



AEMA Hurricane Exercise 5.22.14 Hurricane Romeo

After-Action Report/Improvement Plan **For Marshall County Emergency Management Agency**

9 June 2014

The After-Action Report/Improvement Plan (AAR /IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EXERCISE OVERVIEW

Exercise Name	AEMA Hurricane Romeo Exercise-Workshop
Exercise Dates	May 22, 2014 beginning at 0730 hrs. Statewide Exercise/Workshop.
Scope	<p>This exercise is a Table Top Exercise, planned for the week of May 19th-22nd with a State Wide Component on Thursday May 22nd, 2014. For the purpose of this exercise the State of Alabama will be impacted by Hurricane Romeo, a Category 2/3 Hurricane making landfall just west of Mobile with 110 mph winds. Major wind & storm surge impacts will affect Mobile and Baldwin Counties and tropical storm force winds with the risk of tornadic activities throughout the rest of the state.</p> <p>Counties can conduct any combination of exercise play, from a Full-scale exercise, activation of their EOC w/county stakeholders, or provide EMITS injects only.</p> <p>Marshall County participated as a Full-Scale Exercise capacity following along with State activities and National Weather Service Updates as to Land Fall and inland track along with the potential of simulated spin-up tornadoes.</p> <p>During the exercise there were 2 conference calls; one in the morning for weather forecast/County conference call at 8:30 and the other in the afternoon for the County Logistics call at 12:15.</p> <p>Marshall County EMA participated throughout the day to review current Alert and Warning Operations, EMITS inputs, AMAS Team readiness and deployment status, potential impacts to Marshall County.</p>
Mission Area(s)	PREVENTION, PROTECTION, RESPONSE
Core Capabilities	Public Information and Warning Operational Coordination Mass Care Services Situational Assessment
Objectives	<p>State objectives were:</p> <p>To Demonstrate the SEOC, Divisions and County EOCs capabilities and processes to prepare for, and respond to a major land falling Hurricane impacting the Alabama coastline and coastal counties.</p> <p>To Provide the Governor, Incident command staff, state, federal and local</p>

	<p>leaders, accurate and timely timelines to ensure critical decisions are made and implemented in a coordinated manner.</p> <p>To Support the ALNG Hurricane Alex 2014 Exercise and ALDOT 2014, I65 Reverse Lane Plan.</p>
Threat or Hazard	Hurricane
Scenario	<p>Hurricane Romeo a Category 2/3 Hurricane makes landfall just west of Mobile with 110 mph winds. Major wind & storm surge impacts will affect Mobile and Baldwin Counties and tropical storm force winds with the risk of tornadic activities throughout the rest of the State. Marshall County, located in North Alabama, utilized the scenario for Alert and Warning notifications for the county based upon the need to support south Alabama counties and also to monitor the inland track of the Hurricane and the potential impacts to Marshall County residents.</p>
Sponsor	<p>The State of Alabama Emergency Management Agency (AEMA) and the Marshall County Emergency Management Agency (MCEMA).</p>
Participating Organizations	<p>For the purpose of this AAR/IP, Marshall County EMA Staff and volunteers participated in the exercise with simulated activities through EOP and M.A.C.C. operations in Marshall County. Phone, internet communications were also conducted and are simulated.</p>
Point of Contact	<p>Anita McBurnett, Marshall County EMA-256-960-9480; amcburnett@marshallco.org</p>

ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Demonstrate the ability to deliver coordinated, prompt, reliable information to the Whole Community in Marshall County.	Public Information and Warning		S		
Demonstrate the ability to initiate and maintain a unified and coordinated operational structure through M.A.C.C. establishment	Operational Coordination		S		
Demonstrate the ability to coordinate the opening of Red Cross Shelters if needed and to coordinate with the State in the event that the Junior College evacuation Shelter Plane is implemented.	Mass Care Services		S		
Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard and status of the response.	Situational Assessment		S		

Ratings Definitions:

- Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures,

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<p>regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.</p> <ul style="list-style-type: none"> Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

[Objective 1] Demonstrate the ability to deliver coordinated, prompt, reliable information to the Whole Community in Marshall County

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

[Core Capability 1] Public Information and Warning

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Redundant systems in place to notify Stakeholders and Public to include use of social media.

Strength 2: Use of Joint Information System

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: We have one IT person on staff at EMA, utilizing Social Media will require another staff member to keep updated and monitored in a real time situation. Other concern is that our IT person doubles as Communications Officers; the concern is if one or the other systems experiences issues, there is no back up to assist.

Reference: EEGs that were used in the evaluation of the exercise.

