



Disaster Scenario Exercise for Community Planning
Catastrophic Earthquake in Central United States
FEMA 2011

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Disaster Scenario Exercise for Community Planning [TIMING OF SLIDE: 5 minutes]

FACILITATOR: I'd like to welcome you to our Disaster Scenario Exercise, developed by FEMA's Office of External Affairs and National Exercise Division. This exercise is based on a combination of research modeling samples. The scenario is a Catastrophic earthquake in the Central United States region of the New Madrid Seismic Zone (NMSZ). The eight states directly impacted are Alabama, Kentucky, Mississippi, Tennessee, Illinois, Indiana, Arkansas, and Missouri.

During this exercise our organization will identify ways to prepare, to respond, and to and recover from a no -notice catastrophic incident.

Housekeeping: The exercise may be completed at our own pace. After the initial response, we will take one 20-minute break. Please set your mobile phones to vibrate. Note that restrooms are located [where], and emergency exits are located [where].

What is a National Level Exercise?

- Part of the National Exercise Program
- Congressionally Mandated
- National Preparedness Component
- 2011 Focus

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Part of the National Exercise Program:

The Post-Katrina Emergency Management Reform Act of 2006 known as PKEMRA) established the National Exercise Program under the leadership of the Secretary of Homeland Security. The program serves as a means to exercise our national preparedness, validates our plans, tests our operational capabilities, maintains leadership effectiveness and examines the ways we utilize our whole community to prevent, protect from, respond to, recover from, and mitigate disasters and acts of terrorism. Exercises enable us to practice and refine our collective capacity to confront a variety of potential threats and hazards while discovering problems and identifying gaps in policies and procedures.

Congressionally mandated

The National Exercise Program, of which NLE 2011 is a component, is White House directed, Congressionally-mandated and includes the participation of all appropriate federal department and agency senior officials, their deputies and staff; and key operational elements.

National Preparedness Component:

Exercises are an important component of national preparedness that will help us to build an integrated capability to manage a catastrophic event; and rapidly and effectively respond to and recover from any major disaster that occurs. It fosters the meaningful and systematic interaction of public officials at every level of jurisdictions while incorporating the participation of private-sector, faith-based, and non-governmental organizations – along with the public – against a set of common objectives.

Focus of NLE 2011

NLE 2011 will focus on the catastrophic response and recovery activities between federal, regional, state, tribal, local and private sector participants.

Purpose

- **Prepare and coordinate** a multiple-jurisdictional integrated response to a national catastrophic event
- **Test** plans, and critical response and recovery functions
- **Challenge** our systems and procedures
- **Identify** gaps and shortfalls



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[TIMING OF SLIDE: 10 minutes]

[FACILITATOR explains the value of investing time in this exercise:

The purpose of this exercise is to:

- Challenge our systems and procedures
- Challenge ourselves as emergency management stakeholders from the local to the national level.
- Test and validate plans and skills in a realistic environment and to gain the In-depth learning that only experience can provide.
- Make sure plans engage the full emergency management team and serve the needs of our employees, customers, and all those affected. A whole community approach to disasters should incorporate individuals with disabilities and access and functional needs.
- Demonstrate capability and enhance partnerships at all levels to save and sustain lives, protect property and mitigate losses during future man made and natural disasters.
- Test coordination, communication, and information sharing channels to move people and resources to the incident quickly.
- Test response and recovery capability, locally, nationally, and regionally, through a comprehensive evaluation process
- Discuss new concepts and ideas, how can we perform the most efficiently and effectively?
- Identify gaps and shortfalls in communications and resources

Emergency Management

- Prepare and Protect
- Respond
- Recover
- Mitigate
- Overview of National Response Framework, National Incident Management System, and Incident Command System



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[TIMING OF SLIDE: 5 minutes]

FACILITATOR: For those individuals who are not familiar with the cycle of emergency management, let's quickly review those components.

Emergency management is an organized process by which organizations and communities: **Prepare** for and **Protect** against hazards. **Respond** to emergencies that occur. **Recover** from emergencies to restore the community to its pre-emergency condition. **Mitigate** risks. The degree to which emergency management is effective depends heavily on the emergency planning process.

