

**STATE OF ARIZONA
AND
NAVAJO NATION**

**NATIONAL VETERINARY STOCKPILE
TABLETOP EXERCISE
(AUGUST 5, 2009—ST. MICHAELS, AZ)**

**AFTER ACTION REPORT/IMPROVEMENT PLAN
DECEMBER 2009**



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EXECUTIVE SUMMARY

Resource management is a critical component of logistics response, and the State of Arizona and Navajo Nation recognize their responsibility to develop and implement a National Veterinary Stockpile (NVS) plan as a part of their emergency preparedness efforts. The State of Arizona and Navajo Nation NVS exercise was developed to improve the logistics response in support of the U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) Veterinary Services (VS) NVS program. This event—a State, Tribal, and Federal tabletop exercise on Tribal lands—was unprecedented. It featured more than 40 participants from Federal, State, and Tribal organizations, including the Navajo Nation president.

The exercise planning team consisted of representatives from the following Federal and State sponsoring agencies:

- USDA APHIS VS NVS
- Arizona Department of Agriculture
- Navajo Nation Veterinary and Livestock Program.

The exercise planning team spent months designing and preparing for the exercise. As a result of its diligent and hard work, the team developed an exercise that included a well-rounded purpose and agenda relating to the many complexities of a real Rift Valley fever (RVF) response. The scenario consisted of an intentional introduction of RVF virus in the Navajo Nation and State of Arizona, resulting in a widespread outbreak.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for improvement, and support development of corrective actions. The State of Arizona, Navajo Nation, and USDA APHIS VS will use this report to enhance response plans, logistical procedures, and response capabilities.

Major Strengths

The major strengths identified during this exercise are as follows:

- Enhanced awareness of the USDA APHIS VS NVS program and its capabilities.
- Enhanced awareness of the State of Arizona and Navajo Nation NVS preparedness efforts.
- Collaboration and networking of Federal, State, and Tribal agencies responsible for managing resources during a damaging animal disease outbreak.
- Willingness of participating agencies and organizations to identify and react to shortfalls in the current plans as they were uncovered, and to adjust accordingly.

Primary Areas for Improvement

The exercise revealed opportunities for the State of Arizona and Navajo Nation to improve their ability to logistically respond to an incident. Major recommendations for improvement are as follows:

- Develop a process to continue interagency collaboration.
- Enhance engagement of support agencies; detail the responsibilities of each agency.
- Identify resource needs and availability of jurisdictional inventories.
- Improve tactical communications, such as radio frequency consistency between Arizona, Navajo Nation, and New Mexico.
- Complete “to be determined” sections and address gaps in NVS plans.
- Provide additional Incident Command System (ICS) training.

CONTENTS

Section 1: Exercise Overview	1
Exercise Details	1
Exercise Name	1
Type of Exercise	1
Exercise Date	1
Location	1
Sponsoring Entities	1
Program	1
Mission	1
Capabilities	1
Scenario Type	1
Exercise Planning Team	2
Participating Organizations	3
Number of Participants	3
Section 2: Exercise Design Summary	5
Exercise Purpose and Design	5
Exercise Scenario and Design	5
Exercise Objectives, Capabilities, and Activities	6
Section 3: Analysis of Capabilities	9
Part I. Exercise Strengths	9
Part II. Areas for Improvement	10
Section 4: Conclusion	15
Appendix A: State of Arizona Improvement Plan	17
Appendix B: Navajo Nation Improvement Plan	19
Appendix C: Participant Feedback Summary	21
Appendix D: Abbreviations	27

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SECTION 1: EXERCISE OVERVIEW

Exercise Details

EXERCISE NAME

State of Arizona and Navajo Nation National Veterinary Stockpile Tabletop Exercise

TYPE OF EXERCISE

Tabletop exercise (TTX)

EXERCISE DATE

August 5, 2009

LOCATION

Navajoland Days Inn, 392 W Hwy 264, St. Michaels, AZ

SPONSORING ENTITIES

U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS)
Veterinary Services (VS) National Veterinary Stockpile (NVS)

Arizona Department of Agriculture (ADA)

Navajo Nation Veterinary and Livestock Program

PROGRAM

The exercise was conducted under the guidelines established by the Homeland Security Exercise and Evaluation Program (HSEEP).

