



COLORADO

State Emergency Operation Center

Rolling Summary
State EOC Exercise Program Report
January 1 – June 30, 2017



PREFACE

The State Emergency Operation Center (EOC) exercise program management is the process of overseeing and integrating a variety of training and exercises over time. An effective program helps our organization maximize efficiency, resources, time, and funding by ensuring that trainings and exercises are part of a coordinated, integrated approach to building, sustaining, and delivering a foundation that supports core capabilities. Through effective exercise program management, the Division of Homeland Security and Emergency Management (DHSEM) EOC exercise program will accomplish the following priorities:

Priorities include:

- Improve operational readiness by providing a center for excellence in preparedness and create a culture for continuous improvement.
- Build capacity, trust, confidence and foster relationships with the Emergency Response Coordinators (ERCs) to staff the required EOC positions.
- Test all DHSEM contingency plans. Follow up on action items to update operating guides, checklists and plans as necessary.
- Ensure State EOC Command and General Staff have the opportunity to attend trainings to maintain a well-trained and energetic workforce.
- Increase efficiency and effectiveness through teamwork. Provide opportunities for depth within the EOC.
- Conduct the design, development and implementation of a State EOC training and exercise program series. Continue quarterly exercises and conduct State EOC position specific workshops. Provide the results and analysis in a documented after action report.

This report will list all training and exercises during this time frame and reflects any action items to date that continue for improvement within the State EOC. Identified results from exercises and key action items have been listed and reviewed monthly at the weekly operations section staff meeting.

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PURPOSE

The purpose of the Rolling Summary Report (RSR) is to provide a periodic analysis of a series of exercises and training for State EOC stakeholders, such as those covered in a Multi-year Training and Exercise Plan. The RSR is designed to report on the progress of the program.

OVERVIEW

In February 2016, the Division of Homeland Security and Emergency Management (DHSEM) reestablished its exercise program within the State EOC. The Operations Section develops and maintains emergency operation procedures for Colorado's EOC and is responsible for continuous improvement processes. In 2017, we made the change on all exercise documents and materials to display the State EOC logo. This reflects the multi-agency coordination that continues in the Colorado's designated EOC.

Exercise program management involves a collaborative approach that integrates resources, organizations, and individuals in order to identify and achieve program priorities. Through the management of training and exercise planning, stakeholders provide oversight to specific training and exercise activities sustained over time.

A State EOC workshop held in December 2016, generated the participation and expectations that helped drive our priorities in planning the 2017-2018 progressive exercise series. Participants expressed the need to have a deeper understanding of Colorado's EOC structure, consistency in processes, and gain knowledge of our roles and responsibilities. We built our 2017 priorities in line with the Division goals and focused on exercise program priorities. To improve depth, capability and processes in the State EOC, our goal was to build a progressive exercise series, while training and cross training staff for specific State EOC positions. EOC position workshops are being developed utilizing current operating guides while enhancing these positions by implementing lessons learned from every activation or event in the EOC.

Ten exercises were held in the EOC during this time period. The quarterly exercises focused on key functions to help with the process consistency and coordination for larger exercises and activations in the State EOC. Utilizing a magnitude 7.0 earthquake scenario along the Gore Range frontal fault, the purpose of the first quarter workshop was to provide a complete understanding of coordinating of resource requests and tracking in WebEOC. The second quarter workshop's purpose was to provide a complete understanding on information management, situational awareness, communication and to provide an activity for participants to map out the various levels of communication.

Two training courses were held at the beginning of the year to finish out the training plan for 2016. ICS 400 was held in January, and ICS 300 was held in February. More ICS training has been planned for the second half of 2017, in addition to the planned State EOC position specific workshops.

In addition to the State EOC Exercises, the Staff at DHSEM continue to support exercises at the local level by design and development, evaluator or controller support, and providing enhanced player opportunities simulating requests and functions at the State EOC.

Ten discussion-based and operations-based exercises occurred during the first half of the year. Each exercise is documented with an after action report analyzing the results. The following represents a brief summary of the exercises held during this time period.

