



FEMA

August 14, 2012

Mr. Victor M. McCree,
Regional Administrator - RII
Nuclear Regulatory Commission
One Marquis Tower
245 Peachtree Center Avenue, Suite 1200
Atlanta, Georgia 30303

Dear Mr. McCree:


Enclosed is a copy of the final exercise report for the June 13, 2012, plume and ingestion exposure pathway exercise of the offsite radiological emergency response plans site-specific to the St. Lucie Nuclear Power Plant. This report addresses the evaluation of the plans and preparedness for the State of Florida and Martin, St. Lucie, Brevard, Indian River and Palm Beach Counties.

This successful exercise demonstrated the State and counties' commitment to public health and safety. The federal evaluation team did not identify any Areas Requiring Corrective Action or Deficiencies during the exercise. This report was prepared by the FEMA Region IV Radiological Emergency Preparedness Program (REPP) staff.

Based on the results of the June 13, 2012, exercise and our review of Florida's 2011 Annual Letter of Certification, the offsite radiological emergency response plans and procedures for the State of Florida and the appropriate local jurisdictions site-specific to the St. Lucie Nuclear Power Plant can be implemented and are adequate to provide reasonable assurance that appropriate measures can be taken offsite to protect the health and safety of the public in the event of a radiological emergency at the site. Therefore, the Title 44 CFR, Part 350, approval of the offsite radiological emergency response plans and preparedness site-specific to the St. Lucie Nuclear Power Plant granted on February 14, 1984, will remain in effect.

AX45
NRR

Should you have questions, please contact Conrad Burnside at the Atlanta Regional Office at 770/220-5486.

Sincerely,

Major P. May
Regional Administrator

Enclosure

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Washington, D. C. 20555-0001



AFTER ACTION REPORT
St Lucie Nuclear Power Plant Exercise
(SLN)
REP Program Exercise

[FINAL]

June 13, 2012

Radiological Emergency Preparedness (REP) Program



FEMA

Published August 14, 2012



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Homeland Security Exercise and Evaluation Program (HSEEP)

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Administrative Handling Instructions

1. This After Action Report (AAR) for the 2012 St Lucie Nuclear Plant (SLN) REP, Full Plume Phase Emergency Planning Zone (EPZ) Exercise is considered a public document.

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Homeland Security Exercise and Evaluation Program (HSEEP)

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2012 St Lucie Nuclear Power Plant REP Exercise

Executive Summary

On June 13, 2012, the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Region IV, Radiological Emergency Preparedness Program (REPP) staff evaluated a plume exposure pathway exercise in the EPZ around the St Lucie Nuclear Power Plant (SLN). The evaluation of out of sequence activities during the week of April 23, 2012 is included in this report. The activities included: traffic control points; reception and congregate care centers; emergency worker and vehicle monitoring and decontamination.

The purpose of the exercise was to assess the level of State and local preparedness in responding to a radiological emergency. This exercise was held in accordance with FEMA's policies and guidance concerning the exercise of State and local radiological emergency response plans (RERP) and procedures. The previous federally evaluated exercise was conducted on February 24, 2010. The qualifying emergency preparedness exercise was conducted on October 20 and 21, 1980.

Officials and representatives from the State of Florida; the risk counties of St Lucie and Martin; the host counties of Brevard, Indian River and Palm Beach; the Nuclear Regulatory Commission (NRC), Region II; and Florida Power and Light as well as numerous volunteers participated in this exercise. The cooperation and teamwork of the participants was evident throughout all phases of the exercise. FEMA wishes to acknowledge the efforts of the many individuals who participated and made the exercise a success.

State and counties demonstrated knowledge of their emergency response plans and procedures and successfully implemented them. FEMA did not identify any Deficiencies or Areas Requiring Corrective Action (ARCA) during this exercise. The strength of the working relationships between the various State and local first responder agencies in their mission planning and execution abilities throughout all phases of the exercise was obvious.

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Section 1: Exercise Overview

1.1 Exercise Details

Exercise Name

2012 SLN REP Evaluated Exercise

Type of Exercise

Full-Scale Exercise

Exercise Out of Sequence/Off Scenario Dates

April 23 to 27, 2012

Exercise Date

June 13, 2012

Locations

See App. C for a complete listing of locations of supported exercise activities.

Sponsors

Florida Department of Emergency Management

Florida Power and Light

Program

FEMA REP Program

Mission

Response

Capabilities

- Emergency Operations Center Management
- Emergency Public Information and Warning
- Citizen Evacuation and Shelter in Place
- Mass Care
- HazMat Response and Decontamination
- Public Health Laboratory Testing

Scenario Type

Radiological Release, Plume 10-mile EPZ

1.2 Participating Organizations

The following agencies, organizations, and units of government participated in the 2012 SLN REP Exercise.

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Federal
DHS/FEMA Region IV
None
State of Florida
SEOC (function/positions staffed, including volunteer organizations)
<ul style="list-style-type: none"> • ESF-1 • ESF-2 • ESF-3 • ESF-5 • ESF-6 • ESF-7 • ESF-8 • ESF-10 • ESF-11 • ESF-12 • ESF-13 • ESF-15
SMT (function/positions staffed, including volunteer organizations)
<ul style="list-style-type: none"> • ESF-2 • ESF-5 • ESF-7 • ESF-15
BRC (function/positions staffed, including volunteer organizations)
<ul style="list-style-type: none"> • ESF-10
Risk Jurisdictions
St Lucie County (function/positions staffed, including volunteer organizations)
<ul style="list-style-type: none"> • ESF-1 • ESF-2 • ESF-3 • ESF-5 • ESF-6 • ESF-7 • ESF-8 • ESF-10 • ESF-11 • ESF-12 • ESF-13 • ESF-14 • ESF-15 • ESF-16
Martin County (function/positions staffed, including volunteer organizations)
<ul style="list-style-type: none"> • ESF-1 • ESF-2

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- ESF-3
- ESF-4
- ESF-5
- ESF-6
- ESF-7
- ESF-8
- ESF-10
- ESF-12
- ESF-13
- ESF-14
- ESF-15
- ESF-16
- ESF-18

Host Jurisdictions

Brevard County (function/positions staffed, including volunteer organizations)

- ESF-1
- ESF-2
- ESF-3
- ESF-4
- ESF-5
- ESF-6
- ESF-7
- ESF-8
- ESF-10
- ESF-11
- ESF-12
- ESF-14
- ESF-16
- ESF-17
- Liaisons: FHP, FDEM, FDOT

Indian River County (function/positions staffed, including volunteer organizations)

