

HURRICANE GEORGE AHIMT EXERCISE

July 29, 2008

**AFTER ACTION REPORT/
IMPROVEMENT PLAN**

July 31, 2008

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HANDLING INSTRUCTIONS

1. The title of this document is Hurricane George AHIMT Exercise After Action Report/Improvement Plan.
2. The information gathered in this AAR/IP is unclassified and intended to be used by DEMHS Region 3/Capitol Region Emergency Planning Committee (CREPC). Reproduction of this document is unrestricted.

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EXECUTIVE SUMMARY

The Hurricane George exercise was conducted in three venues each with specific goals and objectives. While each venue was unique, conducting the exercises on the same day provided an opportunity to utilize a single scenario to achieve the specific goals of each venue. The venues were Middletown, Ct, conducting a town wide hurricane exercise, East Hartford, Ct, conducting a host community exercise in conjunction with Millstone (Dominion Power) Nuclear Plant, and the Region 3 All Hazards Incident Management Team (AHIMT) operation in the New Britain Town Hall. This report is for the AHIMT exercise only.

The AHIMT exercise tested the capability of the Region 3 All Hazards Incident Management Team (AHIMT) to establish operations and develop an Incident Action Plan for the next operational period. Participating in the exercise were members of the Region 3 Incident Management Team (IMT), New Britain Community Emergency Response Team (CERT), West Hartford CERT and the Town of New Britain. It was a critical exercise to solidify the process of establishing IMT operations because the team had just completed AHIMT training on June 14, 2008. Following that training, the CREPC Chairman established a team roster and a process for establishing AHIMT operations. Leading up to the exercise on July 29 there were three AHIMT call drills on July 25, 27 and 28 to test the effectiveness of the AHIMT recall process. The first exercise objective was to exercise these newly established AHIMT procedures. Additionally the exercise tested the ability of AHIMT members to establish operations and develop an IAP. The Target Capability tested during this exercise was the Respond Mission Area Target Capability of *Emergency Operations Center Management*. The objectives were achieved and lessons were learned regarding establishing effective AHIMT operations.

- Objective 1: Test effectiveness of Region 3 AHIMT recall process.
- Objective 2: Evaluate the ability of the Region 3 AHIMT to establish operations within one hour of notification.
- Objective 3: Exercise and evaluate the Region 3 AHIMT planning process.

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:

1. The AHIMT recall process is effective.
2. The AHIMT was able to establish operations and produce an IAP.
3. EOC support from regional CERT teams proved very valuable for EOC and AHIMT operations.
4. Providing CREPC IMT liaisons at both the Middletown and East Hartford venues was very beneficial.

Primary Areas for Improvement

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

- AHIMT Organization – continue to refine by building out team positions beyond the 8 key positions and train each position.
- Develop strategies for the CREPC Duty Officer and the AHIMT to deal with the on-going situation while developing the plan for the next operational period.
- Ensure wall charts, computer generated forms and paper copies of ICS forms are all consistent.

This exercise was the first for the AHIMT and should be continued to develop the capability.

SECTION 1: EXERCISE OVERVIEW

- Since July 24, 2008 the National Weather Service and CREPC tracked Hurricane George as it approached New England.
- A series of preparatory steps occurred (see CREPC Operations Order – 290708).
- On July 29 Hurricane George was a Category 3 hurricane within 12 hours of landfall.
- At 0910 on July 29 the Region 3 AHIMT was activated and directed to establish operations in the New Britain Town Hall NLT 1000.
- At 1014 AHIMT operations were established.
- At 1330 the AHIMT portion of the exercise was terminated.
- A hotwash for the AHIMT was conducted at 1400 in the New Britain Town Hall.

Exercise Details

Exercise Name

Hurricane George AHIMT Exercise

Type of Exercise

Functional Exercise

Exercise Start Date

July 25, 2008 (Recall drill only)

Exercise End Date

July 29, 2008

Duration

July 29, 2008, 0900-1500.

Location

New Britain, CT, Town Hall

Sponsor

CREPC

Program

FY 2006 HSGP Funded

Mission

Response

Capabilities

- Onsite Incident Management
- Emergency Operations Center Management

Scenario Type

Hurricane

Exercise Planning Team

CREPC ESF 5

Participating Organizations

- Region 3 Incident Management Team
- City of New Britain
- New Britain CERT
- West Hartford CERT

Number of Participants

- See attached roster.

