



FORSCOM Hurricane Sandy AAR Brief



This briefing is UNCLASSIFIED

8 Nov 12



AGENDA



- Purpose
- Battle Rhythm
- Summary of Key Events
- Mission Statement Summary
- Observations & Recommendations
- Questions and Comments
- Concluding Remarks

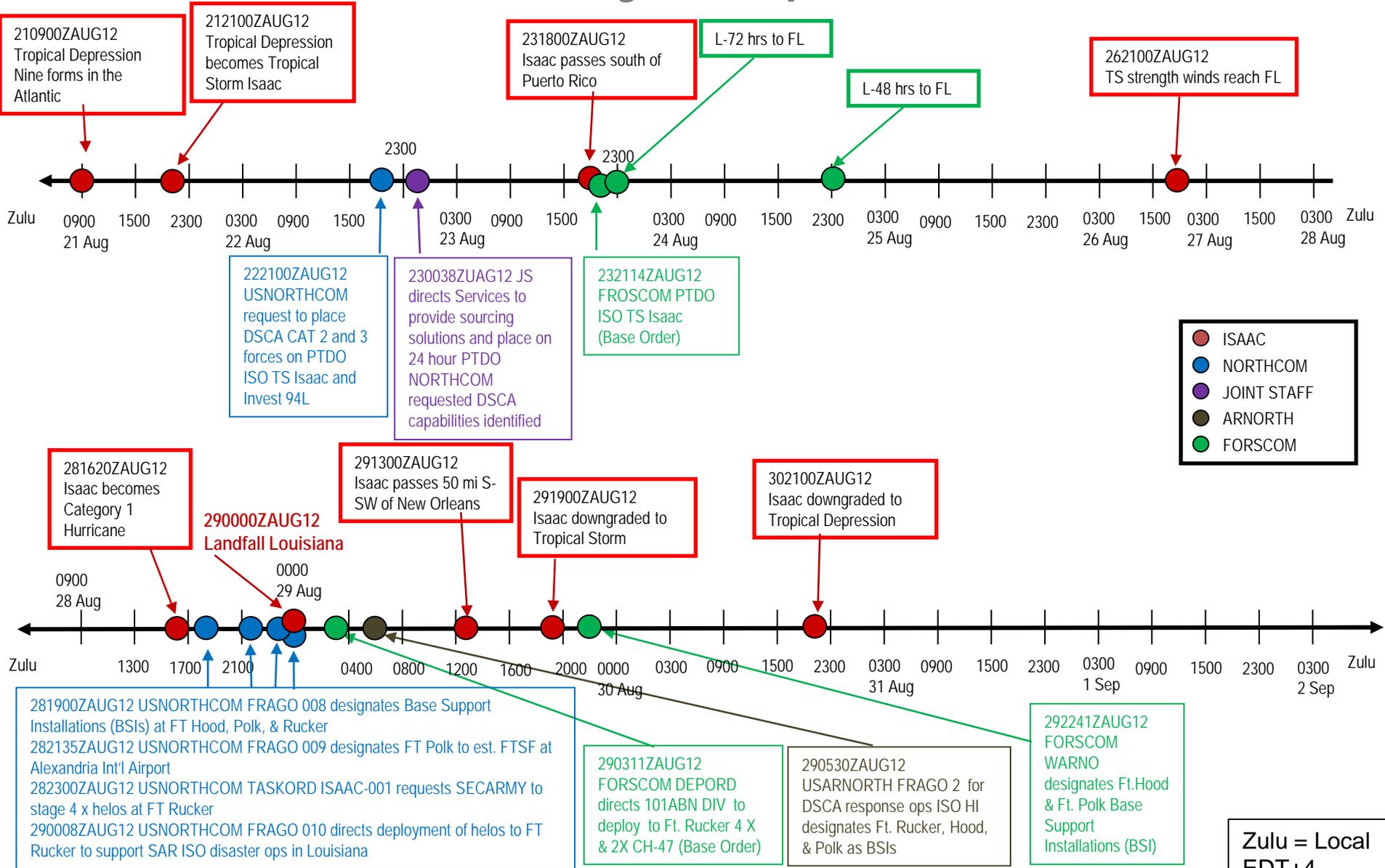


Purpose

- Conduct FORSCOM AAR for actions/events during TS/Hurricane ISAAC for the CAT.