MISSION

Response

CAPABILITIES

On-site incident management, livestock disease emergencies, and critical logistics resources and distribution

SCENARIO TYPE

Intentional introduction of Rift Valley fever (RVF) virus in the Navajo Nation and State of Arizona, resulting in a widespread outbreak.

Exercise Planning Team

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Participating Organizations

- ADA
- Arizona Department of Emergency Management (ADEM)
- Arizona Department of Health Services (AZDHS), Vector-Borne and Zoonotic Diseases Section
- Arizona Department of Homeland Security
- Crownpoint Department Emergency Management
- Federal Bureau of Investigation (FBI)
- Hopi Nation Veterinary Services
- Hopi Office of Range Management
- Navajo Animal Control Program
- Navajo Bio-Terrorism Program
- Navajo Department of Fish and Wildlife
- Navajo Division of Health
- Navajo Emergency Management
- Navajo Resource Enforcement
- Navajo Commission on Emergency Management
- Navajo Department of Agriculture
- Navajo Veterinary and Livestock Program
- New Mexico Livestock Board
- USDA APHIS VS, Arizona Area Office
- USDA APHIS VS, Eastern Region
- USDA APHIS VS, New Mexico Area Office
- USDA APHIS VS NVS, Riverdale
- USDA APHIS VS, Texas Area Office
- USDA APHIS VS, Western Region
- USDA APHIS Wildlife Services, Arizona.

Number of Participants

- Players: 36
- Evaluators: 4

- Facilitators: 1
- Scribes: 2.

SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

This exercise was part of a series of seminars, workshops, and exercises on NVS preparedness for Phase 1 State and Tribe NVS project participants. The exercise evaluated the State of Arizona and Navajo Nation NVS logistics plans and preparedness capabilities in response to an intentional introduction of a vector-borne zoonotic disease. The exercise focused on Federal, State, and Tribal emergency responder command-and-control coordination, critical decisions, notifications, and the integration of Federal, State, and Tribal assets necessary to protect animal health and the health of responders.

Exercise Scenario and Design

The exercise scenario was an intentional introduction of RVF virus in the Navajo Nation and State of Arizona, resulting in a widespread outbreak. The scenario outlined the scope and magnitude of the field response necessary to facilitate discussions about resource management.

The exercise was a facilitated, discussion-based TTX, comprising distinct modules:

- *Module 1. National Veterinary Stockpile—Federal, State, and Tribal Plans.* Familiarized participants with the plans, processes, and capabilities of the USDA APHIS VS NVS, State of Arizona, and Navajo Nation in responding to a damaging animal disease outbreak. Included the reconfiguration of NVS push packs.
- *Module 2. Exercise Scenario.* Presented a fictitious incident of the intentional introduction of RVF virus in the Navajo Nation, with subsequent introductions in the State of Arizona. Participants received information sufficient to drive discussions about a logistical response and resource management.
- *Module 3. Command and Control; Identifying and Acquiring Resources.* Familiarized participants with State of Arizona and Navajo Nation actions and procedures to establish incident command and control. Emphasized identifying resources readily available to the State and Tribe and itemizing additional resources needed.
- *Module 4. Warehouse Activities.* Introduced participants to the proposals and options available to the State of Arizona and Navajo Nation to identify, activate, and operate a warehouse to manage resources assigned to the incident. Focused on exploring options and developing more detail and structure in preliminary plans.
- *Module 5. Communications.* Emphasized communications necessary to request assistance from the NVS. A skit demonstrated the request process to set the stage for questions and answers targeted on internal and external communications.
- *Module 6. Interagency Planning and Coordination.* Facilitated discussions among the primary and secondary agencies on how they will work together in their NVS preparedness efforts.

Exercise Objectives, Capabilities, and Activities

The exercise was designed to (1) provide training on the Federal, State, and Tribal NVS plans to achieve a high level of awareness; (2) assist in assessing, validating, and improving State and Tribal NVS preparedness; and (3) assess interagency communication and coordination during a zoonotic disease outbreak.