- ESF-1
- ESF-2
- ESF-3
- ESF-4
- ESF-5
- ESF-6
- ESF-7
- ESF-8
- ESF-9
- ESF-10
- ESF-12
- ESF-14

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- ESF-15
- ESF-16
- ESF-17
- ESF-18

Palm Beach County (function/positions staffed, including volunteer organizations, per Palm Beach County's CEMP, ESF designations have been replaced by their plain language titles)

- Transportation Unit
- Communications Unit
- Public Works Unit
- Firefighting Unit
- Planning Section
- Situation Unit
- Technical Unit
- Documentation Unit
- Mass Care Unit
- Resource Unit
- Human Resource Unit
- Logistics Section
- Health & Medical Unit
- Special Needs Unit
- HazMat Unit
- Public Information
- Law Enforcement Unit
- Animal Services Unit
- Procurement Unit
- Finance Section
- Cost Unit
- Unified Command
- Executive Policy Group
- Safety Officer

Section 2: Exercise Design Summary

2.1 Exercise Purpose and Design

DHS/FEMA administers the REP Program pursuant to the regulations found in Title 44 Code of Federal Regulation (CFR) parts 350, 351 and 352. 44 CFR 350 codifies 16 planning standards that form the basis for radiological emergency response planning for licensee, State, tribal and local governments impacted by the EPZs established for each nuclear power plant site in the United States. 44 CFR 350 sets forth the mechanisms for the formal review and approval of State, Tribal and local government RERPs and procedures by DHS/FEMA. One of the REP program cornerstones established by these regulations is the biennial exercise of offsite response capabilities. During these exercises State, Tribal and local governments demonstrate their abilities to implement their plans and procedures to protect the health and safety of the public in the event of a radiological emergency at the nuclear plant.

The results of this exercise together with review of the RERPs and procedures and verification of the periodic requirements set forth in NUREG-0654/FEMA-REP-1 through the Annual Letter of Certification (ALC) and Staff Assistance Visit (SAV) enables FEMA to provide a statement with the transmission of this final After Action Report (AAR) to the NRC that State, Tribal and local plans and preparedness are (1) adequate to protect the health and safety of the public living in the vicinity of the nuclear power facility by providing reasonable assurance that appropriate protective measures can be taken offsite in the event of a radiological emergency; and (2) capable of being implemented.

2.2 Exercise Objectives

The objectives for the 2012 SLN REP Exercise were as follows:

- **Objective 1:** Demonstrate the ability to provide Emergency Operations Center management including Direction and Control through the Counties' and State Emergency Operations Centers.
- **Objective 2:** Demonstrate the ability to provide protective action decision-making for State and County emergency workers and public through exercise play and discussions of plans and procedures.
- **Objective 3:** Demonstrate the ability to physically implement protective actions for State and County emergency workers and public through exercise demonstration.
- **Objective 4:** Demonstrate the ability to activate the Prompt Alert and Notification System utilizing the Public Notification System/Emergency Alert System (PNS/EAS) System through exercise play.
- **Objective 5:** Demonstrate the effectiveness of plans, policies and procedures in the Emergency News Center (ENC) for public and private sector emergency information communications.

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- **Objective 6:** Demonstrate the ability to provide accurate data and data analysis for the formulation of protective action recommendations (PAR).

2.3 Exercise Capabilities

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Target Capabilities List (TCL). The capabilities listed below form the foundation for the organization of all FEMA Region IV REP Program objectives and observations in this exercise.

- **Emergency Operations Center Management:** Is the capability to provide Multi-agency coordination (MAC) for incident management by activating and operating an Emergency Operations Center (EOC) for a pre-planned or no-notice event. EOC management includes activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.
- **Citizen Evacuation and Shelter in Place:** Citizen Evacuation and shelter-in-place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals), and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.
- **Emergency Public Information and Warning:** Is the capability that includes public information, alert/warning and notification. It involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders across all jurisdictions and disciplines effectively under all hazard conditions.
- **HazMat Decontamination and Response:** Is the capability to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack. It includes testing and identifying all likely hazardous substances onsite; ensuring that responders have protective clothing and equipment; conducting rescue operations to remove affected victims from the hazardous environment; conducting geographical survey searches of suspected sources or contamination spreads and establishing isolation perimeters; mitigating the effects of hazardous materials, decontaminating on-site victims, responders, and equipment; coordinating off-site decontamination with relevant agencies, and notifying environmental, health, and law enforcement (LE) agencies having jurisdiction for the incident to begin implementation of their standard evidence collection and investigation procedures.

- **Mass Care:** Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident, including Functional Needs (FN) populations. FN includes individuals with physical or mental disabilities who require medical attention or personal care beyond basic first aid. Other FN includes non-English speaking populations that may need to have information presented in other languages. The mass care capability also provides for pet care/handling through local government and appropriate animal-related organizations. Mass care is usually performed by nongovernmental organizations (NGO), such as the American Red Cross (ARC), or by local government-sponsored volunteer efforts, such as Citizen Corps. FN are generally the responsibility of local government, with medical needs addressed by the medical community and/or its alternate care facilities. State and Federal entities also play a role in public and environmental health by ensuring safe conditions, safe food, potable water, sanitation, clean air, etc.
- **Public Health Laboratory Testing:** The Public Health Laboratory Testing capability is the ongoing surveillance, rapid detection, confirmatory testing, data reporting, investigative support, and laboratory networking to address potential exposure, or known exposure, to all-hazards which include chemical, radiochemical, and biological agents in all matrices including clinical specimens, food and environmental samples, (e.g., water, air, soil). All-hazard threats include those deliberately released with criminal intent, as well as those that may be present as a result of unintentional or natural occurrences.

2.4 Exercise Objectives to Capability Cross-Walk

Objective 1: Demonstrate the ability to provide Emergency Operations Center management including Direction and Control through the Counties' and State Emergency Operations Centers.

- **Capability: EOC Management -** Activate EOC; Direct EOC Operations

Objective 2: Demonstrate the ability to provide protective action decision-making for State and County emergency workers and public through exercise play and discussions of plans and procedures.

- **Capability: EOC Management -** Direct EOC Operations

Objective 3: Demonstrate the ability to physically implement protective actions for State and Counties' emergency workers and public through exercise demonstration.

- **Capability: EOC Management -** Support and Coordinate
- **Capability: Citizen Evacuation and Shelter in Place -** Activate Evacuation and/or In Place Protection; Implement Evacuation Orders

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- **Capability: Hazardous Materials Response and Decontamination** – Assess Hazard and Evaluate Risk
- **Capability: Mass Care** – Establish Shelter Operations

Objective 4: Demonstrate the ability to activate the Prompt Alert and Notification System utilizing the PNS/EAS System through exercise play.