- A virtual activation exercise in January was planned in part with the need to support our State and local partners during a predicted winter storm. The purpose was to practice communicating and monitoring virtually while considering employees safety to arrive home before the storm worsens. Participants received information during the initial staff planning meeting, and objectives were established. Notification of objectives and goal for this virtual activation was e-mailed. This exercise was well received and good lessons learned were captured. Everyone felt very comfortable in moving forward with this type of activation supporting a potential need while taking care of our employee's safety to arrive at their home-base. This was a great opportunity for many of our team members.
- The State EOC quarterly exercise scheduled in January was planned as part of the progressive exercise schedule. This discussion-based exercise focused on current procedures and checklists and what to expect upon arrival to the State EOC. The purpose of this workshop was to provide a complete understanding of the coordinating of resource requests and tracking in WebEOC. In preparation for the exercise, participants were given instructions to log into WebEOC and ensure their password was up to date. During the exercise, we walked through a few resource requests, then grouped participants in the assigned sections to discuss the current resource ordering check list. They were encouraged to post resource requests and navigate around the WebEOC resource request tool. The overwhelming response on participant feedback forms expressed the pace, instruction and group discussions were very helpful. They enjoyed the multiple opportunities to post in to WebEOC. The coordination, understanding and recognition for all sections involved was very well received.
- In March, a discussion-based exercise was planned in part to assist the Command and General Staff with the planning and our extent of play during the state-wide Public Health Emergency Dispensing Exercise (PHED EX) scheduled in June. The purpose of this workshop was to provide a complete understanding of the sequence and scope of the tasks required of the State EOC while another agency has the lead in response. Participants reviewed current plans, policies and procedures as identified in the Colorado Hazard and Incident Response and Recovery Plan (CHIRRP). The CHIRRP is written clearly that the State EOC serves as the principal point for coordinating and tasking agencies in the delivery of emergency assistance to impacted jurisdictions. In addition, the State EOC coordinates the release of departmental emergency public information through DHSEM. In a real world scenario, we would be the lead for public information distribution, support the lead agency with resource requests, consequence management and situational awareness, and also provide assistance with economic recovery. A follow

up conference call with CDPHE was held. The PHED EX objectives are very specific and focused on the dispensing and distribution of medication while testing the Strategic National Stockpile Plan. Many of the procedures leading up to this exercise will be simulated, therefore, the direction of the State EOC support and requests will be limited. The exercise play will not expect any situation reports and messaging from the State EOC, however resources from local agencies may be requested. We agreed upon our level of play in the PHED EX 2017 exercise. The State EOC will plan on activating our C&G staff and ask others only if necessary as we play along with CDPHE and the scenario. The State EOC expected play will be limited and no other injects will be planned. DHSEM will send the Office of Emergency Management Director and one other C&G staff member to the CDPHE Department Operations Center on June 15 for observation and experience. If necessary, further planning after the exercise to include any updates of the CHIRRP will be considered. The State EOC Exercise Officer will continue to support the PHED EX planning team. The final PHED EX after-action report will be obtained for our files.