The exercise planning team used capabilities in the target capabilities list (TCL) to develop exercise objectives, specify the necessary action to achieve the capabilities, and develop exercise evaluation guides to focus review and evaluation of the exercise.

The exercise addressed the following three target capabilities:

- *On-site incident management (TCL V3)*. Effectively and efficiently direct and control a major incident response by establishing a standardized, flexible system to organize and integrate a range of resources within a common organizational structure, that is, the Incident Command System (ICS).
- *Livestock disease emergencies (TCL V3)*. Quickly determine the extent of a major disease outbreak among livestock and poultry; provide epidemiological and diagnostic support; quarantine and control movement of susceptible animals; control, prevent the spread of, and eradicate the disease; and provide economic protection and continuity of operations. Consistent with Homeland Security Presidential Directive 9, this capability focuses on “the most damaging animal diseases” affecting the national agriculture infrastructure and the economy, including contagious, vector-borne, terrestrial, and foreign animal diseases.
- *Critical logistics resources and distribution (TCL V2)*. Identify, inventory, dispatch, mobilize, transport, recover, and demobilize and accurately track and record available human and material critical resources during all incident management phases. (Critical resources are those necessary to preserve life, property, safety, and security.)

The exercise planning team connected the three target capabilities and their respective activities to the exercise objectives. The team set the following objectives for the State of Arizona and Navajo Nation TTX:

1. *Interagency planning and coordination*. Heighten awareness of the NVS program. Expand the Federal, State, and Tribal response community’s understanding of the NVS and its role in providing resources for response to a damaging animal disease.
2. *Interagency planning and coordination*. Evaluate the functionality of the NVS State planning template.
3. *Interagency planning and coordination*. Interface with State, Tribal, and Federal agencies:
 - Examine the interface and understanding among State, Tribal, and Federal agencies in the conduct of incident management logistics activities.

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- Identify communication links for responding logistically to an outbreak. Demonstrate personnel knowledge of notification procedures and sharing information from the incident site with Federal, State, Tribal, and private-sector stakeholders using communication protocols.
 - Explore areas that could support interjurisdictional mutual understanding, compacts, or agreements between the State and Tribal Nations.
4. *Resource coordination.* Heighten awareness of Federal, State, and Tribal capabilities and developing plans:
- Assess the adequacy of the State and Tribal NVS plans to logistically respond to a damaging animal disease outbreak.
 - Broaden the understanding of authorities and responders of the capabilities available from State, Tribal, and Federal agencies in responding to a damaging animal disease outbreak. Identify issues and gaps in State, Tribal, and NVS capabilities to logistically respond.
 - Identify Federal, State, and Tribal logistics planning, preparedness, and coordination capabilities for responding logistically to a damaging animal disease outbreak. Assess the capability of personnel to implement an effective incident management system and resource management plan.
5. *Integration of Federal NVS resources:*
- Examine ICS protocols for managing resources and integrating NVS assets. Identify shortfalls in resources, limits in capabilities, and conflicts in planning that would prevent smooth integration of NVS resources.
 - Assess the local capability of distributing resources to incident sites. Identify interoperability shortcomings, including potential time delays, that will impede the rapid assimilation of external resources. Propose potential long-term solutions and short-term workarounds.

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SECTION 3: ANALYSIS OF CAPABILITIES

Part I. Exercise Strengths

State of Arizona:

- On-site incident management
 - The various roles were understood, including the coordinators among the State agencies and within the Navajo Nation.
 - A unified command, most likely at ADEM, was found to be the best way to manage the incident, and multiple incident command posts would be necessary due to the wide geographic distribution of the incident.
 - Arizona has an incident management team (IMT).
- Livestock disease emergencies
 - The Arizona National Guard (AZ NG) can potentially support security, but would need the authorization of the governor.
 - ADA would be the lead agency, supported by ADEM.
- Critical resource logistics and distribution
 - ADA has one mobile trailer (but with no air conditioning).
 - During the exercise, the State of Arizona identified the need for trailers, supplies, equipment, lodging, and food for responders.
 - FBI hazardous materials (HAZMAT) teams were recognized.
 - Innovative options were suggested for warehouses, including abandoned department stores.
 - The State of Arizona assistant director for logistics made an informative presentation.