National Response Framework is a guide to how our nation conducts all-hazards response; it is published by the U.S. Department of Homeland Security and Federal Emergency Management Agency. The document presents the key response principles, participants, roles and structures that guide the Nation's response operations. **The National Incident Management System (NIMS) is a companion document that provides** standard command and management structures that apply to response activities. NIMS provides a consistent, nationwide template to enable any government, the private sector, and NGO's to work together to manage an incident, from preparing for incidents to recovering from them. See www.fema.gov/nrf. Much of NIMS is built on the Incident Command System (ICS). **ICS is used by many jurisdictions and agencies both public and private to organize and manage command of field-level incidents, large and small.** If you would like additional information, **FEMA's Emergency Management Institute offers free online courses in NIMS, ICS and NRF at <http://training.fema.gov/IS/>.**

You will be hearing more about these components as we go through this exercise.

Agenda

- Introductions
- Modules
- Hotwash



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[TIMING OF SLIDE: 10 minutes]

FACILITATOR:

Introductions

In a moment we will go around and introduce ourselves. After introductions, and a review of the rules, we will walk through this exercise as if experiencing it real world; Five days of events will be condensed into our walk through.

Modules: We will work together through a number of interactive modules covering the stages of disasters – **prepare and protect, respond, recover and mitigate**. By the end of this exercise we will have an understanding of specific steps we can take as individuals, organizations, and a community during each stage of a major no-notice catastrophic event. As well as, actions we can take to mitigate against damage from subsequent incidents.

Hotwash: The exercise will end with a Hotwash, or “lessons learned” discussion where we will sum up our observations and findings – ideally in a form that will inform and improve all of our plans.

[NOTE: FACILITATOR introduces himself/herself and can provide some details on his/her relevant experience and background. If the FACILITATOR is working with other facilitators, they will introduce themselves as well.]

FACILITATOR then allows the players/participants to introduce themselves, their title/position/responsibility, including, if time allows, their experience (if any) in emergency planning, and their goal for participating in this exercise.]

Objectives

- Assess and validate our capabilities and role in the following:
 - Communications
 - Critical resource logistics and distribution
 - Mass care (sheltering, feeding and related services)
 - Medical surge
 - Citizen evacuation and shelter-in-place
 - Emergency public information and warning
 - Emergency operations center (EOC) management
 - Long term recovery



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[TIMING OF SLIDE: 3 minutes]

[NOTE: FACILITATOR can provide additional objectives specific to the organization/community based on the plans, policies, and procedures they may want to exercise and how they want to participate.

During this exercise will assess and validate our role/capability in some of the following overarching catastrophic emergency management objectives. As we go through this exercise begin to ask yourself the following questions: Do we have a role in each? What are our capabilities?

1. Communications: Do we have the ability to maintain a continuous flow of critical information across multiple jurisdictions and with multi-disciplinary emergency management partners during an earthquake or other catastrophic response operation?

2. Incident Management/Emergency Operations Center (EOC) Management: Do we have the ability to effectively manage a catastrophic incident through multi-agency unified coordination.

3. Citizen Evacuation and Shelter-in-Place: Do we have 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.

4. Mass Care (Sheltering, Feeding, and Related Services): Do we have the ability to provide mass care services (sheltering, feeding, and bulk distribution) for affected employees, customers, general populations. Can we provide services for functional-needs populations, service animals, companion animals, and household pets?

5. Critical Resource Distribution and Logistics: Do we have the ability to identify, inventory, dispatch, mobilize, transport, recover, demobilize, track and record available human and material critical resources throughout all incident management phases.

6. Emergency Public Information and Warning: Do we have the ability to (in coordination with intergovernmental agencies) 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 and 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?

7. Medical Surge: Do we have 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, if needed?

8. Recovery: Do we have 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 employees, customers, individuals, families, businesses, and communities are provided with appropriate levels and types of relief with minimal delay?

Rules for Players

- Relax – this is a no-fault exercise.
- Respond based on your current capability.
- Allow for artificialities of the scenario – it's a tool.
- Feel free to improvise – think outside the box.
- This is a safe environment, a chance to propose and test solutions.
- The more you contribute, the more successful we will be.



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[TIMING OF SLIDE: 2 minutes]

FACILITATOR: The rules for this exercise are to:

Each participant should consider the information presented from the point of view of what his or her role and responsibilities would be during the emergency.