SECTION 2: EXERCISE DESIGN SUMMARY

See CREPC Operations Order -290708 (Attachment 3)

Exercise Purpose and Design

This exercise was designed to provide a simple first exercise for the recently trained AHIMT in conjunction with on going exercises in Middletown and East Hartford. The exercise design was purposefully simple as the scenario was already designed to meet the AHIMT objectives. Additional design requirements for the AHIMT included a basic operations order, a scheme for exercising the AHIMT recall process prior to the exercise day, and basic guidelines for AHIMT operation within the New Britain Town Hall. Funding is available to provide overtime and backfill reimbursement and provided for lunch for exercise participants. No other funding was required.

Exercise Objectives, Capabilities, and Activities

The purpose of this section is to list exercise objectives and align them with associated capabilities from the Target Capabilities List (TCL). For each TCL capability, there is an Exercise Evaluation Guide (EEG) which lists specific activities which must be performed to demonstrate a capability. In addition to TCL capabilities, the EEG activities relevant to each objective should also be included in this section.

PLANNING FOR THIS EXERCISE WAS NOT EXTENSIVE. PORTIONS OF THIS AAR ARE NOT FULLY DEVELOPED BECAUSE THEY ARE NOT NEEDED FOR THE LIMITED NATURE OF THIS EXERCISE BUT ARE INCLUDED FOR ILLUSTRATIVE PURPOSES AND TRAINING ON THE PROPER METHODOLOGY FOR DESIGNING EXERCISES AND CONSTRUCTING AARs.

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:** Test effectiveness of Region 3 AHIMT recall process.
 - EOC Management: Activity 1-Activate EOC/MACC/IOF; Activity 2-Direct EOC/MACC/IOF Tactical Operations
- **Objective 2:** Evaluate the ability of the Region 3 AHIMT to establish operations within one hour of notification.
 - EOC Management: Activity 1-Activate EOC/MACC/IOF; Activity 2-Direct EOC/MACC/IOF Tactical Operations

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- **Objective 3:** Exercise and evaluate the Region 3 AHIMT planning process.
 - EOC Management: Activity 1-Activate EOC/MACC/IOF; Activity 2-Direct EOC/MACC/IOF Tactical Operations; Activity 3-Gather and Provide Information; Activity 4-Identify and Address Issues; Activity 5-Prioritize and Provide Resources; Activity 6-Provide EOC/MACC/IOF Connectivity

Scenario Summary

This exercise utilized a hurricane scenario to set up AHIMT operations and develop an Incident Action Plan for one operational period. The exercise was limited in scope as previously described in this report, but served well for the purpose of measuring the ability to establish AHIMT operations and learn lessons to further progress in the IMT development process.

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 Hurricane George AHIMT Exercise are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations.

FOR THE HURRICANE GEORGE AHIMT EXERCISE THIS SECTION IS NOT DEVELOPED. THE EXERCISE WAS SELF EVALUATED BY THE AHIMT DURING THE EXERCISE AND THE POST EXERCISE HOTWASH. SEE ATTACHED NOTES FROM THE HOTWASH FOR ADDITIONAL INFORMATION. RECOMMENDATIONS FROM THE HOTWASH ARE INCLUDED HERE.

CAPABILITY 1: N/A

Capability Summary: N/A

Activity 1.1: N/A

Observation 1.1: N/A

References: N/A

Analysis: N/A

Recommendations:

Areas for improvement and supporting recommendations are as follows:

1. AHIMT Organization – continue to refine by building out team positions beyond the 8 key positions and train each position.
 - a. ESF-5/AHIMT develop list of normal IMT positions
 - b. ESF-5/AHIMT ensure liaison officers deployed to supported locations are included
 - c. ESF-5/AHIMT develop guidebooks for all identified team positions
 - d. CREPC conduct training for all identified team positions
 - e. ESF-5 ensure AHIMT deployment packages include vests with proper labels for all team members
 - f. CREPC continue to build CERT capability to support AHIMT and EOC operations
2. Develop strategies for the AHIMT to deal with the on-going situation while developing the plan for the next operational period.
 - a. ESF-5/AHIMT develop operational procedures for establishing operations
 - b. ESF-5/AHIMT incorporate DEMHS regional coordinator in procedures

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- c. ESF-5/AHIMT develop process for merging IMT, CREPC Duty Officers and local EOC and IC into incident management plans
 - d. ESF 5 develop scenarios to exercise AHIMT during initial operating period
 3. Ensure wall charts, computer generated forms and paper copies of ICS forms are all consistent.
 - a. ESF-5/AHIMT as part of 2.a. above determine chart requirements
 - b. ESF-5/AHIMT format ICS forms as identified and provide similar format for all
 - c. ESF-5/AHIMT build out operations packages of all necessary guidebooks, forms, supplies and equipment to establish operations