Navajo Nation:

- On-site incident management
 - Plans for setting up an on-site incident command were thoughtful and clear.
 - The command team was qualified, trained, and experienced in incident management: Dr. Bender, Dr. Upshaw, and Ms. Davis demonstrated their incident management ability.
 - All tasks were well written and discussed between the agencies involved.
 - Communication channels and links were established with relevant agencies.

- Livestock disease emergencies
 - The plan for foreign animal disease response was well developed.
 - Most procedures were in place to respond and manage a livestock disease emergency.
 - Unified command and agency responders were identified.
 - Multiple collaboration agencies were identified.
- Critical resource logistics and distribution
 - The Navajo Nation Commission on Emergency Management was a positive addition to the Logistics Section.
 - NVS planning had a good start, with discussion of tasks and identification of issues.

General observations: The NVS skit and role playing featured agency representatives using a script to illustrate the NVS request process, exposing participants to “real world” use of the process.

Part II. Areas for Improvement

State of Arizona:

- On-site incident management
 - Establish credentials for skill types (such as the planning section chief).
 - Provide advanced ICS training.
 - Identify support agencies and personnel that could fill critical ICS positions.
 - Designate alternate personnel to fill ICS positions.
 - Consider using a food task force to manage food resources.
 - Establish a vector control task force.
 - Identify a vector control process (aerial or ground spraying, depending on location) in advance for quarantine areas.
 - Develop waste disposal options for contaminated personal protective equipment (PPE).
 - Develop plans to accommodate evening operational periods in the Phoenix and Yuma areas due to potential high temperatures.
 - Consider a household pets support task force to manage RVF pet issues.
- Livestock disease emergencies
 - Educate personnel in all responding agencies on the distinction between and necessity for crisis management and consequence management.

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- Identify potential carcass disposal sites, particularly for large feed lots and dairies.
- Train response personnel on the chain of custody.
- Increase the number of personnel who are ICS trained and expand the level of training of existing responders.
- Identify safety officers and medical unit leaders.
- Identify potential ways to maintain dairy and livestock operations during disease containment and depopulation, disposal, and decontamination (3D) operations.
- Take a proactive role in “expectation management” with aggressive and positive public service messages due to proximity of dairy and livestock operations to the Phoenix metro area.
- Discuss and evaluate the “thresholds” of such an event and the involvement of ADEM and possibly the Federal Emergency Management Agency.
- Discuss the levels of use and implementation of “emergency state funds,” use of the emergency management assistance compact, and a governor’s emergency declaration as a precursor to a presidential declaration.
- Identify procedures for disposal of milk.
- Critical resource logistics and distribution
 - Expand the capability for decontamination (ADA has only one power washer).
 - Determine transportation options from the warehouse to the field.
 - Coordinate with the Western States Livestock Health Association to develop a list of resources.
 - Continue to identify specialized veterinary resources, including equipment and personnel, that would be available to assist during an emergency in the State.
 - Improve the interoperability of radio systems and radio frequency consistency between the States of Arizona, New Mexico, and Nevada and the Navajo Nation.
 - Schedule additional training in PPE.
 - Increase awareness of support agencies.
 - Provide laptops and develop a unified “resource management system,” for example, between the Resource Ordering and Status System (ROSS) and the Emergency Management Response System (EMRS).
 - Inventory local facilities throughout the State that could be used as warehouses.
 - Meet with ADEM and discuss the use of the State’s incident management team.
 - Portable facilities to change clothes.
 - Enhance planning for temporary housing when hotels are not an option at the location.

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- Find sources for mobile lighting, mobile refrigeration, and evaporative cooling units; mobile housing; and shower facilities.