Our Community

- Critical Infrastructure and Key Resources
- Economic Development Overview including key sectors, schools and colleges
- Maps
- Weather/Climate
- Hospitals, fire, police, rescue
- Local and state resources



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[TIMING OF SLIDE: 10 minutes]

[This slide is optional and may be deleted or edited to meet local needs]

[FACILITATOR: The facilitator and/or guest speaker(s) presents an overview of the community including: Critical Infrastructure and Key Resources , and Local and state resources. Inventory could include all components of the built environment as well as demographic data. Demographic data includes estimates of total population, and various group classifications within the general population, broken down by income, ethnicity, education and age]

Some commonly used Inventory types are:

Essential Facilities

- o Schools and Hospitals
- o Police and Fire Stations
- o Emergency Operation Centers (EOCs)

Transportation Lifelines

- o Highway Bridges and Roads
- o Railway Bridges, Tracks and Facilities
- o Airport, Port, Bus and Ferry Facilities

Utility Lifelines

- o Potable Water Facilities and Networks
- o Waste Water Facilities and Networks
- o Natural Gas Facilities and Pipelines
- o Oil Facilities and Pipelines
- o Electric Power and Communication Facilities

High Potential-Loss Facilities

- o Dams and Levees
- o Hazardous Materials Plants
- o Nuclear Power Plants

Inventory can also include such items as: high-rise buildings, long-span bridges, cell phone towers, arenas and stadiums, historical landmarks, and mass public transit such as subways and elevated rail systems.

Scenario: Multi-State Catastrophic Earthquake



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[TIMING OF SLIDE: 3 minutes]

FACILITATOR: The scenario we will exercise will represent a catastrophic earthquake, impacting eight states in the Central United States. New Madrid Seismic Zone ruptures with a Magnitude 7.7. This activity triggers a second event with a Magnitude 6.0. There is catastrophic damage throughout the Central United States. Here are some other impacts to expect:

Casualties: In the thousands

Infrastructure Damage: Infrastructure is crippled, including heavily damaged communications systems in the impacted area; sewer/water treatment facilities failed. Water supply is limited and power is out the majority of the impacted area. Many buildings have been destroyed

Evacuations/Displaced Persons: hundreds of thousands from cities, suburbs and small towns, some permanently displaced

Injured Individuals: Tens of thousands injured near impact locations.

Economic Impact: Billions of dollars in the region

Recovery Timeline: Months/Years

Prepare and Protect

- Gather the planning team
- Have a plan, activate it
- Assess hazards, prepare facilities and people
- Confirm and check evacuation plans and routes
- Stock and check supplies and first aid
- Monitor incident development
- Activate Response Teams
- Coordinate among public sector agencies and private sector organizations



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[TIMING OF SLIDE: 8 minutes]

FACILITATOR: Now that you've gotten a little bit of the background on the scenario, let's start with our first component of emergency management prepare and protect.

These are some of the actions that an organization or community may take to **prepare and protect** people, property, the environment and the economy:

- Private sector organizations** ideally will work with public sector emergency managers and first responders, to develop and exercise emergency plans, in advance of an actual incident.
- To protect citizens, **local and state officials** may have planned: alerts; activation and notification; traffic and access control; protection of special populations; resource support and requests for assistance; and public information activities.
- State agencies** may be working to: Identify distribution centers for emergency supplies, identify any gaps in resources; stand up emergency operations and share situational awareness with stakeholders; perform community outreach for evacuations and shelters as necessary; Protect the health and welfare of citizens.
- FEMA & federal partners** will be working to: coordinate with states; pre-position resources and supplies; provide technical assistance to state and local responders; share situational awareness, coordinate disaster declaration if necessary.

[FACILITATOR] What are some other measures we can take to prepare and protect?

For example, have you developed your emergency communications plans to allow for accessibility for employees and visitors that may need them (such as employees who are blind or have low vision, and employees who are deaf or hard of hearing that would need alternative communications options such as captioning or American sign language or Braille or large print)?

Does this plan include accessible alerts and warnings as well as preparedness materials?

VNN

Click to Play News:



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[TIMING OF SLIDE: 3 minutes]

FACILITATOR PLAYS EMBEDDED VIDEO.

VNN ANCHOR: Good morning. I'm [insert name] with VNN news. This week local officials are reminding residents to be prepared for all disasters, including earthquakes. Earthquakes can happen without warning and cause an enormous amount of devastation. It is important that you and your family are prepared ahead of time and know your risks. The best way to save lives during an earthquake is to prepare and plan for one today.

When you think of earthquakes in this country, most Americans probably think of the San Andreas Fault and the great California quakes in 1989 and 1994. Many believe the phenomenon to be a unique problem for our Western neighbors, but the reality is: more than 40 states and territories throughout the U.S. run a moderate to high risk of an earthquake occurring.

One of the biggest looming disasters lies right in the heart of the country along the New Madrid fault line. Eight States including, Alabama, Arkansas, Illinois, Indiana, Kentucky, Mississippi, Missouri and Tennessee would be affected. This area, known as the New Madrid Seismic Zone, is the most seismically active area in the US east of the Rockies. It has approximately 200 small quakes a year, and as history has shown, it has the potential to create a very large earthquake. In the winter of 1811/ 1812 multiple large earthquakes and aftershocks rocked the area. The tremors struck near what is now Memphis, TN and New Madrid, Missouri, between 7.8 and 9.0 magnitudes, producing hundreds of aftershocks, and leaving a trail of devastation.