Hurricane Sandy Sequence Timeline



Zulu = Local EDT+4



AAR: Hurricane Sandy

Actual vs SOP/Rehearsed

- FORSCOM SOP/

- >L-72: Selected battle staff assumes 24/7 operations; rest of battle staff on 2 hour recall if CAT III . If CAT I or II hurricane, entire battle staff on 2 hour recall status. If CAT III at L-48 entire CAT activated 24/7ops.

- Actual:

- >L-72: Storm was at a TS strength south of PR. Storm changed course after passing Cuba, upgraded to Hurricane while passing west of Florida. FORSCOM MCAT was at a two hour recall/other CAT members at 4 hour recall.

Recommend changes: Sustain MCAT use; Add other catalyst to the L-72/48: Storm Surge, Impact locations, Storm Track (west or east side of Florida), FEMA/NORTHCOM Actions.



AAR: Hurricane Sandy FORSCOM Staff Battle Rhythm

- Battle Rhythm

- 0900 hrs - Cdr/CAT update (CFIC)
- 1200hrs - MSE/MSC Phone Con update
- 1230hrs - FEMA update VTC
- 1530hrs - NORTHCOM Ops/Sync and Severe weather phone con
- 1800hrs - ARNORTH VTC

Weather updates and CAT actions sent out to CAT in the evenings



AAR: Hurricane Sandy

Key events

- Alert of FORSCOM units (Alert, WARNO, VOCCO)
- Activation to put units on 24 hr PTDO
- Deployment of the 159 CAB (101st) to Fort Rucker
- BSI/ISB orders breakdown



AAR: Hurricane Sandy

G-3 Operations



Observation: Coordination of WARNO, DEPOARDS and FRAGOS between JS, HQDA, NORTHCOM, ARNORTH and FORSCOM.

Discussion: During the event NORTHCOM was issuing orders that FORSCOM did not agree with/or was not in sync with FRAGOs already published. G3 Ops had only been talking with ARNORTH and had not established dialog with the planners from each of the command.

Conclusions: Once POC were identified and telephone conversations happened it made predicting higher level FRAGOs easier/ and recommending COAs.

Recommendation: Establish dialog up front and call multiple times a day.
Don't wait for an email.



AAR: Hurricane Sandy

G-3 Operations



Observation: The Defense Message Handling System (DMS), Army Message Handling System (AMHS) is cumbersome and added a minimum of a one-hour delay to all official message traffic releases.

Discussion: The DMS/AMHS message processing procedures generally meet routine time lines for official communications, however, crisis action operations such as those associated with Hurricane Isaac are not well-served by this system as FORSCOM currently employs it.

Recommendation. Current operations must find more efficient methods for preparing and sending official messages and orders during crisis action response operations. A solution may involve one or more of the following:

- a. Draft pre-scripted messages and save in AMHS under special file with liberal controls on access to add flexibility;
- b. Determine if other systems exist, or if a combination of message systems during crisis action scenarios is feasible, acceptable and suitable for use.



AAR: Hurricane Sandy G-3 Operations



Observation: Use of phones

Discussion: During this event the FORSCOM staff talked to higher and subordinate units more. MSE/MCS were updated daily in Phone Conferences. Deployed units were contacted multiple times a day to answer questions or work RFIs.

The staff was good about knowing the limits of authority and getting that information back to the operations section. Also the level of discussion: FORSCOM talked to G3 (SR Cdr level) or Installation EOCs. Special staff would talk to units (PAO/Chaplain/AVN) but only to relay planning information.

Conclusions: The staff improved and the units were able to know what was happening. Would add more Phone Conferences when more units are alerted. This would save time repeating items and also other units can learn more listening to others questions.

Recommendation: Continue but also establish who is talking to who so that the unit does not get conflicting information/multiple calls.



AAR: Hurricane Sandy

G-3 Operations



Observation: Staff needs to read/understand standing directives and EXORDS and conduct impact reviews on them.

