nodes of Federal play (see Figure 1). Evaluators will take notes on exercise discussions and key challenges, particularly as they pertain to exercise objectives. Immediately following the conclusion of the exercise, evaluators will gather issues for player review in a Hotwash. During the Hotwash, players will highlight key best practices and challenges observed throughout the exercise, which will then be highlighted in a Quick Look Report.

Figure 1: Key locations for National Level Evaluators



### Step Three: Analyze and Report

The analysis and resulting After Action Report (AAR) will not examine D/A-specific tasks, procedures, or performances. Instead, the NLE 2011 AAR will focus on the response as a whole, highlighting Federal interagency issues, coordination between Federal and State entities, and the interaction between Federal response elements and the Private Sector. National level objectives will drive the structure of the AAR, as will over-arching FEMA priorities, including validation of the NMSZ Joint Region-State OPLAN earthquake, FEMA's ability to execute the UACG Structure in a catastrophic incident, and the developing use of the Whole of Communities approach to response.

Analysts will use notes from the FE and issues documented during the Hotwash to begin their analysis. When gaps or inconsistencies in the information exist, the evaluation team will conduct follow-up interviews with key players. Using these sources of data, the evaluation team will build a reconstruction of the exercise. The Reconstruction is an important analysis tool that documents *what* happened during the exercise. It also supports the evaluators in determining *why* events happened by providing the data necessary to search for root cause. Once key issues and their root causes are identified, they are highlighted in an AAR. The AAR is the forum for evaluators to explain issues, direct recommendations, and ultimately support the development of an improvement action plan.

## Central United States Earthquake Consortium (CUSEC)

### Overview:

Established in 1983 with funding support from the Federal Emergency Management Agency, CUSEC's primary mission is, "... the reduction of deaths, injuries, property damage and economic losses resulting from earthquakes in the Central United States." CUSEC is a partnership of the federal government and the eight states most affected by earthquakes in the central United States. Those states are: Alabama, Arkansas, Illinois, Indiana, Kentucky, Mississippi, Missouri, and Tennessee.

CUSEC serves as a "coordinating hub" for the region, performing the critical role of coordinating the multi-state efforts of the central region. Its coordinating role is largely facilitative and not as the primary implementer of emergency management functions which is the responsibility of each individual state.

The CUSEC Board of Directors have identified six major goals within the Strategic Plan for the organization. Those goals are:

#### Outreach goals:

- Multi-state planning
- Public awareness and education
- Mitigation
- Research

#### Foundation goals:

- Resource development
- Constituency building

The four outreach goals address the planning, preparation and knowledge processes. The two remaining foundation goals, resource development and constituency building, provide the organization with the structure and influence to accomplish the four outreach goals. In April of 2001, a new Strategic Plan was released. This report includes statements outlining the major initiatives CUSEC will undertake, strategic organizational thrusts, particularly in clarifying its mission and goals, constructing its organizational vision, and addressing several critical issues. The plan was updated in 2003.

### CUSEC's Role in NLE 11

CUSEC is the multi-state planning consortium bringing all 8 of the NMSZ states together to coordinate catastrophic plans development. CUSEC will observe NLE 11 so as to advise on multi-state plan revisions and specific trainings that may be identified during the exercise.

## The Mid-America Earthquake ( MAE) Center

### Overview:

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The Mid-America Earthquake Center is one of three national earthquake engineering research centers established by the National Science Foundation and its partner institutions.

The MAE Center, headquartered at the University of Illinois at Urbana-Champaign, consists of a consortium of nine core institutions, and is funded by NSF and each core university as well as through joint collaborative projects with industry and other affiliations.

Center projects fall under four general types: (a) core research, (b) stakeholder research, (c) education and (d) outreach.

Core research is separated into four thrust areas. The four thrust areas are (a) Consequence-based Risk Management Framework (b) Engineering Engines, (c) Social and Economic Sciences, and (d) Information Technology. A thrust leader for each of these four programs is responsible for the planning and execution of research and implementation projects.

Targeted stakeholder groups apply core research results to earthquake risk mitigation across the systems of interest to them. The targeted stakeholder groups include a diverse portfolio of interests such as state transportation departments, state emergency management agencies and utilities operators.

Projects in the Education Program integrate research and education for both undergraduate and graduate students, advance earthquake curricula and outreach to pre-college students, and enhance public awareness.

Annual project agendas are developed by a Leadership Team chaired by the Center Director and consisting of program thrust leaders and co-leaders. Overall direction and goals of the Center are set by the Executive Advisory Board, which also approves the annual project agenda as proposed by the Leadership Team. In addition, the Industrial/Stakeholder Advisory provides guidance on future direction and opportunities for the Center.

### **The MAE Center's Role in NLE 11**

Phase 1 Data: As part of their support to the development of the earthquake annex to the catastrophic response plan, the MAE center build a model of the likely damage from a NMSZ event. This model assumed that all three major faults within the NMSZ would rupture at the same time. This model also placed the time of the earthquake early in the morning during February. These events combined to form the maximum possible damage.

The format of the damage estimates were aggregated together. For example; in a particular county, 75% of the hospitals would be damaged.

Phase 2 Data: In an effort to obtain a higher degree of fidelity, the MAE center embarked on a second iteration of the damage model estimates. This model attempted to de-aggregate the Phase 1 estimates and speak to exactly which specific structures would be damaged. This data forms the basis of the interagency and state level response plans.