If you don't live on the West Coast, or in the Central U.S., you may be taking a sigh of relief right now – but not so fast. Today, roughly 44 million people live in the New Madrid Seismic Zone. A serious earthquake in this area could result in the largest economic loss from a natural disaster in U.S. history. The loss and repercussion from this disaster would be felt throughout the nation. It is important to take steps now to learn what you can do to prepare, respond and recover. Visit Ready.gov for more info. And stay tuned for more news.

Prepare and Protect -- Discussion

- How would we plan for the potential of an earthquake versus other natural disasters?
- Have we established a communications plan with our employees so they know what to do in various situations?
- What plans do we have in place to maintain continuity of operations?
- If an earthquake or other catastrophic disaster were to impact our area, do we have resources that we could offer to support the community?
- Have we engaged with our local emergency management partners?
- Have we considered all populations in our planning process?



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[TIMING OF SLIDE: 30-45 minutes]

[FACILITATOR LEADS discussion. FACILITATOR instructs each table of participants to discuss each question among themselves. AFTER 10 MINUTES, FACILITATOR asks a representative from each table to stand and share ONE OR TWO MAJOR AREAS OF AGREEMENT /COORDINATION, AND ONE OR TWO MAJOR AREAS OF DISAGREEMENT/CONFUSION. These are discussed with all the participants in the room and captured on paper, laptop or other media for later follow up.] In addition to these questions, FACILITATOR can prompt the participants with more specific questions customized to the organization/community.

Questions for discussion (general topics for discussion)

- What scenarios would have the greatest impact on our business/organization?
- Do we have enough insurance? What does our insurance cover? What does it not cover?
- Is our organization typically involved in the response to a significant incident in the community?
- Do we have resources that could be useful to the community (facilities, supplies, personnel) should an incident occur?
- If so, have we engaged with our local emergency management partners to let them know about our resources? If not, what is keeping us from engaging with them? How could we overcome those obstacles?
- Do we have alternate locations established where we can relocate and maintain operations?
- Do we know what it would take to reestablish operations in our current location (resources needed, length of interruption before it became less desirable to reestablish in current location versus relocating, other factors impacting our ability to reestablish business)?
- Do we train with our employees/community so they know what our emergency plans are for the organization/community? Are employees with disabilities engaged in developing and exercising our plans?
- Does our organization have a written emergency plan available to employees/customers/community?
- Do we encourage our employees and stakeholders to establish family communications plans, that include care for household pets?
- Do we have plans in place to manage catastrophic incidents (business continuity, emergency management, crisis communications)? If not, what would it take to establish them in our organization? If yes, are all of our employees/customers/community familiar with the plans?

Respond

- Implement emergency procedures and mobilize equipment
- Evacuate or shelter-in-place
- Provide life saving services
- Initiate continuity plans
- Assess and restore damaged services and systems
- Coordinate among local responders, government agencies, and private sector organizations



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[TIMING OF SLIDE: 8 minutes]

FACILITATOR: Saving lives is the primary priority after an incident. These are other actions that may be taken in the **response** stage after a disaster:

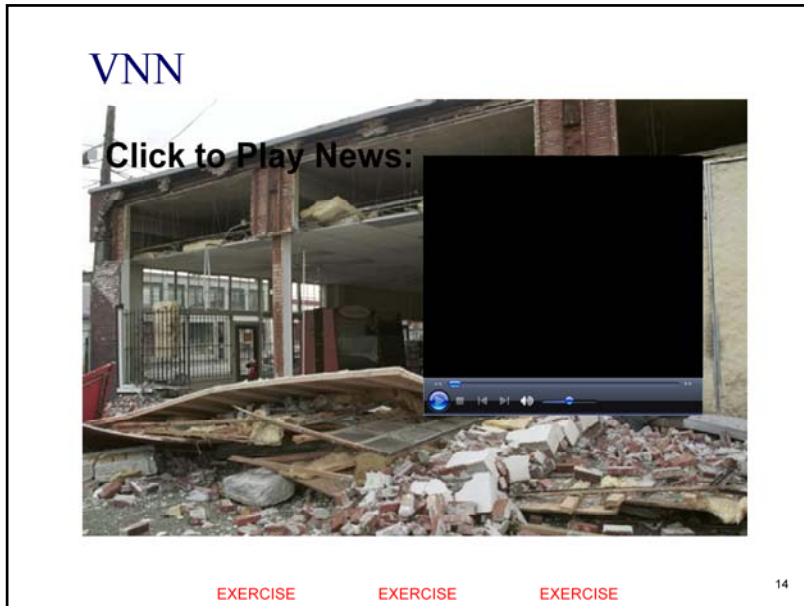
Mobilizing and **positioning** emergency equipment; **confirming** location of those in your charge and getting them out of danger; **providing** needed food, water, shelter, and medical services to those in your charge; **initiating** continuity actions; and **identifying** any barriers to bringing damaged services and systems back on line.