SECTION 4: CONCLUSION

The Hurricane George AHIMT Exercise demonstrated that the Region 3 IMT is capable of timely recall and has the ability to establish operations to assist or establish command and control of an incident in a timely manner. The exercise demonstrated the usefulness of CERT teams in EOC types of operation. In addition, the use of deployed liaisons proved very valuable for communications, command and control based on feedback from the Middletown Incident Commander.

Attachment 1 to Hurricane George AHIMT Exercise AAR/IP

Hurricane George HOTWASH

July 29, 2008, 1400, New Britain Town Hall

Chief Austin, the IC, started the meeting and called basically for each participant to answer two questions

1. What went well and 2) what could be better.

Operations Section Chief

For regional operation of this nature, IMT positions need to be built out more. For example we need a Deputy Operations Section Chief so you have one for the current situation and one for next operational period to tie it all together. Many other positions could also be effectively utilized. Point is, when going regional it is not small event and we need to be prepared. Communications was generally very good.

Planning Section Chief

The exercise went well and it felt good to have most things fall into place. It was a distraction dealing with deadline for planning meeting while dealing with what is going on now and having to deal with the injects etc. Need one team to deal with current situation and one to deal with planning for the next operational period.

Maybe the CREPC Duty Officer can deal with what is going on now, others deal w/plan, ie, the new operations chief for the next period.

Duty Officer plus several ESF chairs were available and perhaps they could have dealt with the current situation.

IC - In real hurricane situation we would have stood up the team before it arrived. The way we set up was not optimal and not likely the way it would have happened.

CERT team was great for today because they did many of the things that we used to have to do on our own. May need to train additional people in CERT teams to support this type operation. We all know it will take a lot more than 8-10 people to get this done.

Logistics Section Chief

This exercise was easier than the East Granby situation (AHIMT Class) because he had medical and communications positions filled to take care of some things and didn't have to do everything on his own.

It was a learning experience for everyone.

Keep in mind you may be in any of the positions on the team in any giving situation. Will likely specialize in specific areas but must remain flexible and prepared to do any IMT tasks.

Finance Section Chief

To work better with logistics it would be good to have a cost unit to help, particularly if we ever need to order anything during a real situation.

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Liaison Officers

East Hartford

It seemed tough to get information because folks don't necessarily want to talk to you.

Operation was sort of short but it was well organized.

There were 5 real disabled people being processed in East Hartford.

Middletown

EOC opened at 6 am and was fully committed with resources. MRC, shelter teams, etc, were all out. They managed many injects. Mayor was there the whole time and forced folks to provide answers to each of the injects. They were instructive because in many areas we had not previously considered them. They need to look at their shelter plan carefully particularly with respect to handicapped people. CREPC needs to plan for special needs concerns so it can be dealt with in advance.

Planning Section – as they made reports from Middletown it provided good information to guide in developing goals for the next operational period.

Resource Unit – good to be in a different position.

Medical Unit – Should get the schedule preprinted to help with the planning process.

What about Web EOC?

IC - We should be able to have our own web system to do similar things.

Don Janelle – have guidebooks for 27 different positions for the ICS structure of the IMT. You will have a specific book for the position you are assigned to. The book will include all the required forms and paperwork that you would need.

Today was first day to use the wall charts. Need to inventory them and get what we need. Send an e-mail to Bill Austin for the most obvious ones needed.

Safety – Good cooperation. He has never trained for this position and it was hard being a position not used to, but others helped.

PIO – nothing new to add. Learned a couple of things.

General Comments

Make our forms consistent from what is on the computer screen and what is on the wall.

Documentation Unit - Need to organize the messaging process. Cert very useful in managing the log. Need to organize packages.

IC expressed appreciation for the CERT team. To IMT members, we will soon have a permanent home for the RCC in Manchester at 321 Olcott Street. We will make a pledge to make up the correct inserts to go on the vests. Forms are good in this size room but we need to have a smaller inventory if we need to operate from a smaller area. IC - we probably won't need other forms because we have learned we need a fairly large space to operate.

CERT member – use of colored forms. Maybe have printed on the form what that color form is used for. DJ will have everything color coded.

