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# **DRAFT AFTER ACTION REPORT/IMPROVEMENT PLAN**

## **Razorback County HSEEP**

**July 25, 2010**

**Razorback County Severe Weather Exercise**

**Hogville, AR**

**[Protective Marking]**

Homeland Security Exercise and Evaluation Program (HSEEP)  
**After Action Report/Improvement Plan (AAR/IP)** **Razorback County Severe  
Weather Exercise**

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Homeland Security Exercise and Evaluation Program (HSEEP)  
After Action Report/Improvement Plan (AAR/IP) **Razorback County Severe  
Weather Exercise**

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## HANDLING INSTRUCTIONS

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[If an AAR contains graphics, figures, or tables, they should be numbered and listed in the Contents section (e.g. Figure 1, Table 1, etc.).

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## EXECUTIVE SUMMARY

The Razorback County Severe Weather Exercise was developed to test Razorback County's communications, Emergency Operations Center Management, and Mass Care capabilities. The exercise planning team was composed of numerous and diverse agencies, including Arkansas Department of Emergency Management, Razorback County Emergency Management, Local Fire Department, and the Local Law Enforcement Agency. Planning was conducted over a 9-month period and included an Initial Planning Conference (IPC), a Mid-Term Planning Conference, and a Final Planning Conference. The planning team discussed the challenges that Razorback County and its local first responders may face in the event of severe weather.

Based on the exercise planning team's deliberations, the following objectives were developed for the Razorback County Severe Weather Exercise:

- Objective 1: Conduct and communicate situational assessments among local and state agencies and assess the interoperability of communications among participating agencies during a severe weather emergency.
- Objective 2: Demonstrate the ability to activate the EOC and to coordinate EOC responses to a winter storm emergency.
- Objective 3: Activate and coordinate mass care and sheltering operations for populations in need of assistance during a severe weather emergency.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

### Major Strengths

The major strengths identified during this exercise are as follows:

- Communication between the EOC and the local entities was open and frequent, demonstrating an exceptional working relationship.
- EOC personnel were showed a strong ability to disseminate information throughout the EOC and to provide detailed briefings.

## Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in Razorback County's ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- The communications ability between the different responding agencies was lacking in its ability to exchange information. This could be repaired through training and a request for a mutual aid channel.
- The shelter was severely under-staffed. This was due in part to not having a working relationship with Non-Government Organizations such as the Red Cross.

Overall, the Razorback County Severe Weather Exercise was very successful. Participants stated that the exercise gave them the opportunity to more clearly define their roles and responsibilities during EOC activation and response to a severe weather emergency, as well as other emergencies. Razorback County used this exercise to outline the policies and procedures that should be used to develop and refine their Emergency Operations Plan (EOP) and Standard Operating Procedures (SOP). Participants openly agreed that the exercise was beneficial and that additional training and exercise opportunities would be very helpful in their preparedness for future emergencies.

## SECTION 1: EXERCISE OVERVIEW

[Information in the Exercise Overview should be “structured data”—written as a list rather than in paragraph form—in order to facilitate preparation of other parts of the AAR/IP, maintain consistency within AAR/IPs, and facilitate the analysis of AAR/IPs for program reporting.]

### Exercise Details

**Exercise Name**

Razorback County Severe Weather Exercise FSE

**Type of Exercise**

FSE

**Exercise Start Date**

July 25, 2010

**Exercise End Date**

July 25, 2010

**Duration**

6 hours

**Location**

State EOC

Razorback County EOC

**Sponsor**

ADEM/Razorback County

**Program**

Fiscal year 2010 State Homeland Security Grant Program

**Mission**

To Protect and Respond

**Capabilities**

- Communications
- Mass Care (Sheltering, feeding, and related services)
- Emergency Operations Center Management

**Scenario Type**

Severe Weather

## Exercise Planning Team

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Jay Tucker: OEM Coordinator

Razorback County

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## Participating Organizations

- **State:**  
Arkansas Department of Emergency Management
- **County:**  
Razorback County

### Number of Participants

- Players: 40
- Controllers: 4
- Evaluators: 6
- Observers: 2
- Victim Role Players: 25

## SECTION 2: EXERCISE DESIGN SUMMARY

### Exercise Purpose and Design

The Razorback County Severe weather Exercise was designed to establish an environment for players to exercise emergency response plans, policies, and procedures as they pertain to a severe weather emergency. Razorback County Severe weather exercise was produced under the direction of ADEM and Razorback County.