- The purpose of the April quarterly exercise was to provide participants an opportunity to coordinate and understand current concepts, plans and capabilities of actions during any incident within the State of Colorado. The focus included information management, situational awareness, communication and an activity was provided for participants to map out the various levels of communication. Participants were given instructions before the exercise to log into WebEOC and ensure their password was up to date. A Swift911™ mass notification was delivered the day before the exercise. This notification solution is used by the State EOC for the purpose of delivering emergency messages with critical information. A follow-up e-mail was sent to confirm delivery of the notification and identify those that needed information updates. Three ring binders were built for each work station and introduced as a resource when the State EOC is utilized. Key information on reporting requirements and EOC structure is housed within the binders. The overwhelming response on participant feedback forms expressed the pace, instruction and group discussions were very helpful. The participants enjoyed hearing from each other and wanted more time to practice in WebEOC. The coordination, understanding and recognition for all sections involved were very well received.
- May was a busy month of exercises for the State EOC. We started the month with a full scale exercise supporting the CSEPP community in Pueblo, Colorado. As part of the Cooperative Agreement with FEMA, DHSEM participates yearly in the community exercise. The State EOC activates based on the incident complexity and responds to the planned scenario in Pueblo County. The combination of supplemental events, demonstrations, and response to the on-post initiating event provides the off-post jurisdictions, including the State, the ability to fully demonstrate the community's capabilities. A full after action report has been obtained.
- The State EOC hosted the Agriculture Incident Management (AIM) 2.0 table top exercise in May as part of a progressive exercise series. The Colorado Department of Agriculture, the Eastern Colorado IMT, DHSEM, and Veterinary Services (VS) District 6 participated in a 4 hour discussion-based exercise to practice the coordination of state IMTs and VS National IMT, as well as explore the functional issues associated with the transition

between ICS positions and transfer of command necessary with personnel rotations during a response. The basis of this exercise was the virtual implementation of applicable state and VS plans and procedures guiding this coordination, transition, and transfer of command. Through the course of this exercise the participants and evaluator identified both strengths and areas for improvement associated with these specific areas of state-VS coordination. Areas for improvement were further defined and identified possible corrective actions necessary to drive identified improvements.

- The State EOC Finance Section Workshop was designed to help prepare and orient staff that activate to our EOC Finance Section when necessary. The purpose was to discuss processes and procedures established for approving resource requests. Participants included staff identified to support the Logistics and Finance Section during an EOC activation. Discussions included the review approval process of the ICS 213RR form in WebEOC, the Colorado/Cooperator Resource Rate Forms, Colorado Cooperative Resource Standard Rates Schedule and the Finance Section checklists. This is the second year in a row to deliver this type of workshop and it was well received by participants. Further development of State EOC position specific workshops will model the finance section workshop.
- An alternate EOC exercise site visit was planned as part of the progressive Continuity of Operations Plan (COOP) exercise schedule. The purpose of our visit to the Colorado Department of Public Health and Environment (CDPHE) Department Operations Center (DOC) was to discuss an alternate Emergency Operations Center (EOC) location during the planned outage of all internal internet, network and audio visual services occurring over a four day weekend later in May. This outage affected working conditions for employees on the second and third floors at DHSEM's Mineral building facility to include the State's designated EOC. Questions were lined out before the visit, pictures were taken of the facilities room allocation and summaries were captured. The Operations team in attendance identified strength, limitations or other considerations in utilizing this facility as an alternate EOC. It was determined that the location would be sufficient if necessary during the planned outage.
- Critical backup system upgrades in the 9195 E. Mineral Ave (Mineral) building required staff to turn off equipment that supply the internet, network, phone and audio visual services to the second and third floors on May 19 – 22, 2017. This provided DHSEM the opportunity to exercise the Continuity of Operations Plan (COOP) and to test several components of the plan to ensure staff can conduct essential business as part of training on how to react should something disrupt normal operations. The goal was to ensure the staff members were able to continue daily work. Pre-event planning arrangements took place for alternate working space within the Department of Public Safety's Kipling office complex. Employees were pre-identified with options to either work from home or work at the designated space located. Supervisors made choices and were held accountable for their staff during these 2 working days. E-mails and notifications were sent along with test notifications both Friday and Monday morning. Mineral building reader boards and social media accounts were used for customer awareness. The Emergency Relocation Group (ERG) Team Lead and support staff greeted employees off-site both Friday and Monday. Documentation of accountability, successes, improvements and identifying gaps

or weaknesses were captured to enhance organizational continuity plans, policies and procedures. Overall, the planning and activation, resulted in identifying best practices and lessons learned to update the plan that was signed on August 9, 2017. Considered a success overall, forward planning includes training and additional exercises as part of a normal routine.