-Local responders, government agencies, and private organizations take action,

ideally working as a team following plans that were developed well before the emergency. When the damage is beyond local and State capabilities, the state Governor may request Federal assistance and support.

-Organizations may be focused on such actions as: Ensuring the safety of those in their charge; Executing emergency plans; Securing facilities; Supporting First Responders; Assisting the community at large (if time and resources allow).

-Local, state and federal agencies will be working to: Deploy first responders; Identify vulnerable populations; Prioritize life-saving measures; Provide and maintain shelters; Distribute food, water and supplies; Coordinate with other affected states; and Provide situational awareness to the public-private response team.



[TIMING OF SLIDE: 5 minutes]

FACILITATOR PLAYS EMBEDDED VIDEO. VNN ANCHOR: Good morning. Breaking News. The events unfolding in the center of the country at this hour are almost beyond description. A major earthquake rocked the central region of the US early this morning. The US Geological Survey reported a magnitude of 7.7, the largest ever in that region since 1812. Dozens were killed instantly and hundreds trapped in the rubble of collapsed buildings. Moments after the quake we talked with Mark Withers, from a voluntary response organization who reported, all communications in the immediate and surrounding area went down. Transportation routes were also blocked. Gas and water mains ruptured igniting massive blazes. No one was there to fight the fires, because with roadways crippled, the area was cut off from medical supplies and aid. As emergency workers were frantically trying to access the area, and do what they could to evacuate survivors – without warning – the unthinkable, a secondary 6.0 magnitude quake ripped through the Central US region, two hours into the disaster. The devastation is spread as far as the eye can see: whole communities gone, in their place, mounds of wreckage. In one area, earthquake damaged levees gave way and water from the surrounding river rushed into the bordering cities, destroying everything that was left standing from the quake. Hundreds of residents outside the epicenter, fleeing from the fires and chaos, evacuated to shelters set up by the local government. Others are fleeing to adjacent states. The Governors of eight states have declared a state of emergency. At this point what we can tell you about the scale of the disaster is: again, it was very near huge population centers. There are witness accounts of the ground opening up and swallowing whole sections of land, buildings toppling, and power lines crashing to the ground. People are trapped in their collapsed homes; early morning commuters were crushed on crumbling highways. This area of the Central U.S. lies within the New Madrid Seismic Zone, an active earthquake area that experiences dozens of unnoticeable quakes each year. But today, the nation is witnessing natural destruction, unprecedented, in the region's recent history. The injured are pouring into medical facilities. Two major hospitals collapsed so injured survivors are lining the streets outside of the facilities that are still functioning. The president seemed optimistic saying I'm very confident the American people will come together to assist the residents of the affected area. We were able to make contact with one local official who is reporting that a large power plant also exploded, cutting off power grids across three states. Debris and waste from the damaged facility leaked into nearby water supplies contaminating drinking water and wildlife preserves. Sewer and water treatment facilities were washed out or failed. On top of the increasing devastation, officials are now dealing with an environmental nightmare. And there is still the very real threat of aftershocks or even larger earthquakes. The US Geological Survey is monitoring the situation closely. It is hard to determine the extent of the damage at this point. Dozens are dead. Hundreds injured and many, many more missing and feared dead. Officials are asking residents to remain calm. Listen to your TV and radio for instructions. Emergency workers again, frantically trying to get into the area to search the rubble for survivors, assist the injured, and combat the spreading fires. This situation is very fluid. Stay tuned. Our reporting on the earthquakes will continue. I'm [insert name] for VNN.

Respond - Discussion

- Roles
- Response plans
- Crisis Communications Teams
- Distribution of resources
- Additional resources
- Critical information
- Medical needs



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[TIMING OF SLIDE: 30-45 minutes] FACILITATOR LEADS discussion repeating the discussion suggestions in the previous discussion slide.

Questions to discuss (general topics for discussion)

-Do our employees/customers/community know Drop, cover, hold and other basic protection techniques? Have we taken into account individuals with disabilities or functional needs who cannot protect themselves in this manner? Do they have whistles and other mechanisms to signal for help?