Discussion: FORSCOM Staff to re-read published document for Severe Weather CJCS DSCA Standing EXORD 1919052AUG11 (30 pages), explained a lot of the questions that were being asked. Also all orders need to be reviewed for impacts to FORSCOM assets. During the event a BSI tasking was published and was coordinated from HQDA to IMCOM to Fort Polk but FORSCOM had no knowledge of IMCOM actions at Fort Polk until a daily phone conference.

Conclusions: Need to tie all the documents together so the staff has a better understanding of the whole picture.

Recommendation: Require all CAT to read directives and use portals for all Orders.



AAR: Hurricane Sandy G-3 STRATEGIC MOVEMENTS



Observation: Improved information flow for NORTHCOM requests/Mission Assignments

Discussion: The flow of information was much improved from the last severe weather event. Daily meetings and updates kept the staff informed of current issues and upcoming decisions/decision points. Although rumor control ran rampant, the CAT leadership managed the NORTHCOM requirements effectively, and with good logic. All CAT members were kept informed of FORSCOM leadership decisions.

Conclusions: Current staff processes are conducive to good information flow throughout the CAT.

Recommendation: Continue to exercise current processes.



AAR: Hurricane Sandy

G-3 AVIATION



Observation: Confusion on authority and approval to move aviation assets from FT Campbell

Discussion: There was uncertainty on whether additional orders would be required prior to having the helicopters move from FT Campbell to FT Rucker. Additionally, it was uncertain who these orders would come from and/or whether this was covered in the PTDO.

Conclusions: There is a lack of knowledge on the process for providing FORSCOM assets for DSCA

Recommendation: OPS needs to give a class (or host a MTT or have SME from NORTHCOM) on the entire official process for requesting, validating T10 assets for DSCA. With turnover in the HQ, this should be a class every Spring before the season starts.



AAR: Hurricane Sandy

G-3 AVIATION



Observation: NORTHCOM /ARNORTH direct communication to subordinate units

Discussion: Fort Polk and the JRTC was contacted by NORTHCOM/ARNORTH regarding the possible use of LUH aircraft to support hurricane recovery operations in LA.

Conclusions: Unless clearly articulated and understood by all HQs, installations and units not on PTDO may be contacted by well-intended staff officers to coordinate additional support .

Recommendation: Ensure that DIRLAUTH approval is clearly spelled out in all orders. Additionally ensure it is communicated and understood by NORTHCOM/ARNORTH regarding FORSCOM units.



AAR: Hurricane Isaac

G-3 AVIATION

Observation: Acting without orders

Discussion: Received telephone call from FOC stating NORTHCOM is requesting Helo support, and began to action it without first checking for the order. This caused additional unnecessary work.

Conclusions: Don't action anything without written Order or confirmed VOCO from CG or authorized representative.

Recommendation: FORSCOM Operations Center & Plans need to run all requests to ground (through the approval channel process) first, before telling people to "give them a WARNO".



AAR: Hurricane Sandy

G-3 AVIATION



Observation: Decision on whether units should carry weapons (personal/crew served)

Discussion: There was uncertainty with 159 CAB regarding whether the six aircraft and crews moving to FRAL should take weapons.

Conclusions: CONUS operations require clear instructions to units on what equipment they should deploy with

Recommendation: Guidance on weapons posture must be considered up front and should always be included in our orders produced or received. This should be spelled out in the PLANORD, and PTDO order to preclude uncertainty.



AAR: Hurricane Sandy

G-3 AVIATION



Observation: Support - Alignments for Tactical Air Traffic Control Teams

Discussion: FORSCOM, in the past, during HURR/Disaster Relief Season has always developed availability charting for both airframes and air traffic control equipment sets based on ARFORGEN. Did not see or was not asked to provide ATC unit availability of ATC units, personnel and equipment sets this year?

Conclusions: NORTHCOM, ARNORTH w/FEMA, (DCO's); DOT and the FAA have requested ATC DoD assets in the past to fill the gaps where storms have destroyed the federal infrastructure on airways, airports, NAVAIDs, instrumented approaches, etc.