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**Homeland Security Exercise and Evaluation Program (HSEEP)
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Attachment 2 to Hurricane George AHIMT Exercise AAR/IP

AHIMT Exercise Attendance		
Doug Whalen	IMT/ESF-4	Planning Section Chief
Ed Lescoe	IMT/ESF-5/15	Public Information Officer
Wayne I.Rioux	IMT	E. Htfd Liaison
Bruce Lockwood	ESF-5/CREPC Duty Officer	Operations Section Chief
David Koscuk	IMT/ESF-8	Finance/Admin Section Chief
John Shaw	IMT/ESF-8	Middletown Liaison
Keith Victor	IMT/ESF-2	Communications
John Dale	New Britain CERT	
Dan Scace	IMT	Documentation
Steve Briggs	New Britain CERT	
Michael Ostroski	New Britain CERT	
Rich Winn	IMT/West Hartford Fire	Liaison Officer
John Kupernik	IMT/West Hartford Fire	Logistics Section Chief
Carmella Ehle	New Britain CERT	
Scott Riley	New Britain CERT	
Jay Gonzalez	IMT/ESF-5	Safety Officer
Claudia Bowles	West Hartford CERT/CAID	
Tom Murphy	West Hartford CERT/CAID	
Chris Marvin	ESF-2	
William Kramer	New Britain Health Dept	
Art Groux	IMT/ESF-8	Medical

Attachment 3 to Hurricane George AHIMT Exercise AAR/IP

Capitol Region Emergency Planning Committee **Operations Order –290708** **DATE: 29 JULY 2008**

Situation:

For the last six (6) days since July 24, 2008 the National Weather Service and Capitol Region emergency management personnel have been tracking Hurricane George as it approaches the New England seaboard area. A series of preparatory actions have been taken, alerts given, shelters prepared, evacuation routes identified, and communication and emergency response systems readied. On July 29th, the category three (3) hurricane is within a distance to make landfall within the next 12 hours.

Mission: The mission of this emergency exercise is to:

- Test the activation of the Regional Emergency Deployment (RED) Plan.
- Test, evaluate and update the All-hazards Incident Management Team activation process and roster.
- Activate and utilize the Capitol Region CREPC/Region III All-hazards Incident Management Team for the period of this functional exercise.
- Test the activation and use (mission assignment) of three Community Emergency Response Teams (CERT).
- Activate, test, and utilize a region wide communication support system for the exercise.
- Activate, test and utilize various regional response units based on the unfolding scenarios.
- Safely exercise all elements and actions of this exercise.

Execution: Under the Regional Emergency Deployment (RED) Plan: *In real time sequence from 0800 hours to 1400 hours*

Regional Integrated Communication System (RICS)

Regional Emergency Support Functions

RESF – 5 Emergency Management – Regional Coordination Center

RESF – 2 Communications

RESF – 6 Mass Care

RESF – 7 Resource Management

RESF – 8 Health and Medical Services

RESF – 13 Safety and Security

RESF – 15 Public Education and Information

RESF – 16 Volunteer Management

CREPC ESF 5 Emergency Management

Homeland Security Exercise and Evaluation Program (HSEEP)
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RESF – 19 Special Needs Management
RESF – 20 Disaster Interfaith Services

State of Connecticut – DEMHS Region 3 Coordinator
Capitol Region Citizen Corps Council
State of Connecticut – Statewide Citizen Corps Council
Capitol Region Council of Governments (CRCOG)
East Hartford Public School System
East Hartford Department of Emergency Management

Administration and Logistics: Point of Contact for this operations order: William H. Austin, Chairperson, CREPC, 50 South Main Street, West Hartford, CT. 06107, phone # 570-3800, cell # 860-883-7951, fax # 860-561-8922, email: whaustin@westhartford.org.

Safety briefings are the responsibility of the individual agencies and are agency specific for this emergency exercise.

EMERGENCY CANCELLATION/CESSATION OF THIS DRILL SHALL BE TRIGGERED BY THE BROADCAST OF THE CODE WORD “July Emergency” OVER ALL COMMUNICATION MODES IN USE.....

Response vehicle lights and sirens will **not** be used for any portion of this drill.

Communications:

Regional Integrated Communication System – (RICS) optional
North Central Connecticut Emergency Medical Dispatch, Inc. (CMED) optional

By authority of:

(Signed)

William H. Austin
Chairperson, Capitol Region Emergency Planning Committee (CREPC)

Cc: Affiliated agencies
Dr. Lyle D. Wray, Executive Director, CRCOG