-What common tools do we have in place in case of a power outage, i.e. portable AM/FM radio, extra batteries, portable TV, mobile phones, portable battery chargers?

-Do our employee/customers/community know how and when to shut off utilities, if needed?

-What role does our organization play in the community (major employer, critical service provider, member of the response team, etc)? Is the community counting on our organization to deliver medical care to the public? -How do we do our part with roads blocked and infrastructure crippled?

-Do we have a crisis communications plan/team? If yes, what does it take to activate them? Do you have a buddy system in place for individuals who need assistance?

-What coordination, communication, and information sharing sources do we have to help move people and resources to the affected area quickly? What mechanisms do we have in place to consistently collect/disseminate reliable updated information regarding threats to public health, safety, and property, during an expanding incident?

-What supplies do we have on hand if we need to shelter in place? Does our determined food, refrigeration, sleeping, and water requirements account for employees only or visitors that may have to shelter in place also? What is the protocol for employees who want to leave to join family?

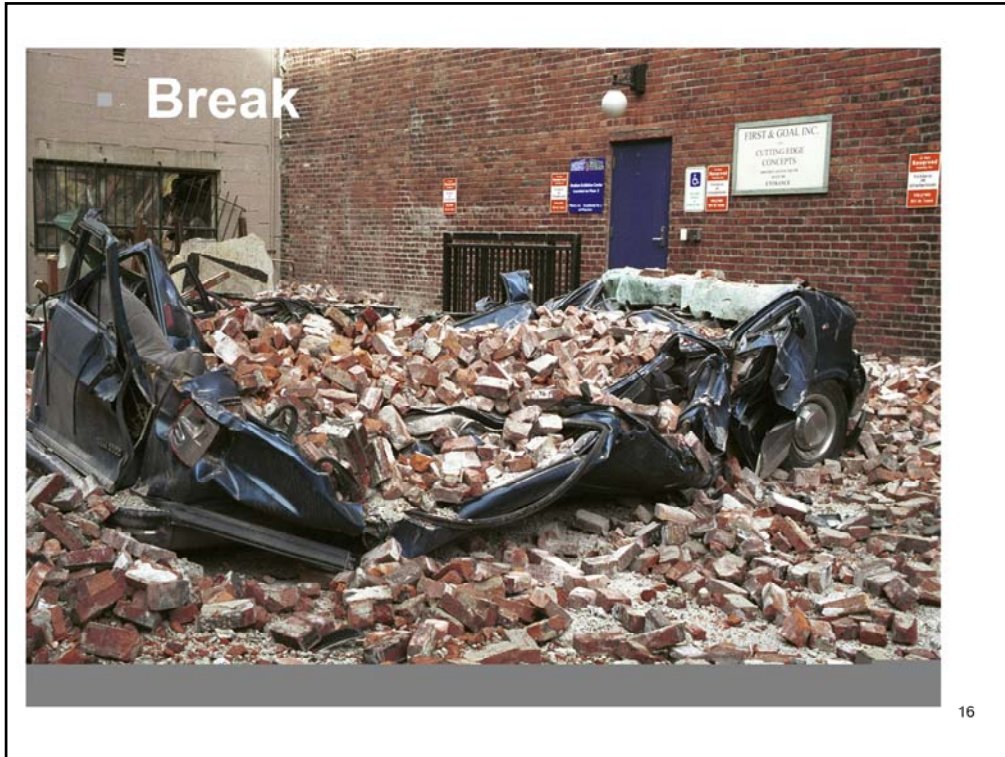
-Can our facility house any displaced residents? Do we have enough reserve shelter in place resources for follow-on events?

-What medical supplies/mechanisms do we have in place to deal with situations ranging from minor injuries not requiring hospitalization to fatalities? What if we are not able to evacuate the building to access medical care and medical assistance is not able to enter the building, how will we deal with traumatic and life threatening injuries?

-Do we have enough deployable resources to support competing needs simultaneously across multijurisdictional areas?

-What additional information, resources, or other requirements would we look for from Federal, State and Local partners? What additional information, resources, or other requirements could we provide to Federal, State and Local partners?

[After a 20-30 minute discussion, allow participants to take a 20-minute break.]



[TIMING OF SLIDE: 20 minutes]

FACILITATOR gives participants a break of approximately 20 minutes.

Recover

- Provide relief
- Distribute disaster assistance
- Assess damage
- Form community committee to plan long-term recovery
- Restore community tax base and local economy
- Repair infrastructure
- Restore housing



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[TIMING OF SLIDE: 8 minutes]

FACILITATOR: **Recovery** is the task of rebuilding after a disaster.