- **Capability: Emergency Public Information and Warning** – Public Information, Alert/Warning, and Notification Plans; Manage Emergency Public Information and Warnings; Issue Emergency Warnings

Objective 5: Demonstrate the effectiveness of plans, policies and procedures in the Joint Information Center (JIC) for joint (public and private sectors) emergency information communications.

- **Capability: Emergency Public Information and Warning** - Public Information, Alert/Warning, and Notification Plans; Manage Emergency Public Information and Warnings; Establish Joint Information System (JIS); Provide Public Inquiry Control

Objective 6: Demonstrate the ability to provide accurate data and data analysis for the formulation of PARs.

- **Capability: Public Health Laboratory Testing** – Direct Public Health Laboratory Testing

2.5 Scenario Summary

From Utility: The scenario begins with a fire in the 2A Emergency Diesel Generator building at 0750. The fire is extinguished at 0800 with reports of significant damage to the 2A Emergency Diesel Generator. **At 0805, an Alert is declared** due to a fire affecting operability of plant systems required to establish or maintain safe shutdown.

At 0910, there are indications of a steam leak from 2A Main Steam Line. Operations personnel commence powering down the unit. At 0940, a reactor trip occurs due to a sheared shaft on 2A2 Reactor Coolant Pump. The Loose Parts Monitor alarms, indicating parts within the Reactor Coolant System (RCS).

At 1005, there are indications of a Steam Generator Tube Rupture on 2A Steam Generator. A minor radioactive release to the environment occurs due to the existing steam leak. **A Site Area Emergency is declared at 1020** due to loss of RCS and loss of primary containment barrier.

At 1040, the steam line leak increases followed by an indication of increased radioactivity levels in the RCS. Plant personnel verify increasing RCS sample line dose rates due to cladding failure. **A General Emergency is declared at 1115** due to loss of

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RCS, loss of primary containment barrier, and loss of clad barrier. The plant condition PAR is to shelter the 2-mile radius and 5 miles downwind (sectors N, P and Q). Licensee dose assessment results indicate recommendations for evacuation of the 2 mile radius and sheltering the 5-mile downwind sectors of N, P and Q. Dependent on the timing of the General Emergency declaration and the dose assessment results, the plant condition PAR may come before the dose assessment PAR. Operations personnel continue to cool down and depressurize the RCS. **The exercise is terminated at 1300.**

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Section 3: Analysis of Capabilities

3.1 Exercise Evaluation and Results

This section contains the results and findings of the evaluation of all jurisdictions and functional entities that participated in the June 13, 2012, plume exercise and Out of Sequence (OOS) interviews and demonstrations the week of April 23 to April 27, 2012. Exercise criteria are listed by number and the demonstration status of those criteria are indicated by the use of the following terms:

- Met (No Deficiency or ARCAs assess and no unresolved ARCAs from prior exercise)
- ARCAs assessed or unresolved ARCAs from previous exercises
- Deficiency assessed
- Plan Issues
- Not Demonstrated

3.2 Evaluation Summaries

3.2.1 State Of Florida

3.2.1.1 State Emergency Operations Center (SEOC)

Emergency Operations Center Management Capability Summary:

The State of Florida's Department of Emergency Management (FLDEM) and the State Emergency Response Team (SERT) effectively demonstrated their ability to manage operations concerning the State response to an incident at the SLN. Florida has a robust Watch Office that receives calls from the nuclear plant and effectively activates the staff according to leadership's order. Florida has a mailing list that rapidly broadcasts information and instructions to the FLDEM senior staff and the State agency responders. This capability was demonstrated during the exercise.

The SERT Chief effectively managed the State's response to the simulated emergency at the SLN, as well as dealt with real world situations that affected the State of Florida. The SERT Chief kept the SEOC staff informed of the ongoing situation through briefings and talking with staff members individually. The SEOC remained in control of the situation until the State Management Team (SMT) arrived at the SLN's Emergency Operations Facility (EOF) and was ready to assume direction and control of the incident. The SERT Chief transferred direction and control to the SMT at 0952. Once command and control was transferred the SEOC maintained its staffing to support the requests from the SMT and the counties. The SERT Chief kept situational awareness by participating in regular conference calls with the SMT, the Counties and the Utility. The SERT Chief made good use of the utility liaison in the SEOC by having him brief the leadership group and staff on the evolving situation at the plant. He also reminded SEOC personnel to monitor EM Constellation to ensure that they responded to requests for assistance from the counties.

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For this capability the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1, 1.e.1, 3.a.1, 3.d.1 and 3.d.2

Emergency Public Information & Warning Capability Summary:

ESF 14 – External Affairs managed the public information program from the SEOC until the Emergency News Center (ENC) became activated. Once they became activated ESF 14 became a support function for the Public Information Officer (PIO) at the ENC. ESF 14 managed the information provided to the Florida Emergency Information Line (FEIL) and kept their Facebook and Twitter pages up-to-date with relevant, approved information. The SEOC also activates a legislative information line for State legislators to call for information about the emergency.

For this capability the following REP criterion was met: 5.b.1

3.2.1.2 State Bureau of Radiation Control (Dose, Field Teams and Mobile Lab)

HazMat Response and Decontamination Capability Summary:

This capability was successfully demonstrated by Florida Department of Health, Bureau of Radiation Control (BRC) staff at the EOF, at the Mobile Emergency Radiological Laboratory (MERL), and on three Field Teams (FT). In accordance with the extent-of-play agreement (EOPA), three FTs were pre-positioned with the MERL at the St. Lucie County EOC, and other BRC staff were pre-positioned near the EOF.

FT equipment and supplies were adequate to support radiological monitoring functions, and instruments were operationally checked prior to deployment. Two communications systems were available, tested, and verified operational. The Field Team Supervisor (FTS) at the MERL gave a thorough radiological briefing to all FT members and dispatched the FTs to downwind sectors. The FTS subsequently turned over control of the FTs to the BRC Field Team Directors (FTD) at the EOF.

The FTs demonstrated:

- Procedures for Field Hazard Assessment
- Procedures for Field Monitoring and Sampling
- Procedures for communicating Field Measurements
- Knowledge of Dosimetry and Potassium Iodide (KI)

The BRC Operations Officer at the EOF maintained overall direction and control of the BRC response effort. He also provided sound technical advice and recommendations to the Governor Authorized Representative (GAR) and other decision makers. Dose Assessment Specialists (DAS) properly performed independent accident analyses and compared their results to FT measurements and SLN analyses. When BRC dose projection differed from SLN dose projections, the DAS examined possible causes for the divergence of the results.