Navajo Nation:

- On-site incident management
 - Identify personnel to fill the positions on the ICS command and general staff (perhaps not done because of limited budget or the short time between plan preparation and the TTX).
 - Examine tactical communication alternatives in void areas.
 - Identify actual personnel instead of general departments for NVS deployment.
 - Have more than one IMT due to vast geographical spread of different outbreaks.
- Livestock disease emergencies
 - Identify personnel to implement the plan.
 - Hold face-to-face discussions and enhance planning among agencies to address disposal of animal carcasses and sick animals unfit for harvesting.
 - Continue discussions and planning efforts among different agencies on 3D activities.
- Critical resource logistics and distribution
 - Develop a formula to help estimate the number of push packs needed to respond to an incident (information on the number of personnel needed for the task and calculations to estimate number of push packs were limited).
 - Clarify the lead agency and identify the personnel for resource management; clarify whether the Navajo Nation Commission on Emergency Management or the primary agency (Navajo Nation Veterinary and Livestock Program) would oversee logistics, and cross-train new personnel on arrival.
 - Obtain more information, such as maps and diagrams, on pre-identified warehouses.
 - Identify secondary and tertiary warehouses.
 - Develop memorandums of understanding (MOUs)/memorandums of agreement (MOAs) to activate warehouses.
 - Explore developing MOUs/MOAs in the event the States of Arizona, New Mexico, and Colorado can offer assistance.
 - Clarify the ordering process, the forms to use, and who uses them.
 - Define how equipment and supplies will be transported to the field staff.
 - Develop plans for lodging and food units for response personnel, especially in rural areas.

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- Continue to develop details of the NVS plan, such as plans for prepositioning resources, systems for resource identification and inventory, plans for non-governmental support, and plans to track resources during distribution.
- Stay abreast of emergency radio communications being developed by ADEM, and explore the interoperability of New Mexico, Navajo Nation, and Hopi Nation departments of agriculture equipment because cell phones may not work in certain areas.

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SECTION 4: CONCLUSION

Overall, the State of Arizona and Navajo Nation NVS TTX was a distinct success. It brought together a large, diverse group of participants from agriculture, wildlife services, emergency management, mosquito control, and other State and Federal agencies. Participants were oriented to the USDA APHIS VS NVS program and the State of Arizona and Navajo Nation NVS preparedness efforts. Key personnel were present and involved in discussing their response to the simulated scenario. The exercise validated portions of the Arizona and Navajo Nation NVS plans and identified gaps and other areas in need of improvement. It provided an excellent opportunity for networking and improving relationships among the partners who would work together during an animal disease outbreak.

Future exercises should challenge the responsible agencies to validate their entire NVS plan and test specific improvements instituted as a result of this exercise.

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APPENDIX A: STATE OF ARIZONA IMPROVEMENT PLAN

To obtain a copy of the State of Arizona Improvement Plan please contact Dr. Ted Noon.

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APPENDIX B: NAVAJO NATION IMPROVEMENT PLAN

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APPENDIX C: PARTICIPANT FEEDBACK SUMMARY

Part I. Valuable Lessons from the Exercise

- Personal/professional contacts.
- Great interagency coordination efforts are already in place.
- Interagency cooperation—agencies willing and able to cooperate and participate in an exercise and unified effort.
- Importance of interagency planning.
- Who is included in the Navajo Nation and the State of Arizona geographical and political boundaries; layout of Hopi and Navajo Nations in relation to Arizona, New Mexico, and Utah.
- Appreciation for the large size of the Navajo Nation and the number of jurisdictions that require coordination.
- Complexity of an RVF outbreak and the roles each agency would contribute.
- Detailed process of how Arizona and the Navajo Nation identify and deploy resources; resource management and coordination.
- Understanding of NVS request process for both Arizona and the Navajo Nation and the information needed for the request.
- Importance of logistics, a common perceived shortcoming.
- Importance of identifying resources and documenting sources.
- APHIS NVS capability and availability of planning template.
- Need to be complete and detailed when writing plans for each section of your ICS chart.
- Problems with vector control, disposal (both raw milk and carcass), and humane care of animals during a zoonotic disease outbreak.
- How NVS is transported and security concerns/issues related to transport.
- How under-staffed, under-funded, and under-supplied this program is.
- Practical implementation exercise was good and will help ingrain procedures in memory.
- Interagency/planning and discussion was interesting.
- ADEM is an asset in planning and connecting to personnel who can assist with a livestock disease emergency.
- The Navajo Nation demonstrated the value in including support agencies in the planning efforts.