- The Colorado Department of Public Health and Environment (CDPHE) conducted a multi-day full scale exercise in June involving local public health agencies, hospitals, behavioral health and other local and state partners. The State EOC Command and General Staff activated the EOC to support and monitor the State-wide exercise (PHED-EX). Additionally, the Office of Emergency Management Director and Logistics Chief were co-located in CDPHE's Department Operations Center. The scenario, a novel, highly contagious respiratory illness had been spreading through Colorado, leading to over 400 hospitalized cases and a number of deaths throughout the entire state. Direction from CDPHE to treat the illness, as well as prophylax hospital staff, using doxycycline and ciprofloxacin, lead to the need to order MCM resources through the CDC and utilize Regional and Local Transfer Points and Points of Dispensing to get necessary materials to hospitals and citizens. The participating agencies included CDPHE, Local Public Health Agencies, Hospitals, Behavioral Health Agencies, Colorado National Guard, Division of Homeland Security and Emergency Management and the Wyoming Air National Guard. Sponsored by CDPHE, the full after action report is expected by end of October.

SUMMARY

A comprehensive State EOC Training and Exercise Plan is in place. The purpose of the multi-year Training and Exercise Plan (TEP) is to document the State EOC's overall training and exercise program priorities. It is considered to be a living document that can be adaptable, updated and refined annually. The multi-year TEP lays out a combination of progressively building exercises, along with the associated training requirements, which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). The management of the plan involves a collaborative approach that integrates resources, organizations and individuals in order to identify and achieve program. Using this approach, it allows for more thorough methodology to improve capacity, depth and capability within the State EOC. Through improvement planning, the State EOC can take the corrective actions needed to improve plans, build and sustain capabilities, and maintain operational readiness.

The flexibility of the exercise program recognizes that real world events may cause the requirement to shift the established dates. Choices can be made to replace a scheduled exercise with a real world event, document the event with an after action report, and provide input for future improvement planning.

Successes

- WebEOC drills in conjunction with the quarterly exercise have been added in 2017.
- Progressive exercises continue as we build capacity and depth within the EOC.
- Implementing the new Training and Exercise Plan has been a smooth transition.
- The Continuity of Operations Plan (COOP) was updated with lessons learned from the May planned outage event. A third alternate EOC has been identified and utilized during the first half of the year.
- After action reports are prepared and ready for review analyzing the results within 90 days. The final reports are stored in a shared Google Drive marked "SEOC Exercises".
- Bi-yearly rolling summary reports are posted to the Division's website.
- State EOC Exercise and Training event calendar is posted to the Division's website.

Improvement Planning and Action Items

- Improvement planning is continuous and remains a high priority. Action items as a result of exercises and real world events are documented, maintained and followed up on, while guidelines, checklists and procedures are updated.

OVERVIEW OF EXERCISES

Below are the exercises that have been completed during the first half of 2017:

Name	Date	Scenario	Type
State EOC Virtual Activation Drill	January 4 & 5, 2017	Actual winter storm in the front range	Operation
Quarterly SEOC Exercise Resource Request Management Workshop	January 18, 2017	Earthquake	Discussion
Command and General Staff Public Health Workshop	March 9, 2017	Public Health Emergency	Discussion
Quarterly SEOC Exercise Information Management Workshop	April 19, 2017	Earthquake	Discussion
CSEPP Full Scale Exercise	May 3, 2017	Pueblo Chemical Depot incident and flood scenario	Operation
Alternate EOC Visit at CDPHE DOC	May 12, 2017	None	Discussion
State EOC Finance Section Workshop	May 17, 2017	None	Discussion
Mineral Building COOP Full Scale Event: Internal Network Outage	May 19 – 22, 2017	Mineral Building working conditions	Operation
Agriculture Incident Management (AIM) 2.5 TTX Progressive Exercise Series	May 23, 2017	Highly contagious Foreign Animal Disease (FAD)	Discussion
Colorado Department of Public Health & Environment PHED EX State EOC support	June 15 – 17, 2017	Public Health Emergency Dispensing state wide exercise	Operation