For this capability the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1, 1.e.1, 2.a.1, 2.b.1, 2.b.2, 3.a.1, 3.b.1, 4.a.1, 4.a.2 and 4.a.3

3.2.2 Joint Operations

3.2.2.1 Emergency Operations Facility (SMT and Risk Counties)

Emergency Operations Center Management Capability Summary:

The SLN risk counties each provide a designated decision maker (DM) to represent the county in the protective action decision (PAD) process coordinated within the utility's EOF. Generally this is the St Lucie County Public Safety Director and a Fire Department Chief Officer representing the Martin County Emergency Management Agency Director (EMAD). For this exercise Martin County designated a stand-in for the new Director so she could oversee and become familiar with radiological emergency response activities.

The Martin County DM arrived at the EOF following the utility's declaration of emergency classification level (ECL) Alert; the St Lucie County DM arrived after the declaration of ECL site area emergency (SAE). These arrivals were in accordance with procedures. Upon arrival in the EOF the DM each updated the utility's Recovery Manager (RM) on county activities and conversely received an update on plant status. They then provided the plant information to their respective EOC.

The State of Florida deploys a forward asset to the EOF at the ECL Alert to support local government and to coordinate state and federal resources. Alert and notification of the State Management Team (SMT) was evaluated real time, due to the distance between the State of Florida EOC in Tallahassee and the SLN the deployment of the SMT was simulated. Communications from the SMT and the SEOC and from the SMT to the risk and host counties were tested and functional during the exercise.

The SMT travels as a self contained asset, office equipment such as computers, printer/copier/scanners/faxes and office supplies were noted and sufficient for the activation. The SMT provided support to the risk counties for the formulation of the PADs and coordination with all the other State assets, present at the exercise.

During the conduct of the exercise the DM participated in discussions with utility and state personnel regarding the degrading situation at the plant and Protective Action Recommendations (PAR). They jointly discussed potential Protective Action Decisions (PAD) that the counties could take to safeguard the public and county interests and provided their recommendations to their EOCs for further discussion between emergency management directors. Upon concurrence by the counties' leadership they informed the state and utility of the PAD and sequence of siren sounding and emergency action message release. Their deliberations always were conducted after they sought situational clarity from the utility and Florida State BRC. Based on BRC concurrence with a PAR recommending the issuance of KI they passed the information to the EOCs so that county

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emergency workers could be issued KI.

The DM were both well versed in their respective county plans and procedures and had immediate access to pertinent information regarding demographic data, relocation and evacuation information, and shelter locations. They not only facilitated the PAD process, but were available to assist the utility in obtaining off-site support such as traffic control support of the plant evacuation of non-essential personnel. The SMT Incident Commander provided good direction and control of the team throughout the exercise.

For this capability the following REP criteria were met: 1.c.1, 2.b.2 and 2.c.1 (Risk Counties)

For this capability the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1, 1.e.1 and 2.b.2 (SMT)

3.2.2.2 Emergency News Center

Emergency Public Information and Warning Capability Summary:

Representatives from the State of Florida, St. Lucie County and Martin County located at the SLN ENC successfully demonstrated the Emergency Public Information and Warning capability by providing emergency information and instructions to the media and public. The State and local representatives performed their roles in accordance with their published plans and procedures.

The ENC is designed as the focal point for the distribution of news releases and presentation of press briefings by the utility and jurisdictions. Florida Power and Light (FPL) activated the ENC during the Alert ECL. For this exercise, in accordance with the Extent of Play Agreement (EOPA), the ENC staff responded as notified upon the Alert ECL. FPL's Emergency Information Manager (EIM) had the overall responsibility for the management of the ENC.

State and local ENC representatives confirmed that all news releases were prepared, coordinated and approved according to respective procedures. All releases conformed to PADs and precautionary measures instituted by the jurisdictions. A total of 20 press releases were received, prepared and distributed from the ENC during the exercise. Three media briefings were also conducted during the exercise. Prior to each briefing the spokespersons gathered to discuss and coordinate their message for the briefing. They discussed who would say what, and in which order the briefing would be conducted. The spokespersons answered all questions asked of them and were able to discuss what actions were taken by their organizations.

The ENC has a robust communications capability and sufficient equipment and supplies to support emergency operations. Communications included dedicated commercial telephones supplemented by cell phones, computers, satellite phone, 800 MHz radio and Switch Bypass System. The system provides the capability to bypass the local telephone

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switching center and re-route calls over fiber optics and FPL high voltage towers to get to a more distant switch in Miami, Orlando, and elsewhere that is not saturated with local telephone calls. The primary and backup communications systems were fully functional at the commencement of the exercise and there were no failures during the exercise.

The Public Inquiry Hotlines were located in the St. Lucie County EOC and the Martin County EOC. In accordance with the EOPA, FLDEM did not have a Public Inquiry function during this exercise. Rumors and trends of misinformation were reported to the ENC for correction in press briefings and news releases. The Martin County PIO provided information on a false rumor, which was corrected during the press briefings. The rumor concerned information that the public should report to hospitals to receive KI for ingestion.

For this capability the following REP criteria were met: 1.a.1, 1.d.1, 1.e.1 and 5.b.1

3.2.3 Risk Jurisdictions

3.2.3.1 St. Lucie County

Emergency Operations Center Management Capability Summary:

The St. Lucie County Division of Emergency Management (DEM) successfully demonstrated the ability to provide MAC for incident management and the EOC management capability during this exercise. The facility was suitable and appropriately equipped with supplies and redundant communications equipment to successfully conduct emergency response activities. All support functions were grouped together for optimal coordination. Position binders and checklists served as quick reference job aids and ensured consistent and thorough procedural compliance and provided sufficient reference material that supplemented electronic references. Projection and other visual aids, wall displays, maps and status boards were available, provided pertinent information to the staff, aided in situational awareness and allowed more deliberative, timely coordination and decision making. EOC staff was alerted and mobilized, and the EOC activated in a timely manner.