### Exercise Objectives, Capabilities, and Activities

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 objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Based upon the identified exercise objectives below, the exercise planning team has decided to demonstrate the following capabilities during this exercise:

**Objective 1:** Conduct and communicate situational assessments among local and state agencies and assess the inter-operability of communications among participating agencies during a severe weather emergency.

- Communications:

**Objective 2:** Demonstrate the ability to activate the EOC and to coordinate EOC responses to a severe weather emergency.

- Emergency Operations Center Management.

**Objective 3:** Activate and coordinate mass care and sheltering operations for populations in need of assistance during a severe weather emergency.

- Mass Care

### Scenario Summary

In the early summer of 2010, a severe weather threat is moving in from the west and sweeping through Razorback County. The weather turns severe and drops a major tornado in the town of Hogville. The ensuing storm also causes major flooding with roads under water or completely washed out.

## SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives of the Razorback County Severe Weather Exercise are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations.

### CAPABILITY 1: COMMUNICATIONS

**Capability Summary:** Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they must have sufficient wireless communications to meet their everyday internal and emergency communication requirements before they place value on being interoperable, i.e., able to work with other agencies. Communications interoperability is the ability of public safety agencies (police, fire, EMS) and service agencies (public works, transportation, hospitals, etc.) to talk within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed, and when authorized. It is essential that public safety has the interagency operability it needs, and that it builds its systems toward interoperability.

#### Activity 1.1: Provide Emergency Operations Center Communications Support

**Observation 1.1: Strength. Inter-agency communications in the EOC was very clear and precise with information dissemination.**

**References:**

1. Exercise Evaluation Guide (EEG), Task 1.1: Implement incident communications interoperability plans and protocols.
2. Exercise Objective 1.

**Analysis:** Razorback County EOC is equipped with up-to-date communications equipment. The EOC coordinator had no issues when receiving/exchanging information with local first responders. The local coordinator also explained that Razorback County has the ability to operate communications with different means, such as 800mhz radios and the AWIN.

**Recommendations:** Razorback County should coordinate with local responders to exchange information and questions regarding AWIN communications. This would help remediate Observation 1.2. None

**Observation 1.2: Area for improvement:** Incident information was insufficiently passed between the local responding agencies (fire and law).

**References:**

1. EEG, Task 1.2 Communicate incident response information per agency protocols.

**Analysis:** Local law enforcement, fire, and EMS had issues communicating vital information during the exercise.

**Recommendation:** This issue could be resolved through radio and AWIN training and review of the local SOP/EOP.

## **CAPABILITY 2: EMERGENCY OPERATIONS CENTER MANAGEMENT**

**Capability Summary:** Emergency Operations Center (EOC) Management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes EOC 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. Similar entities may include the National (or Regional) Response Coordination Center (NRCC or RRCC), Joint Field Offices (JFO), National Operating Center (NOC), Joint Operations Center (JOC), Multi-Agency Coordination Center (MACC), Initial Operating Facility (IOF), etc.

**Observation 2.1: Strength.** The EOC was well equipped and secure.

**References:**

- EEG, Task 1.3: Activate EOC
- Exercise Objective 2.

**Analysis:** The EOC was well equipped with state-of-the-art radios, phones, computers, and audiovisual technology. Information important to all personnel in the EOC was projected onto large, well-positioned screens visible to the entire EOC.

Access to the EOC was well controlled. All personnel were required to wear a badge to enter. Full-time employees used their County badges as credentials.