Part II. Ways the State of Arizona, Navajo Nation, or APHIS NVS Can Improve the TTX Program

- Improvements related to the objectives of this exercise (NVS logistics)
 - Make it more interactive and hands-on, using models.
 - Increase use of skits and role play:
 - Use more role play between Tribes, between Tribe/State, and between State, Tribe and other entities (other than NVS).
 - Use skit to simulate supply arrival and distribution; take people outside for simulation.
 - Allow more time for group discussion between participants.
 - Distribute situation manual (SitMan) ahead of time to allow review and preparation.
 - Provide responses to all questions listed in respective modules in SitMan.
 - Include representatives of contiguous States (Utah and Colorado) and representatives from the eastern Navajo Nation agency in New Mexico.
 - Inject problems to allow players to think about other ways to handle things.
 - Prior training with players working through a scenario would be more beneficial, that is, executing a more traditional TTX.
 - Understood the overview, but a practical explanation of a warehouse requirement would be enlightening; not sure most understand the complexity of log management ... specifically what NVS needs in tracking supplies, etc.
 - Show more examples of zoonotic diseases.
- Suggestions not related to the objectives for this particular TTX
 - Focus on disposal logistics; include environmental quality agencies and disposal of products unsuitable for human consumption.
 - Clarify the decision-making model at State level that would lead to an emergency declaration.
 - Talk about diseases that are already in the States at the exercise.
 - Discuss all aspects of ICS (in addition to logistics); NVS has been requested, resources identified: What will happen to personnel and who will track them? Care for injuries? Several crews of personnel on depopulation crews, decontamination, etc., will be needed. How will we know where they are and when they are there?
 - More information on the finance section and how money comes down to the State and Tribal level; establish source of funding for support units.

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- Provide information on expected laboratory test results: turnaround times and capacity for the National Veterinary Services Laboratory in Ames, Foreign Animal Disease Diagnostic Laboratory, and laboratories participating in National Animal Health Laboratory Network.
- Improve human resources management and processing of staff.
- Improve processing of workman's compensation claims.
- Increase participation and inclusion of the FBI role.

Part III. Areas the State of Arizona and Navajo Nation Can Improve

- Complete the "to be determined" portions of their plans.
- Identify support agencies and personnel to fill critical ICS positions.
- Inventory existing resources; assess resource needs and identify resource shortfalls; find out whether other resources are available through other Federal and State programs.
- Contact neighboring State agencies for available equipment and supplies prior to a real foreign animal disease outbreak.
- Improve intrastate functional communications; increase discussions; consider monthly conference calls on animal health and its related roles such as NVS.
- Improve tactical communications; work with emergency management agencies to enhance interoperable communication between the States of Arizona and New Mexico and the Nations of Navajo and Hopi; explore possible tactical communication interfaces whether radio, web access, cellular, very high frequency, or satellite phones.
- Have the Navajo Department of Emergency Management develop all-hazards plans.
- Determine who should house multi-agency coordination positions and communicate.
- Finalize necessary MOUs and MOAs.
- Stock additional supplies of PPE.
- Provide more training in incident command.
- Intensify cooperative exercise efforts.
- Include handling of dogs affected by RVF, including animal control, into plans.
- Resolve some big issues, such as whether aerial spraying can start immediately.
- Decide whether and when asymptomatic cohorts or recovered livestock (most viremic, only a few days with RVF) can go to slaughter.
- Continue to widely disseminate information.
- Get more veterinarians (local and private) involved in this program.

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- Meet once a year to update and improve on foreign animal disease and NVS protocols.
- Develop more detailed distribution protocols to get equipment and supplies from warehouse to field.
- Integrate Arizona and Navajo Nation joint information centers.
- Shorten path of notification via Arizona multiagency coordination center.
- Continue communicating and working together; practice communications and logistics.
- Increase interaction among key representatives to share preparedness and response in unified command concept.
- On the basis of all the unanswered questions, have an actual TTX in the future to see whether they have been addressed.
- Collect more information on notification protocols of New Mexico, Arizona, and Utah because each has delegation or non-delegation.
- Increase information on intertribal protocols and understanding nontribal outside entities.
- Consider cultural aspects.
- Increase involvement of health officials for zoonotic diseases.
- Clarify agencies and their functions; list acronyms.
- Increase Tribal interaction and decrease Arizona-specific information.
- Hold a full-scale exercise.