The EOC staff was prepositioned in the EOC in accordance with the EOPA, but took no action until appropriately notified in order to replicate alert and mobilization procedures. Direction and Control is discharged through the Emergency Management Coordinator (EMC) in coordination with the Public Safety Director (PSD). Upon notification of the ALERT ECL status, the EMC established and maintained effective, deft direction and control of EOC emergency response activities throughout the exercise. He demonstrated skillful, well ordered and deliberate direction and control of the county EOC through routine, consistent briefings and updates of the developing situation. This practice, especially notable upon ECL changes, enabled the staff to stay abreast of changing conditions and enhanced their ability to conduct coordinated operations with internal and external agencies, including with the State of Florida, Martin, Brevard, Indian River and Palm Beach Counties EMDs. The staff exhibited keen knowledge of their roles, as well

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as county plans and procedures, was adept and perceptive and fulfilled their responsibilities with conviction. Organizational design and procedures were methodized and staff coordination was not disturbed by real world events that changed staff structure at the onset of the exercise. EOC activities were registered and archived for recounting.

Emergency responders were experienced, omniscient and proficient in knowledge of their responsibilities, including the use of KI, management of TCPs, evacuation, EW decontamination, available resources, reporting, and other activities and procedures associated with a response to incidents related to SLN. Officials for school evacuations demonstrated expert, masterful knowledge of procedures for ensuring the safety and accountability of students and staff following well established, conditioned procedures.

The St. Lucie County DEM, EOC staff and EWs demonstrated a high level of competence in the ability to protect the health and safety of the public and emergency workers in the event of an incident at SLN and all demonstrated activities were consistent with plans and procedures.

For this capability, the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1, 1.e.1, 2.a.1, 2.b.2, 2.c.1, 3.a.1, 3.b.1, 3.c.1, 3.d.1 and 3.d.2

Emergency Public Information and Warning Capability Summary:

The St. Lucie County EOC public information and management staff demonstrated the capability to manage and issue Emergency Public Information and Warnings, and provide for public inquiry and rumor control for the citizens of St. Lucie County within the SLN EPZ, in response to an incident at SLN. Under the direction of the EMC, the EOC Public Information staff developed accurate and timely News Releases utilized pre-scripted messages in their procedures, and disseminated them to the ENC, SEOC, and all pre-identified media outlets (simulated for this exercise). The County demonstrated the procedures for activating the public alert and notification siren system for both St. Lucie and Martin Counties, and coordinated with Martin County in the issuance of Joint News Releases for EAS broadcast. Back-up route alerting capability was effectively demonstrated through interview following an exercise inject of a siren failure in Port St. Lucie. Public inquiry and rumor control capabilities were successfully demonstrated through the activation and staffing of the Public Information Office at the EOC.

For this capability the following REP criteria were met: 5.a.1, 5.a.3 and 5.b.1

Citizen Evacuation and Shelter-in-Place Capability Summary:

The St. Lucie County School District Safety and Security Officer and the Deputy Safety and Security Officer successfully demonstrated this capability. Through interview, they described the ability to prepare for, communicate and immediately execute actions to ensure safe and effective sheltering-in-place and organized, and managed evacuation of school students and staff to designated areas of safe refuge, in response to a potentially dangerous environment. Notification methods through the School District's PIO, St.

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Lucie County News Release and School Principals, were capable of notifying parents and staff of any PADs in a timely manner and where to pick up their children. All staff, including bus drivers received annual training on actions to take in case of an incident at SLN. Staff and bus drivers are not considered emergency workers and are not issued dosimetry, but are accompanied in their evacuation duties by LE escorts who carry dosimeters. Additionally, bus drivers are issued KI upon direction of the St. Lucie County EMC, under guidance of the State BRC and County health department.

The establishment of traffic control points (TCP) in St. Lucie County was successfully demonstrated by interview with officers of the St. Lucie County Sheriff's Office and the Port St. Lucie Police Department. The discussions provided ample evidence that the agencies were well prepared to assemble sufficient LE personnel to staff TCPs in a timely manner should an evacuation be ordered. Procedures, materials, and equipment are in place, or available to ensure emergency LE officers are able to provide assistance to evacuees and facilitate the evacuation process by maintaining a smooth traffic flow. The LE officers were well trained on personal radiological protective measures including the use of KI, and described how they would respond to impediments to traffic flow. Procedures described by officers were consistent with plans and procedures.

For this capability the following REP criteria were met: 1.a.1, 1.d.1, 1.e.1, 3.a.1, 3.b.1, 3.c.2, 3.d.1 and 3.d.2

HazMat Response & Decontamination Capability Summary:

St. Lucie HazMat personnel, comprised of members of the St. Lucie County Fire District, were interviewed OOS at Digital Domain Stadium on April 25, 2012, and understood their overall role in emergency worker decontamination. They were well trained and professional; all activities were consistent with local plans and procedures and performed in accordance with the EOP. They were all knowledgeable of their exposure reporting limits, maximum exposure limits, turn back values, KI usage and side effects, dosimetry and recording requirements. They were also knowledgeable of proper decontamination and monitoring techniques as well as contamination control measures. The team demonstrated keen awareness and genuine concern for safety and successfully demonstrated their ability to effectively monitor and decontaminate EW personnel and equipment.

For this capability the following REP criteria were met: 1.e.1, 3.a.1, 3.b.1 and 6.b.1

3.2.3.2 Martin County**Emergency Operations Center Management Capability Summary:**

The Martin County EOC readily demonstrated the capability to activate and staff the EOC. Although the EOC staff was pre-positioned per the extent-of-play agreement, review of their emergency notification procedures and calling tree methods confirmed their capability per the Martin County Emergency Response Procedure.

The Martin County EMA consistently made timely and concise PAD's with the utmost safety of the community as the number one priority. Direction and control of the EOC was evident through experienced Branch Chiefs, an Operations Officer and Director as orders flowed from top to bottom and were thoroughly coordinated amongst the ESF's. The three branches worked as a fine tuned instrument accomplishing mission objectives and answering exercise injects which enhanced the training environment. The EOC staff was highly motivated and dedicated to the needs and safety of the at risk public. The EOC staff members are well trained and exceptionally knowledgeable of their assigned duties. The Martin County EOC successfully demonstrated capabilities that are synonymous with Reasonable Assurance.

For this capability the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1, 1.e.1, 2.a.1, 2.b.2, 2.c.1, 3.a.1 and 3.b.1

Emergency Public Information & Warning Capability Summary:

Martin County emergency management staff personnel demonstrated the capability to develop, coordinate, and disseminate accurate alert and emergency information to the media and the public and to activate warning systems to notify those at risk in the event of a radiological emergency. The Operations Chief successfully activated the siren system at ECL SAE, while the PIO in the EOC rapidly released an Emergency Alert System (EAS) message to the public. The PIO also successfully coordinated initial and subsequent press releases to clarify what actions the general public should take. When an ECL General Emergency (GE) was declared the sirens were again activated (simulated) and an appropriate EAS message was quickly released.