Recommendation: Relook and revamp ATC unit availability from all COMPOs to support National Airspace System and BOS-I airfields and efforts; as FAA and local airports and facilities have shutdown or have been destroyed...thus requiring DOD/US Army assets to fill the vital aviation/aeronautical gaps....that may occur.

NOTE: Would also recommend a review of UAS Shadow unit availability as we developed the UAS COA for ARNORTH for such use if CHEM/BIO incident occurs.....



AAR: Hurricane Sandy

G-3 ENGINEER



Observation: Inclusion of CAT in key VTCs/Telecons

Discussion: Allowing all CAT that desire to, sit in on FEMA was excellent for SA from the FC Engineer perspective.

Conclusions: If there are other agencies that we can do this with based on the emergency then we can be better prepared to make recommendations.

Recommendation: Continue to pull all CAT team members into these updates.



AAR: Hurricane Sandy SWO



Observation: CAT Team needs a common map to operate from when building slides.

Discussion: In the last 24 hrs of the event, SWO and IMCOM started using a map with military installations on it for common reference.

Conclusions: Slide deck decreased by a couple slides and presented a common picture to the staff.

Recommendation: We should probably do this from the beginning next time.



AAR: Hurricane Sandy SWO



Observation: We lost some time identifying what impacts to be on the look out for and where potential impacts were.

Discussion: Seemed like we were depending on CNN/Weather Channel to identify threats or risk areas.

Conclusions: Need to identify high risk areas and/or threats to decrease initial problems

Recommendation: Consider creating a matrix to do so upon stand up of CAT or at issuance of hurricane watch.



AAR: Hurricane Sandy

G-4



Observation: FORSCOM G-3 Mini-Crisis Action Team (CAT) and Battle Rhythm

Discussion: The activation/use of the Mini-CAT was an outstanding decision by G-3. G-4 participated as a member of the Mini-CAT and was able to stay in synch with G-3 with all requirements in the preparation and execution of support provided. The G-3 CAT Battle Rhythm enabled cross coordination with the Staff, MSC/MSEs, ARNORTH, and NORTHCOM.

Conclusions: The use of the Mini-CAT allowed effect use of manpower and enabled the G-4 Staff to continue with its daily operation while providing support in a crisis situation.

Recommendation: Continue utilizing the Mini-CAT as much as possible.



AAR: Hurricane Sandy

G-4



Observation: Outside agency POCs

Discussion: At onset of event, G4 Current Ops did not have a consolidated list of POCs for other agencies / units involved with the response preparation, i.e. ARNORTH, ARSOUTH, etc. List and contacts were made as preparation for Hurricane Isaac continued.

Conclusions: Consolidated list prior to event would facilitate early coordination and exchange of information. Keeping POC information current with periodic interaction would strengthen relationships and ensure timely and accurate updates.

Recommendation: Continue to build and verify POC rosters for all agencies involved. Conduct phone verifications upon discussions of CAT activation.



AAR: Hurricane Sandy

G-6



Observation: Need a contact roster for ARNORTH staff and Installations MSEs.

Discussion: Even though it was not needed in this event, a complete contact roster should be posted to the FORSCOM portal for all ARNORTH staff and Installation MSEs to facilitate a one-stop-location for names/numbers.

Conclusions: A consolidated contact roster for ARNORTH and Installation MSEs would be useful for all CAT actions.

Recommendation: FORSCOM G-6, ICW ARNORTH J-6 publish a consolidated roster of staff agencies, with name and contact information. Also include Installation MSE staff. Post to the CAT portal pages.



AAR: Hurricane Sandy

G-8



Observation: Misperception of disaster relief reimbursement

Discussion: Army Budget Office has procedures in place to quickly publish financial guidance to ACOMs in support of emerging CONOPS mission requirements, to include reimbursement criteria and/or processes. FC G-8 in turn publishes funding guidance, policy and procedures through Resource Management Messages to the field. Additionally, FC G-8 holds budget teleconferences with applicable Subordinate Command G-8s, further discussing and disseminating budget guidance, policy and procedures. This ensures a 2-way conversation for questions, answers and a common financial management operating picture. Working disaster relief reimbursement is a normal business process for FC G-8, i.e. Hurricane Irene, JB Lewis-McChord Winter Storm Damages, and Alabama Tornado Damage.