This process can take months, even years and require rebuilding of services and infrastructure, facilities and operations, and the lives and livelihoods of many thousands of people. Recovery planning identifies the long-range actions needed to return the community to pre-disaster tax-base level within five years. During this process:

- Private sector organizations may:** Wait for word to return; Assess damages and take pictures; Compile and report damages to insurance company; Clean up; Coordinate efforts with public sector recovery team; Assess psychological issues, infrastructure issues, liability issues, insurance issues, documentation issues
- States** will be working to: Reestablish infrastructure; Implement temporary disaster housing plan; Lead the recovery; Budget for long-term recovery
- FEMA and federal partners** will be working to: Produce Preliminary Damage Assessments; Confirm and publicize if federal assistance is available; Maintain a Joint Field Office in support of the state Emergency Operations Center; Establish long-term recovery effort where appropriate; Support communities to return to pre-disaster tax-base level within five years.



[TIMING OF SLIDE: 5 minutes]

FACILITATOR PLAYS EMBEDDED VIDEO. VNN ANCHOR: There is just unimaginable human suffering across the Central U.S. This week we watched a 7.7 magnitude earthquake strike the region, followed by a 6.0 magnitude earthquake two hours later. Thousands are injured near the impacted locations. Hundreds of thousands from cities, suburbs and small towns, now permanently displaced or feared missing. Swept away or buried alive in the blink of an eye. The local papers are calling this the biggest disaster the U.S. has ever seen. The president gave a solemn address to the nation this morning, yet reaffirmed the American resolve to overcome this disaster. The Secretary of Homeland Security is saying, "The thoughts and prayers of the nation are with the survivors." All along the New Madrid fault conditions are becoming absolutely dire. 1.3 million without water. 2.1 million without power. Food and gasoline are running out. Entire towns are flattened. Others still smoldering. Whole communities submerged under floodwaters. Most roads leading in and out of the region are now useless. The widespread power outage has halted production at major plants and other factories around the region. The production impact and financial losses are being felt across the country, as the goods and services supply chains have basically been cut off at the heart of the nation. Yet out of this very grim situation, there is hope. As we were filming this newscast, six people were pulled from a building near the epicenter of the first quake – they had been trapped for five days. Urban search-and-rescue teams, with dogs trained to detect live victims will continue to scour the area, as rescue workers in aircrafts race to pull flood survivors from rooftops. As you can imagine, residents evacuating the destruction came to shelters with just the clothes on their backs. There are growing concerns over shortages of medical supplies for those with chronic illnesses. Lines for Red Cross and other available assistance stretched for blocks. The number of evacuees has exceeded the capacity of all the shelters throughout the surrounding states; so hundreds of displaced people are forced to seek refuge in make shift camps along damaged highways. If you would like to help the survivors, text REDCROSS to 90999 to make a donation. It took just moments to obliterate much of the Central U.S. and it's taken just days to for the financial repercussions of the catastrophe to engulf the nation. The Stock Market has continued to plummet daily since the destruction, dealing a harsh blow to the country's economy. Over a quarter of a million buildings are damaged. And although, the complete economic impact is hard to estimate at this time, projections for total economic losses nationwide surpass \$100 billion dollars. Economic associations across the Central U.S. have banded together to set up a special office to address damage to local businesses and financial institutions. People are trickling back into the areas outside of the epicenter, but witnesses say the damage is just too much to take in. Whole sections of the region have been wiped from the face of the earth. Christian Murphy, a resident of the region reports, "Normally bustling streets remain eerily quiet. Only the sound of helicopters flying relays to deal with gas fires can be heard." The rebuilding effort will be a massive undertaking, but local residents and officials are hopeful and believe the area can be rebuilt, even if it means rebuilding from the ground up.

The last time a massive earthquake struck the New Madrid Seismic Zone, it temporarily changed the course of the Mississippi River; this time, it may have changed the course of the nation.

Tune in later as we join the White House in a moment of silence for the victims.

I'm [insert name] for VNN.

Recover - Discussion

- How will we maintain continuity of operations?
- What are some security and health concerns?
- What is our role in the rebuilding process?
- What are some barriers we may face on the road to recovery?
- How will we limit economic loss to our organization and the community?



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[TIMING OF SLIDE: 25-30 minutes] FACILITATOR LEADS discussion repeating the discussion suggestions in the previous discussion slide.

Questions to discuss (general topics for discussion)

-How long could we withstand a lack of access to our facility before our organization would be severely impacted (hours, days, a week, more)?