The Communications Officer was very knowledgeable of the actions required to initiate backup route alerting in the event of a siren failure. After a siren failure was identified (simulated, Siren #72), he quickly pulled the plan file for the siren footprint, identified the county fire station responsible for backup route alerting (Fire Station #14), faxed Fire Station #14 tasking orders and a map, and followed-through with a phone call confirming receipt and response status. In the meantime the county Fire Department representative on the EOC staff alerted the Radiological Officer at the Martin County Public Safety Complex to initiate dosimetry kit issue to the Fire Station #14 firefighters. All EOC staff interviewed were knowledgeable of the process to perform backup route alerting in order to rapidly notify the public.

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The EOC PIO maintained contact with the PIOs at the ENC. He insured that all Martin County generated press releases were reviewed by both the Operations Chief and the Emergency Management Director (EMD). Two public inquiry personnel staffed the Rumor Control function in the EOC. Public inquiry staff remained up to date on emergency status throughout the exercise, and consistently provided accurate information to callers. One rumor was injected and correctly identified during the exercise. The Rumor Control operator correctly identified the reported information as incorrect, and immediately forwarded the information to the EOC PIO, who in turn promptly communicated the information to his counterpart at the EOF, for briefing of appropriate news media.

For this capability the following REP criteria were met: 5.a.1, 5.a.3 and 5.b.1

Citizen Evacuation and Shelter in Place Capability Summary:

The implementation of PADs for School Populations was conducted by interview in the EOC. The Martin County School Administrators (Operations Manager and Safety Manager) were very proactive and attentive to the emergency actions for the safety of the schools. They implemented early precautionary action based on updates of plant conditions from the Florida Power and Light representative in the EOC. These decisions were coordinated with other school officials via Nextel cell phone and 800 MHz radio system. They were ensuring that students would be safe in the event that conditions at the SLN were to worsen. The Superintendent of Schools and all members of her "Safety Group" which included the principals of the schools were contacted to be prepared for school evacuations. Each school has their own plan for implementation. When actions are implemented by the schools, the Martin County PIO is notified so that an EAS message is created and disseminated to the public in a timely manner. The Martin County School System representatives were aware of their plans and procedures and were able to exemplify their knowledge in an effective manner during the interview.

The decision and implementation for TCP was evaluated during an interview of a Martin County Sheriff Deputy at the EOC. They are pre-established and are coordinated with other LE agencies, the City of Stuart, St. Lucie and the Florida Highway Patrol. When dispatched to a TCP, LE will report to the Martin County Administration Building where Radiation Kits are distributed for the EPZ. They are issued a Radiation Kit containing 2 dosimeters, KI, exposure logs, TLDs, all in a zip lock bag.

The Deputy demonstrated knowledge of Emergency Workers Exposure control procedures. The Sheriff in the EOC was well aware of the exposure limits of 100mR and a turn back value of 500 mR. He was well versed in the process of issuing KI. All personnel would receive a briefing before dispatching to the TCP by the Martin County Operations Officer. The EOC Sheriff Representative was very aware of their duties and responsibilities and was able to explain in detail what was required. At General Emergency, inject GE-1 introduced a Motor Vehicle Accident on Martin Downs Boulevard, a main evacuation route for the county. The Sheriff Deputy identified the impediment immediately and re-routed traffic to an alternate evacuation route. The

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Sheriff Deputy also identified the resources and described the procedure to accelerate the process for removal of the impediment.

For this capability the following REP criteria were met: 3.c.2, 1.e.1, 3.d.1 and 3.d.2

HazMat Response & Decontamination:

Martin County Fire and Rescue personnel interviewed April 26, 2012 at the Hutchinson Island Fire Station #14 in Martin County, Florida understood their overall role in emergency worker contamination. EWs had received radiological training and were well aware of dosimetry requirements, KI procedures, recording requirements, and turn back values. They were also knowledgeable of proper decontamination and monitoring techniques as well as decontamination control measures. The team shared a genuine concern for safety.

For this capability the following REP criteria were met: 1.e.1, 3.a.1, 3.b.1 and 6.b.1

3.2.4 Host Jurisdictions

3.2.4.1 Brevard County

Emergency Operations Center Management Capability Summary:

Brevard County successfully demonstrated this capability in support of the SLN. Brevard serves as a Host County which provides support to evacuation of the EPZ. EOC personnel were prepositioned in the EOC in accordance with the EOPA. The county 911 center serves as the warning point and received the notice of Alert via the Florida Nuclear Power Plant Notification Form from the State Watch Office (SWO). The primary communications system was commercial telephone with cell phone as backup. Secondary communication system was 800 MHz radio and email. All communications systems were demonstrated and no failures were noted. The EOC was well equipped with a redundancy of automated equipment. Maps, displays, and video equipment were sufficient for EOC operations. The Director of Emergency Management was responsible for the overall management of the EOC operations and its staff. The Director provided timely and updated briefings throughout the exercise and EOC Staff were well trained and knowledgeable of their assignments. As a host county, Brevard is responsible for implementing traffic control procedures. By discussion, the Brevard County Sheriff's Office successfully demonstrated these procedures along with radiological exposure control. All actions performed were in accordance with published plans and procedures.

For this capability the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1, 1.e.1, 3.a.1, 3.d.1 and 3.d.2

3.2.4.2 Indian River County**Emergency Operations Center Management Capability Summary:**

Indian River County successfully demonstrated their capability to activate and operate their EOC during a nuclear power plant incident. Their EOC is vastly equipped with maps and displays used to stay current on events and to plan response actions. They have redundancies of communications equipment that is regularly tested and well maintained. Up to date rosters allow for the rapid mobilization of EOC staff. The EOC staff were kept informed of the current plant conditions by the Operations Chief (OC) during a number of periodic staff briefings. Staff briefings were conducted as needed by the OC and two scheduled briefings were conducted where each branch chief briefed on current operations of the ESFs in their branch. Response activities were coordinated with other agencies mainly by the OC and the REP coordinator; individual ESF representatives also coordinated with their ESF counterparts in other counties. The OC tracked progression and confirmed that TCPs were set up, evacuation routes were clear, and shelters were set up to receive evacuees throughout the exercise. The response was conducted in accordance with plans and procedures.