Analysis: Will need to talk with the County Commission on hiring a full time IT Officer who can also serve as Public Information.

[Objective 2] Demonstrate the ability to initiate and maintain a Unified and Coordinated Operational structure through use of M.A.C.C. establishment.

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

[Core Capability 2] Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Transition from EOC to M.A.C.C. for County Wide Operational Coordination.

Strength 2: Past Experience in transitioning from EOC to MACC.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Volunteer Fire Departments communicate directly with 911 on E911 Frequencies. VFD's cannot communicate with EMA via VHF radios without utilizing the E911 Frequency. The Commission has a Frequency but does not wish to have their frequency cluttered with VFD Traffic. Will need to identify a way for VFD's to communicate directly with EOC for Unified Command Operations.

Reference: EEG observations made during the exercise and past experiences..

Analysis: Need to establish a temporary work around for this issue and address a long term solution.

Area for Improvement 2: Elected Officials need more training and understand use of Incident Command and Unified Command Operations and their role during large scale incidents.

Reference: EEG observations made during the exercise.

Analysis: Elected Officials at the Municipal level need more training and understanding of ICS.

[Objective 3] Demonstrate the ability to coordinate the opening of Red Cross Shelters if needed and to coordinate with the State if needed and to coordinate with the State in the event that the Junior College evacuation Shelter Plan is implemented.

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

[Core Capability 3] Mass Care Services

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Good working relationship established with Red Cross.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Due to changes in the Red Cross Management and Organizational Structure, we understand to make the call but are not kept up to date by Red Cross on who they have agreements with to open shelters.

Reference: EEG observations made during the exercise.

Analysis: Red Cross should provide Quarterly the listing of Locations, agreements and particulars that Red Cross has with Facility Owners.

Area for Improvement 2: It has been a long time since the State Junior College System Activation Plan has been tested. We are not sure if that has changed, what support Snead State would be requesting from Marshall County EMA, if Red Cross will run the shelter or if Snead will.

Reference: EEG observations made during the exercise.

Analysis: Need State to send to all Junior Colleges participating in the evacuation plan and update along with the County EMA Directors for the Counties in which the 2 Year College resides.

[Objective 4] Provide all decision makers with decision relevant information regarding the nature and extent of the hazard and status of the response

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

[Core Capability 4] Situational Awareness

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Constantly updated Stakeholders on changing and emerging situation.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Need additional EMA personnel to get this information out in a timelier manner. Also, getting information out to Volunteer Fire Departments and Rescue Squads continues to be an issue

Reference: EEGs utilized during the exercise.

Analysis: Continue to work with Commission and E911 on finding a solution to informing VFD's and Rescue Squads.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Marshall County EMA as a result of Hurricane Romeo conducted on 22 May 2014.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1. Public Information and Warning	1. EMA Staff needs to add one additional person to staff to handle IT issues and to work a Public Information Officer and handle Social Media Push Notification and to respond to questions.	Talk to Commission about adding one additional person to staff	Organization	MCEMA	Anita McBurnett	6/15/14	8/15/14

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ²	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Operational Coordination	1. Communication with VFD and Rescue Squads is almost non-existent during MACC Operations.	Need to identify a good temporary work around for this issue.	Organization Equipment	MCEMA	Anita McBurnett	7/01/14	10/01/14
		Elected Officials need more training understand use of IC and UC.	Training	MCEMA	Anita McBurnett	7/01/14	TBD
Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ³	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 3 Mass Care Services	1. Regularly scheduled updates from Red Cross on Shelter/Facility Agreements active in Marshall County 2. Updated 2 Year College Evacuee Shelter Plan	Work with ARC to implement and updating schedule.	Planning Organization	MCEMA	Anita McBurnett	7/15/14	8/15/14
		Ask the State for any updates on what the 2 Year College Evacuee Plan is at this point in time.	Planning Organization	MCEMA	Anita McBurnett	7/15/14	8/15/14

² Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

³ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ⁴	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1. Situational Awareness	Need additional EMA staff to aid in getting information out in a timelier manner and also out to the VFD and Rescue Squads.	Hiring one Additional MCEMA Staff Person.	Organization	MCEMA	Anita McBurnett	7/10/14	9/15/14
		Identifying a better method for communicating with VFDs and RSs	Equipment Planning	MCEMA	Michael Jacques	8/01/14	9/15/14

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations	
Federal	
None at the MCEMA EOC	
State	
Alabama Emergency Management Agency	
[Jurisdiction A]	
Marshall County EMA	
All Jurisdictions (Albertville, Arab, Boaz, Guntersville, Grant, Douglas and Union Grove).	

⁴ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.