Conclusions: The current FC G-8 business processes in place provide immediate, initial cost capturing and funding guidance IAW established Army Budget Office financial management CONOPS guidance. This enables Subordinate Command G-8s to meet their Commanders immediate resource needs, in preparation for and execution of CONOPS mission requirements, and the means to seek reimbursement as appropriate.

Recommendation: Sustain current procedures in place.



AAR: Hurricane Sandy

PAO



Observation: Use of CAT Team effective

Discussion: Operations used the CAT personnel effectively and for the amount of time necessary. Did not waste people's time and gave CAT members the opportunity to work issues or continue to do their regular job.

Conclusions: CAT members were kept informed 24/7 of any new or pertinent information without being required to sit in their jump seats or stay in Ops 24/7 unnecessarily.

Recommendation: None



AAR: Hurricane Sandy

PAO



Observation: Potentially missed opportunity

Discussion: Elements of the 159th CAB were sent to Fort Rucker to pre-stage in case they were needed in support of Hurricane Isaac response. No organic public affairs assets went with the element. The 101st Public Affairs office was not informed until it was too late.

Conclusions: Organic public affairs assets should go with PTDO elements when they respond to a mission in order to capture mission activities for media release and documentation.

Recommendation: Implement statement in PTDO to take internal PA assets with them, when they move out, in order to capture activities at the deployment site of the unit's mission.



AAR: Hurricane Sandy CHAPLAIN



Observation: 1st MEB, 88th BSB Ch was prepared/ready to execute mission.

Discussion: PTDO was given and UMT ready to respond

Conclusions: System is ready to execute

Recommendation: Sustain



AAR: Hurricane Sandy IMCOM



Event: ARNORTH FRAGO 2 designated Ft. Hood, Ft. Rucker, and Ft. Polk as BSIs. IMCOM responded, as in the past, assuming this was a fact. Subsequently DA G34 declined to support designation of BSIs.

Date/time: *29 Aug 2012*

Location of Observation: FORSCOM CFIC

Observation : IMCOM historically responds to ARNORTH designation of BSIs. Process is now uncertain.

Discussion: Very clear guidelines and procedures are needed to insure IMCOM knows exactly who designates BSIs and therefore responds in a timely manner.

Conclusions/Recommendations: Recommend FORSCOM and IMCOM HQ request written clarification from NORTHCOM, DA, and ARNORTH.



AAR: Hurricane Sandy NGB



Observation: NGB slides could provide more focused information for the Deputy.

Discussion: Slides come from NGB nad are briefed by the FORSCOM NGBLNO. NGB owns the slide.

Conclusions: FORSCOM NGB LNO can try to rework the slide for relevance and pass on to NGB for approval.

Recommendation: FORSCOM NGB LNO MAJ Webb will rework the slide and staff through the CAT. It can then be submitted to NGB for approval and addition to the brief.



I Corps AAR Comments

Hurricane Sandy 2012



5th MPAD

Issue: On 24AUG12 the 5th Mobile Public Affairs Detachment was notified via the HHB, I Corps Operations Officer, Maj. Melissa Field, that a PTDO order was published. The unit received the order, conducted an IPR and began appropriate actions. The unit was updated daily via a FORSCOM telephonic brief and has since continued to have (18x) Soldiers standing by to support possible operations.

Discussion: The 5th MPAD has two team leader positions vacant and no one available to cross level with. The third team leader position is currently filled with a Soldier who is non deployable due to pregnancy.

Conclusions: The lack of deployable 46As would modify the way in which the unit would execute it's mission BUT it would not prevent mission success.

Recommendation: Receiving a vocal order prior to receiving a printed order would have given the detachment more preparation time.

I Corps Operations

Issue: Frequent TELECON Updates and sharing of information

Discussion: Although FORSCOM did not have all of the information, it retained tight control over the situation and provided as much information as it had in a timely manner.

Recommendation: Sustain.



I Corps AAR Comments

Hurricane Sandy 2012



I Corps Operations (cont)

Issue: Identification of a deployment trigger.

Discussion: FORSCOM eventually settled on the deployment trigger for 5th MPAD as the storm achieving CAT III or higher status, set triggers for future storms would assist the units in being able to change their RPL status' without additional FORSCOM guidance, increasing agility and responsiveness.