For this capability the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1, 1.e.1, 3.a.1, 3.d.1 and 3.d.2

Citizen Evacuation and Shelter in Place Capability Summary:

The Indian River County Sheriff's Office successfully demonstrated their ability to effectively manage traffic and access control to direct evacuees to their reception center and shelter. They have adequate equipment and personnel to carry out the task. Officers and equipment are on standby and ready to deploy to their assignment in the case of an evacuation of the EPZ. Traffic control was coordinated with neighboring counties with the help of a SMT members acting as a county liaison at the EOF. During the exercise, several injects provided the need for substantial planning on the part of traffic management staff in the EOC. They identified several impediments and managed to maintain critical routes throughout the exercise by strategically placing roadblocks in areas to divert traffic from those routes. Their forward thinking and swift actions were critical to the timely and organized evacuation of the public.

For this capability the following REP criteria were met: 1.e.1, 3.d.1 and 3.d.2

Mass Care Capability Summary:

Indian River County successfully demonstrated Mass Care of evacuees. The facility had ample room and resources to provide services and accommodations consistent with ARC planning guidelines (MASS CARE – Preparedness Operations, ARC 3031). The Shelter Manager and staff demonstrated the procedures to assure that evacuees have been monitored for contamination and have been decontaminated as appropriate prior to

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entering congregate care facilities. All activities described in the demonstration criterion were carried out in accordance with the plan, procedures, and EOP.

For this capability the following REP criteria were met: 1.b.1, 1.e.1 and 6.c.1

3.2.4.3 Palm Beach County

Capabilities: Emergency Operations Center Management Capability Summary:

Palm Beach County's responsibility in support of the SLN is that of a host county. If an evacuation is necessary, the County expects to receive over 100,000 evacuees from St. Lucie and Martin counties. The County has identified and will establish two Radiological Emergency Reception Centers (RERC) located at John Prince Park and Okeeheelee Park to support evacuees. These are temporary field operations where evacuees are monitored for contamination, decontaminated, issued KI, and then processed for sheltering as needed.

The Director, Division of Emergency Management (DEM) has the primary responsibility for the management and activation of the EOC. The EOC is activated at one of four Levels with Level 4 being the lowest and Level 1 the highest or full activation. The Director determines the activation level after consulting with the County's Executive Policy Group (EPG). For this exercise, the Director ordered a partial activation of the EOC to a Level 2 following the Alert ECL. The EPG is responsible for making all key policy decisions concerning the County's response efforts. The EPG was composed of the Director of DEM, Director of Public Safety, County PIO, and the County Administrator.

The Staff in the EOC was arranged in accordance with the National Incident Management System (NIMS) and the County's Comprehensive Emergency Management Plan (CEMP), functional duty positions in the EOC using plain language titles have replaced ESF designations. The EOC is a modern facility and contains ample working space, equipment and the necessary communications to perform its responsibilities. Both primary and secondary communications links were tested and used during the exercise. No communication failures or issues were observed.

Throughout the exercise, both the Director and REP Planner conducted periodic updates to the staff and EPG. The complete use of WebEOC by the EOC staff allowed the EPG to stay well informed of each field and EOC support actions throughout the exercise. Palm Beach County is fully capable of performing the duties required of them.

For this capability the following REP criteria were met: 1.a.1, 1.c.1, 1.d.1 and 1.e.1

Capabilities: HazMat Response & Decontamination Capability Summary:

Palm Beach County effectively demonstrated the capability Hazardous Material Response and Decontamination. The Unified Command (UC) maintained effective command and control of operations in the Radiological Emergency Reception Center

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(RERC). The UC maintained constant communication with the County EOC allowing for situational awareness of both parties and a fast and efficient mutual support system. The IMT was a unified command composed of leadership from Palm Beach County (PBC) Sheriff's Office, PBC Fire Rescue, PBC Health Department and PBC Emergency Management.

The RERC at John Prince Park was setup and operational within 90 minutes, quickly establishing an efficient and effective radiation monitoring and decontamination stations allowing rapid identification and decontamination of radiological contaminated personnel and equipment. Decontamination virtually eliminated the spread of contamination and reduced the health risk to contaminated personnel that were processed through the stations.

The RERC had more than adequate space (approximately 500 acres), effective signage and well-marked areas of travel. Security of the RERC was provided by the Sheriff's Office. All instruments were utilized in accordance with manufacturer's operating instructions and all instruments were within calibration requirements. All personnel working in the RERC were well trained and knowledgeable in their assigned tasks. Briefings by the Radiation Safety Officer reminded them of key radiological information and the Safety Officer refreshed everyone on basic safety and KI precautions.

Vehicles entering the RERC were prewashed and then monitored in high suspect locations such as the grill, fender wells, door handles, seat, and steering wheel. Vehicles found to be contaminated were placed in a guarded storage area until they could be decontaminated. Clean vehicles were returned to service.

Two EW personnel were sent to the personnel monitoring station. They were surveyed with the Ludlum Model 52-1 Portal monitor, one was clean and one was contaminated. The clean person was registered and released. The contaminated EW was surveyed, decontaminated, resurveyed, found to be clean and registered and released.

The RERC team accomplished all of the above with no accidents or injuries and maintaining exposure levels of the workers involved to a level as low as reasonably achievable.

For this capability the following REP criteria were met: 3.a.1, 3.b.1 and 6.b.1

Capability: Mass Care Capability Summary:

Palm Beach County successfully demonstrated the capability to establish a mass care facility and provide sheltering, feeding and related services to evacuees. The Palm Beach Chapter of the ARC was responsible for managing the congregate care center. The Shelter Operations Manager, along with three other volunteers was responsible for standing up the shelter, registering evacuees, and directing supplies and services to the center. The facility was fully capable to house and feed evacuees.

For this capability the following REP criteria were met: 1.e.1 and 6.c.1

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Section 4: Conclusion

The exercise goal, “To demonstrate reasonable assurance that the health and safety of the public can be protected, through successful demonstration of all the Emergency Preparedness Evaluation Areas –elements and sub-elements – that are required to be demonstrated in every exercise, as required by the *Interim REP Program Manual (August 2002)* and the approved EOPA”, was met.

The State of Florida and the counties of St Lucie, Martin, Brevard, Indian River and Palm Beach successfully accomplished all exercise objectives, by demonstrating the ability to implement their plans and procedures through the evaluation of their assigned capabilities.

FEMA wishes to recognize the effort of Florida as a whole community, for always asking their agencies, departments and volunteer organizations to push the envelope and exercise more than the criterion required by the program.

Exercises are planned and executed to find gaps, these gaps are not short falls, but rather opportunities to better organizations, as we move forward; the bar will be set higher for the next exercise.

FEMA will provide the state and counties with support, training, coordination and execution of the program objectives and capabilities as needed.