-What is our plan for identifying and allowing essential employees to gain access to impacted buildings or properties? Have we coordinate access issues with local officials?

-How long could our organization/community withstand without critical infrastructure (power, communications, water)? What is our role in restoring/rebuilding?

-What are some other critical factors that would determine our ability to resume normal operations (employee availability, customer access, community services, government services)?

Do our customers/community/employees know where to go to obtain information after a crisis has disrupted normal operations, including when to report back to work and how to get paid in the interim?

-Do we have a recovery plan developed for our organization/customers/community? If so, what are the key processes we focused on as most critical to reestablish in order to begin our recovery process?

-Do we have a short term (72 hours to a week) and long term recovery plan (week to months)?

Mitigate

- What hazards have been identified in the community?
- What steps can we take to mitigate risks?
- What steps is the community taking to mitigate community-wide risks?
- How can private sector organizations work with public sector officials?



FEMA

EXERCISE

EXERCISE

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[TIMING OF SLIDE: 8 minutes]

[NOTE: Slide is optional, depending on available time.]

FACILITATOR: Hazard Mitigation means any action taken to reduce or eliminate the long-term risk to human life and property from hazards.

Some hazards cannot be mitigated; others are too costly to mitigate.

Many nonstructural hazards in a facility can be mitigated easily and inexpensively.

An in-depth discussion of Mitigation would require more time than we have for this exercise.

However, our emergency planning teams should work closely with the local Emergency Manager and responders to learn:

What hazards have been identified in the community?

What steps can we take to mitigate risks?

What steps is the community taking to mitigate community-wide risks?

How can private sector organizations work with public sector officials?

Additional questions to ponder: Are we currently aware of employees with disabilities or health related needs that may need additional assistance in an emergency? Does our employee evacuation plan include specific accommodations for individuals with disabilities?

Are our employees with disabilities engaged in developing and exercising our plans?

Experts in emergency management and response, risk management, structural engineering, and psychological tragedy response may suggest ways to mitigate hazards at our facilities.

After our planners have the necessary information about existing hazards and mitigation possibilities, we can identify the costs of mitigation and steps to be taken.

Hot Wash

- What gaps in our organization/community plans were revealed?
- What obstacles must we overcome or conflicts resolve?
- What strengths in our organization/community plans were proven by this exercise?
- Who within and outside of our organization do we need to meet with to develop and improve our emergency plans? What information do we need from them? What information do they need from us?
- List three to five short-term and three to five long-term actions for follow-up.



FEMA

EXERCISE

EXERCISE

EXERCISE

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[TIMING OF SLIDE: 20 minutes]

[NOTE: This is an open discussion that occurs immediately after the tabletop exercise and is conducted by the FACILITATOR. The objective of the hot wash is to review events or key decisions that took place during the exercise and to provide an opportunity for participants to describe immediate lessons learned and to identify barriers/gaps in mounting an effective response. All participants are free to contribute and are encouraged to do so. An employee or volunteer should transcribe lessons learned and recommendations and distribute them to the participants for follow up and improvement.

Hot Wash Questions:

- What gaps in our plans were revealed by this exercise?
- What obstacles must we overcome or conflicts must we resolve?
- What strengths in our plans were proven by this exercise?
- Who within our organization do we need to meet with to develop and improve our emergency plans? And what information do we need from them?
- Who outside our organization do we need to meet with to develop and improve our emergency plans? What information do we need from them? And what information do they need from us?
- What can we do to be better prepared for earthquakes, as well as other catastrophic events?
- How would our organization/facility assist in the overall response?
- How would our organization/facility re-initiate production/services? How would the organization/facility ensure business continuity and community resiliency?

Also consider soliciting feedback on this exercise and/or the FACILITATOR's ability through an evaluation survey at the end of the hot wash.

Planning Resources

- <http://www.ready.gov>
- <http://www.fema.gov/hazard/earthquake/index.shtm>
- <http://www.fema.gov>
- <http://www.fema.gov/privatesector/>
- <http://www.training.fema.gov>
- <http://www.llis.gov>
- <http://www.citizencorps.gov>



FEMA

EXERCISE

EXERCISE

EXERCISE

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[TIMING OF SLIDE: 4 minutes]

[FACILITATOR encourages participants to visit these online resources for tools and more information. FACILITATOR can add additional links and resources here.]

Contact

For more information or to provide feedback on this exercise, contact:

FEMA
Office of External Affairs, Private Sector Division
500 C St. SW
Washington, DC
Email FEMA-private-sector@dhs.gov



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