Part IV. Topic Areas APHIS NVS Should Add to Future Logistics TTXs

- Possible resources needed to respond to the damaging animal diseases and their sources
- NVS supplies, such as PPE and respirators, and which (such as N95 or N99) are appropriate for the specific disease in the exercise
- What NVS and each State, Tribe, agency, and program has to offer, including resources and the availability of local assets
- Detailed NVS capabilities and resources
- ROSS and its integration with EMRS
- Illustration of equipment and supplies and demonstration of their use
- 3D contractor operations

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- Carcass disposal, availability of landfill sites, and livestock disposal (the “elephant in the room”)
- Guidance on how to distribute resources to field personnel
- Warehouse operations
- Transportation and security
- Protocols for chain of custody
- Role play and skits
- Additional templates
- More WebEx training before and after the TTX
- Developing MOUs and MOAs
- 17 damaging animal diseases
- Protocols on recovery of unused supplies
- Regionalization and regional planning
- Communication links when outbreak takes place and interoperable communication equipment
- Examples of what worked and what did not work from experiences in various towns, cities, counties, and States
- Small section on plans to replace personnel who are exposed to or infected with zoonotic disease
- Vaccine for first responders and animal care workers (whether RVF, H1N1, or other zoonotic disease)
- More involvement of law enforcement personnel
- Location and simulation of support units (showers and sleeping quarters)
- Laboratories’ and diagnostics’ role in logistics
- Resources to address issues with wildlife, dogs, and cats
- APHIS IMT logistics plans
- Availability of command centers (mobile trainers with communications, etc.) setup and ready to go, such as local fire, law enforcement, and HAZMAT teams
- Availability of transportation vehicles and equipment in the response area
- Exercise conduct over 2 days, possibly including ICS 300 for those who completed 100 and 200
- Inclusion of a similar scenario for operations (TTX focused on logistics, but they are tightly linked, and much discussion during the TTX involved operations).

Part V. Topic Areas APHIS NVS Should Delete from Future Logistics TTXs

- Any area deleted could become an area of major concern at a later date.
- All topics were essential, but tried to accomplish too much in one day (strayed off the logistics topic quite often).
- Redundancy with ICS charts being presented by each agency—could have been trimmed to save more time for discussion.

Part VI. Exercise Design and Conduct Questionnaire

The following table includes composite responses from exercise participants to the exercise design and conduct questionnaire.

Question	Score					Average
	1	2	3	4	5	
a The exercise was well structured and organized.	2	1	3	18	13	4.1
b The exercise subject areas were appropriate.	2	1	7	11	16	4.0
c Time allotted for the exercise was appropriate.	1	4	10	10	12	3.8
d The level and disciplines of the players were appropriate.	1	3	0	15	17	4.2
e Participation in the exercise was appropriate for someone in my position.	1	3	4	12	17	4.1
f Exercise handout materials benefited participants.	2	1	2	17	15	4.1
g Multimedia presentations benefited participants.	2	1	5	14	15	4.1

APPENDIX D: ABBREVIATIONS

3D	depopulation, disposal, and decontamination
AAR/IP	after action report/improvement plan
ADA	Arizona Department of Agriculture
ADEM	Arizona Department of Emergency Management
APHIS	Animal and Plant Health Inspection Service
AZDHS	Arizona Department of Health Services
EMRS	Emergency Management Response System
FBI	Federal Bureau of Investigation
HAZMAT	hazardous materials
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IMT	incident management team
MOA	memorandum of agreement
MOU	memorandum of understanding
NVS	National Veterinary Stockpile
PPE	personal protective equipment
ROSS	Resource Ordering and Status System
RVF	Rift Valley fever
SitMan	situation manual
TCL	target capabilities list
TTX	tabletop exercise
USDA	United States Department of Agriculture
VS	Veterinary Services

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