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Appendix A: Exercise Timeline

Emergency Classification Level or Event	Time Utility Declared	Time That Notification Was Received or Action Was Taken								
		SEOC	SMT	ENC	DOSE	ST. LUCIE COUNTY	MARTIN COUNTY	BREVARD COUNTY	INDIAN RIVER COUNTY	PALM BEACH COUNTY
Unusual Event	0802	0802	N/A	N/A	N/A	0815	0819	0831	0834	0825
Alert	0819	0819	N/A	N/A	N/A	0834	0835	0841	0845	0842
Site Area Emergency	1015	1033	1016	1026	1017	1030	1033	1040	1040	1039
General Emergency	1152	1209	1154	1155	1154	1210	1209	1212	1216	1215
Simulated Rad. Release Started	1013		1115	1044	1018	1210	1141	1040	1216	1146
Simulated Rad. Release Terminated	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Facility Declared Operational		0920	0944	0931	0930	0915	0912	0906	0850	0945
Declaration of State of Emergency Local		N/A	0856	N/A	N/A	0856	1020	1040	1044	0943
State		0920	0951	1000	N/A	0904	1030	N/A	1030	N/A
Exercise Terminated		1310	1310	1312	1310	1322	1313	1316	1321	1225
Early Precautionary Actions: Schools		N/A	N/A	N/A	N/A	1019	1019	N/A	N/A	N/A
Special Populations		N/A	N/A	1041	N/A	1038	1038	N/A	N/A	N/A
Waterways Clearance		N/A	N/A	N/A	N/A	1039	1038	N/A	N/A	N/A
1 st Protective Action Decision		N/A	1036	N/A	N/A	1036	1036	N/A	N/A	N/A
1 st Siren Activation		1040	1040	1040	1055	1040	1040	N/A	N/A	N/A
1 st EAS Message:		1040	1040	N/A	N/A	1040	1040	N/A	N/A	N/A
2 nd Protective Action Decision Evacuate Areas: 1, 8 0-2 miles Shelter Sectors: 2, 6 & N, P, Q		1214	1214	N/A	1214	1214	1214	1215	1214	1143
2 nd Siren Activation:		1215	1215	1215	1215	1215	1215	N/A	N/A	N/A
2 nd EAS Message:		1215	1215	N/A	N/A	1215	1215	N/A	N/A	N/A
KI Decision: Emergency Workers		1214	1214	N/A	1214	1220	1220	1220	1220	1220

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Appendix B: Exercise Evaluators and Assignments

Jurisdiction	Evaluation Team	Capability and Activity
Florida Division of Emergency Management		
SEOC	Larry Robertson (FEMA)	EOC Management Emergency Public Information & Warning
Florida Bureau of Radiation Control		
Dose	John Fill (FEMA)	HazMat Response & Decontamination
Field Monitoring Team 1	Ronald Biernacki (ICF)	HazMat Response & Decontamination
Field Monitoring Team 2	Michael Henry (ICF)	HazMat Response & Decontamination
Field Monitoring Team 3	John Zeidler (ICF)	HazMat Response & Decontamination
Mobile Lab	Jill Leatherman (ICF)	Public Health Laboratory Testing
Joint Operations		
Emergency News Center	JT Ackermann (Lead) (FEMA) Henry Christiansen (ICF)	Emergency Public Information & Warning
Emergency Operations Facility	Bill Larrabee (ICF) Alex Sera (FEMA)	EOC Management (Risk Counties) EOC Management (SMT)
Risk Counties		
St Lucie County	Odis Spencer (Lead) (FEMA)	EOC Management
Emergency Operations Center (EOC)	Bruce Swiren (ICF)	Emergency Public Information & Warning
Traffic Control Points (interview) Out of Sequence (OOS) Emergency Worker Monitoring and Decontamination (EWD)	Malcolm Edwards (FEMA) Walt Cushman (FEMA) Lisa Rink (FEMA) Ron Shaw (FEMA)	Citizen Evacuation and Shelter in Place HazMat Response & Decontamination
Martin County	Gerald Mclemore LEAD (FEMA)	
EOC	Mike Dolder (FEMA)	EOC Management
Traffic Control Points (interview)	Lorenzo Lewis (FEMA)	Emergency Public Information & Warning
Out of Sequence (OOS) Emergency Worker Monitoring and Decontamination (EWD) Traffic Control Points	Walt Cushman (FEMA) Lisa Rink (FEMA) Ron Shaw (FEMA)	HazMat Response & Decontamination Citizen Evacuation and Shelter in Place

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Host Counties		
Brevard County EOC Traffic Control Points	Robert Nash (FEMA)	EOC Management Citizen Evacuation and Shelter in Place
Indian River County EOC Traffic Control Points	Matthew Bradley (FEMA)	EOC Management Citizen Evacuation and Shelter in Place
Out of Sequence (OOS) Congregate Care	Walt Cushman (FEMA)	Mass Care
Palm Beach County EOC Traffic Control Points Congregate Care Emergency Worker Monitoring and Decontamination (EWD)/Reception Center	Walt Cushman (FEMA) Lisa Rink (FEMA) Ron Shaw (FEMA) Bob Spence (FEMA)	EOC Management Citizen Evacuation and Shelter in Place Mass Care HazMat Response & Decontamination

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Appendix C: Exercise Locations

SEOC Tallahassee
SEOC: 2555 Shumard Oak Blvd. Tallahassee, FL 32311

Joint Facilities Locations
EOF/ENC: 9001 W Midway Road (I-95 Exit 126, Midway Rd) Fort Pierce, FL 34945

Risk Counties
St Lucie Co. EOC: 15305 West Midway Rd Ft Pierce, FL 34945
Martin Co. EOC: 800 Monterey Rd. Stuart, FL 34997

Host Counties
Brevard Co. EOC: 1746 Cedar Street Rockledge, FL 32955
Indian River Co.EOC: 4225 43 rd Avenue Vero Beach, FL 32967
Palm Beach Co.EOC: 20 South Military Trail West Palm Beach, FL 33415
In-sequence Activities: 4759 S. Congress Ave. Lake Woth, FL 33461

Risk Counties
St Lucie Co. OOS: Digital Domain Stadium 525 NW Peacock Blvd. Port St Lucie, FL 34986
Martin Co. OOS: Fire/Rescue Station 14 801 N.E. Ocean Blvd. Martin Co., FL 34996

Host Counties
Brevard Co. OOS: Rest Stop I-95 North Bound Exit 168
Indian River Co. OOS: North County Park/Aquatic Center 9450 County Road 512 Sebastian, FL 32958

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