Exercises scheduled in second half of 2017:

Name	Date	Target Audience
Quarterly State EOC Exercise Recovery Workshop	July 19, 2017	DHSEM & ERCs
2017 Solar Eclipse Event	August 21, 2017	DHSEM, ERCs supporting local agencies
CSEPP Full Scale Exercise, KY	September 20, 2017	Select staff members expected to support the Blue Grass Army Depot, 10 counties and State agencies
Quarterly State EOC Exercise Notification Drill	October, 2017	In conjunction with Pueblo Chemical Depot quarterly CAIRA, a notification drill will occur with instruction for C&G Staff and ERC's
EM Academy Exercise	October 19, 2017	DHSEM 2017 Colorado Emergency Management Academy and local Emergency Managers
State EOC position specific workshops	4 th quarter	DHSEM Operations Section and support personnel
AIM 2.5 TTX	November 2, 2017	DHSEM, CDA, USDA and ECIMT

Exercises scheduled in 2018:

Name	Date	Target Audience
Quarterly Exercises	Quarterly	DHSEM
April Full Scale Exercise	April 3-6, 2018	DHSEM, CONG and local agencies
CSEPP Full Scale Exercise	May 2, 2018	DHSEM, Pueblo County, Army and FEMA
AIM 3.0 Functional Exercise	May 8-10, 2018	DHSEM, CDA, USDA, ECIMT

OVERVIEW OF TRAININGS

Below are the trainings that have been completed during this time:

Name	Date	Target Audience
ICS 300	February 8 & 9, 2017	DHSEM, ERCs and other agencies
ICS 400	January 24 & 25, 2017	DHSEM, ERCs and other agencies
WebEOC	April 26, 2017	DHSEM & CDOT Stakeholders

Additional trainings scheduled in November and February to *complete the 2017 training series*:

ICS 100, 200, 700 & 800 Pre-requisite Workshop	October 11 & 12, 2017	DHSEM, ERCs and other agencies
ICS 300	November 29 & 30, 2017	DHSEM, ERCs and other agencies
ICS 400	December 12 & 13, 2017	DHSEM, ERCs and other agencies

Additional state sponsored training opportunities can be located at www.co.train.org or on the DHSEM website at www.dhsem.state.co.us.

After Action Report Matrix

A matrix was developed to track progress of after action reports (AARs) and submissions. It includes some reporting requirements that make it easy to reference the status of AARs. 2017 After Action Report status as of August 30, 2017:

Exercise/ Event	Type	Date	Role	#Particip ants	EMPG funded	AAR status	Submi tted	I/P	To Do
In Progress									
SEOC Quarterly	Worksh op	19 July	Host	77		draft in progress	no	yes	
CDPHE PHED EX	FSE	15-17 June	Play er	EOC=15		CDPHE		n/a	AAR completion - October 31
2017 Solar Eclipse	Event	21 Aug	Host			draft in progress	no	yes	
Exercise	Type	Date	Role	#Particip ants	EMPG funded	AAR status	Submi tted	I/P	To Do
Completed									
Virtual Activation	Drill	4-5 Jan	Host	21	13	Completed	yes	yes	implemented
C&G Workshop	Worksh op	9- Mar	Host	12	9	Completed	yes	yes	implemented
SEOC Quarterly	Worksh op	18- Jan	Host	50	9	Completed	yes	n/a	implemented
SEOC Quarterly	Worksh op	19- Apr	Host	60	12	Completed	yes	yes	implemented
SEOC Finance	Worksh op	17- May	Host	17	8	Completed	yes	n/a	
Alt EOC Visit	Seminar	12 May	Host	6	4	Completed	yes	yes	implemented
AIM2	TTX	23 May	Play er	29	10	Completed	yes	yes	CDA
CSEPP	FSE	3 May	Play er	24	12	Completed	no	no	
Mineral Bldg COOP	Event FSE	19-22 May	Host	100+		Completed	yes	yes	Updated plan Aug 17