Recommendation: Set deployment triggers for known entities, such as MPADS.

Issue: Load-out criteria

Discussion: The base Severe Weather order calls for UDLs to be built based on 100% MTOE deployment. FORSCOM contacted I Corps to validate the Level 4 data we provided upon mission assumption. It was our understanding the 5th MPAD would deploy with only their personal gear on commercial flights and not MILAIR. This is a 30ST delta in weight.

Recommendation: FORSCOM re-staff what they want units to deploy with based on their mission profiles, known and projected MAs and direct units to either adjust their UDLs or prepare to deploy as ordered. Changing load plans as a storm is hitting the Gulf causes confusion and added angst unnecessarily.



AAR: Hurricane Sandy

XVIII ABN CORPs



Observation: Synchronization Meetings

Discussion: FORSCOM took charge and directed daily 1200 hrs (EST) meetings to provide common understanding across the community.

Conclusions: This was a great forum for subordinate elements to express concerns and submit requests for information. The information flow was a little slow; this was likely the result of NORTHCOM allowing the situation to develop before directing force movements.

Recommendation: Maintain synchronization TELECON meetings as a method of ensuring the community has the most current information available.



AAR: Hurricane Sandy

10th Mountain Division (1 of 3)



Observation: No standard for sequence terms in PLANORD

Discussion: The alert / notification / deployment sequence is described differently in multiple places in the FM PLANORD. Terms such as alert, notification, EXORD, DEPORD are used in different capacities and sometimes interchangeably. For example, in the PLANORD compare the sequence outlined in 3.B to 3.D.10.A. – A.4. They are not congruent. Also, FRAGO 1 and ANNEX B designates a Readiness Posture Level of N+72 for all sourced units as the steady state posture. This is not congruent with CAT 4 forces defined as N+96. (See back up Slides)

Conclusions: Current deployment sequence wording is not standard and expectations are not clear.

Recommendation: PTDO/WARNO, N-hr/notification, A-hr/alert, EXORD/DEPORD, and RPL terminology must be defined, understood, and referenced uniformly across FORSCOM, NORTHCOM, and sourced unit headquarters.



AAR: Hurricane Sandy

10th Mountain Division (2 of 3)



Observation: There are discreet effects required from the DOD aviation response S&R, MEDEVAC, CASEVAC, LIFT/HAUL capabilities for personnel and equipment.

Discussion: Each aircraft type has a discrete set of capabilities and missions that they can support. When the 10CAB Aviation TF was alerted, they were requested to bring 8x UH60 aircraft with an expected capability of SAR, Aerial Recon and MEDEVAC. This caused great concern as the “slick” UH60s were not equipped for either SAR or MEDEVAC.

Conclusions: Tasked aircraft did not have the requested capabilities.

Recommendation: Ensure linkage between aircraft types requested and missions expected.



AAR: Hurricane Sandy

10th Mountain Division (3 of 3)



Observation: Distance between Ft Drum NY and expected response areas (FEMA Regions IV & VI).

Discussion: The distance between FDNY and the expected area requires at least one full days flying just to enter the area and a second days flying to reach the majority of the region. Early prepositioning would be needed in order to react appropriately to an event, had 10 CAB been notified of an EXORD at the same timeline as 159 CAB we would not have been able to position assets into the region until well after landfall of Isaac. Furthermore, the requisite support to sustain initial operations can't be self deployed aboard UH60s, but requires the use of CH47s or the immediate dedication of Strat Air to ensure assets are available upon arrival of aircraft.

Conclusions: Because of physical distance and limitations on flight hours Fort drum would not arrive on the same timeline as other alerted units and sustainment/maintenance assets cannot be self deployed with requested aircraft

Recommendation: Ensure command structure from 10th MTN through FORSCOM, AR NORTH, NORTHCOM and FEMA Region Military Support Elements are well aware of the timeline and assets necessary to position 10 CAB to have an immediate positive effect.



AAR: Hurricane Sandy



QUESTIONS/COMMENTS



AAR: Hurricane Sandy



CLOSING REMARKS