**Recommendations:** Review the SOP/EOP for Razorback County.

### **Activity 2.2: Support and Coordinate Response**

**Observation 2.2.1: Area for Improvement.** Resources were not adequately tracked.

**References:**

- EEG, Task 7.3: Coordinate resource logistics and distribution.
- Exercise Objective 2

**Analysis:** Although resource request were manageable during the exercise, resources themselves were not tracked. A system for coordination and tracking should be in place for all resource requests.

**Recommendation:** Implement a resource tracking system, and insure the Emergency Operations Center (EOC) staff members are trained on its use.

### **CAPABILITY 3: MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES)**

#### **CAPABILITY SUMMARY:**

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. Mass Care is usually provided by nongovernmental organizations (NGOs), such as the American Red Cross, or by local government. The capability also provides for companion animal care/handling through local government and appropriate animal-related organizations.

#### **Activity 3.1: Direct Mass Care Tactical Operations**

**Observation 3.1.1: Strength.** The Razorback County EOC was able to provide shelter to affected citizens.

**References:**

- EEG, Task 1.1: Activate mass care plan
- Exercise objective 3.

**Analysis:** The EOC was faced with displaced people, power outages, and a special-needs population in need of care. Immediate needs of victims were mitigated with shelters established at a sports arena and a church.

**Recommendations:** None.

**Observation 3.1.2: Area for Improvement.** The shelter was severely under-staffed.

**References:**

- EEG, Task 1.11: Activate vendor agreements/MOUs/memorandums of agreement (MOA's) in support of mass care activities.

**Analysis:**

Razorback County does not have the capability to staff and operate a shelter by itself.

**Recommendations:**

Razorback County needs to update its Standard Operating Procedures (SOPs) to include Memorandums of Agreement (MOAs) from Non-Governmental Organizations (NGOs) such as the American Red Cross.

## SECTION 4: CONCLUSION

The Razorback County Severe Weather FSE tested Razorback County's ability to respond to a severe weather emergency. It tested their communications, EOC Management, and Mass Care. Exercise participants demonstrated enthusiasm and cooperation throughout the exercise.

This exercise identified an area of improvement that needed additional training. The need for revising emergency plans, then testing and training to those plans, has been documented and should be a primary focus of response organizations' efforts to improve their capabilities.

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**APPENDIX A: IMPROVEMENT PLAN**

This IP has been developed specifically for [identify the State, county, jurisdiction, etc., as applicable] as a result of [full exercise name] conducted on [date of exercise]. These recommendations draw on both the After Action Report and the After Action Conference. [The IP should include the key recommendations and corrective actions identified in *Chapter 3: Analysis of Capabilities*, the After Action Conference, and the EEGs. The IP has been formatted to align with the *Corrective Action Program System*.]

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: Communications	Observation 1.2: : Incident information was insufficiently passed between the local responding agencies (fire and law).	1. This issue could be resolved through AWIN training and review of the local SOP/EOP.	1.2. accept recommendation. Razorback County will revise current SOP/EOP to ensure AWIN specific procedures are included	Training	Razorback County	County OEM Director	July 25, 2010	Completed
	Capability 2: Emergency Operations Center Management	Observation 2.2.1: Resources were not adequately tracked.	Implement a resource tracking system, and insure the Emergency Operations Center (EOC) staff members are trained on its use.	Equipment and Training.	Razorback County	County OEM Director	July 25, 2010	7-25-11
Capability 3: Mass Care (Sheltering, feeding , and related services)	Observation 3.1.2. The Shelter was severely	Razorback County needs to update its Standard Operating Procedures (SOPs) to	Accept Recommendation. Continue to develop SOP's and MOU's	Planning	Razorback County	Jay Tucker. Razorback County	July 25, 2010	Completed

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	understaffed.	include Memorandums of Agreement (MOAs) from Non-Governmental Organizations (NGOs) such as the American Red Cross.	with other agencies to be better prepared in an emergency.			OEM Director.		
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Table A.1 *Improvement Plan Matrix*

**[Optional]**