

Trouble at the Car Show – June 1, 2021

After-Action Report/Improvement Plan

Date of AAR: June 2, 2021

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine 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	Trouble at the Car Show
Exercise Dates	June 1, 2021
Scope	This exercise is a Tabletop exercise planned for two hours at the Camden County EMA located at 12 VFW Rd. Camdenton, MO 65020. Exercise play is limited to exercise parameters (discussion-based).
Focus Area(s)	Response
Capabilities	Incident Command, Communications, Medical Treatment Area Setup, Documentation, and Sizeup
Objectives	Validate the decision-making process to prioritize incidents and validate CERT sizeup procedures, validate procedures to establish Incident Command System and assign roles, assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, between CERT CP and EOC, and between team members, evaluate the procedures for locating a medical treatment area, and validate the use of Nixle for public alerts and warnings using the scenario to set the times/messages used in such emergencies.
Threat or Hazard	Car Accident (Man-made hazard with possible technological elements)
Scenario	During the car show, a speeding vehicle cuts off a tanker truck, causing it to jackknife and wreck. A school bus is hit by secondary and tertiary accident impacts. Camden County CERT and EMA are on scene with first responders for the car show and are able to communicate with the public via the county's mass notification system to send out warnings to stay out of the area while first responders and volunteers work to clear the scene and help bystanders.
Sponsor	Camden County, MO Emergency Management Agency
Participating Organizations	Camden County EMA and Camden County, MO Community Emergency Response Team
Point of Contact	Sam Henley, Deputy Director Camden County, MO Emergency Management Agency Cell 573-569-3673 Office 573-346-7108 sam_henley@camdenmo.org

ANALYSIS OF CAPABILITIES

Aligning exercise objectives and 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 capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Validate the decision-making process to prioritize incidents and validate CERT sizeup procedures	Incident Command, Sizeup	P			
Validate procedures to establish Incident Command System and assign roles	Incident Command, Communications		S		
Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, between CERT CP and EOC, and between team members	Communications	P			
Evaluate the procedures for locating a medical treatment area	Medical treatment area setup, Documentation	P			
Validate the use of Nixle for public alerts and warnings using the scenario to set the times/messages used in such emergencies.	Communications	P			

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the 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 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. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the 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 capability were not performed in a manner that achieved the objective(s).

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

1. Validate the decision-making process to prioritize incidents and validate CERT sizeup procedures

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

Incident Command

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Good communication

Strength 2: Good visual walkthrough/graphics

Strength 3: Good analysis of situation

Areas for Improvement

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

Area for Improvement 1: Some CERT members are not immediately familiar with how to prioritize incidents.

Reference: FEMA CERT Basic Training

Analysis: More training/refreshers are needed on how to choose the IC/Team Leaders.

Sizeup

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Full discussion of exercise details led to the team's ability to prioritize victims.

Strength 2: Discussion to encourage CERTs to make judgment calls led to increased confidence to make decisions and appoint leaders.

Strength 3: Thorough initial analysis of the scene using graphics provided allowed the team to find suitable locations for IC and Med Treatment areas.

Areas for Improvement

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

Area for Improvement 1: Team is hesitant about appointing leaders on scene without extensive discussion.

Reference: CC MO CERT Response Plan

Analysis: Team should train more on the 9 step Sizeup process.

2. Validate procedures to establish Incident Command System and assign roles

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

Incident Command

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Good communication

Strength 2: Good discussion of member strengths

Strength 3: Good analysis of situation

Areas for Improvement

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

Area for Improvement 1: Some CERT members are unfamiliar with “chain of command” and what is required of some roles.

Reference: FEMA CERT Basic Training

Analysis: More training/refreshers are needed on the CERT organization and roles/responsibilities.

Sizeup

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Full discussion of exercise details led to the team's ability to prioritize victims.

Strength 2: Discussion to encourage CERTs to make judgment calls led to increased confidence to make decisions and appoint leaders.

Strength 3: Thorough initial analysis of the scene using graphics provided allowed the team to find suitable locations for IC and Med Treatment areas.

Areas for Improvement

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

Area for Improvement 1: Team is hesitant about appointing leaders on scene without extensive discussion.

Reference: CC MO CERT Response Plan

Analysis: Team should spend time between meetings reviewing the roles of CERT members. The EMA can assist in providing written responsibility lists if needed. Team should spend more time together getting to know their fellow members and should participate in more training and exercises (tabletop and full-scale) to increase the knowledge of capabilities or weaknesses of individual members.

3. Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, between CERT CP and EOC, and between team members

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

Communications

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Good communication

Strength 2: Good explanation and discussion of how information flows between teams, from the medical treatment area to the ICP, from the ICP to the EOC, and back around.

Strength 3: Having some members with experience in the field as ex-first responders and amateur radio operators is a huge strength for CERT.

Areas for Improvement

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

Area for Improvement 1: Some CERT members are not immediately familiar with how information and/or what information can be broadcast over the radio.

Reference: FCC Regulations, CERT Additional radio training, ARES guidelines

Analysis: More training/refreshers are needed on the radio procedures and guidelines.

4. Evaluate the procedures for locating a medical treatment area

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

Medical Treatment Area Setup

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Demonstration of knowledge of how to set up the medical treatment area

Strength 2: Demonstration of knowledge of how to treat victims

Strength 3: Good analysis of situation

Areas for Improvement

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

Area for Improvement 1: Not being able to visually see the medical treatment area proved to create a challenge for the tabletop exercise.

Reference: FEMA CERT Basic Training

Analysis: Create a simulation/perform more training on setup and flow of victims in the medical treatment area.

Documentation

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Demonstration of knowledge of which forms are used.

Strength 2: Discussion of which paperwork is used when.

Strength 3: Open to change and use of FEMA paperwork where available as opposed to CERT paperwork to limit redundancy.

Areas for Improvement

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

Area for Improvement 1: Some forms the CERTs are asked to use are terribly confusing and difficult to align and manage, especially on scene.

Reference: FEMA ICS forms booklet, CERT paperwork

Analysis: More training/refreshers are needed on the paperwork and actual tracking of victims into, through, and out of the medical treatment area.

5. Validate the use of Nixle for public alerts and warnings using the scenario to set the times/messages used in such emergencies.

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

Communications

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Nixle warning received via text.

Strength 2: Nixle warning received via voice.

Strength 3: Nixle warning received via email.

Areas for Improvement

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

Area for Improvement 1: Some forms the CERTs are asked to use are terribly confusing and difficult to align and manage, especially on scene.

Reference: Camden County EMA communications protocols, Nixle training

Analysis: In the future, the statement “THIS IS AN EXERCISE” or some similar verbiage needs to be used on messages even if the Nixle Group “CCEMA Exercise/Training” is used.

Improvement Plan

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 1: Incident Command	1. More training/refreshers are needed on how to choose the IC/Team Leaders.	Schedule more training classes and pursue bringing existing CERTs to the training so they are aware of how to perform the task.		CERT	Tim George/Ranita Jones	June 1, 2021	June 1, 2022
Capability 1: Incident Command	2. More training/refreshers are needed on the CERT organization and roles/responsibilities.	Schedule more training classes and pursue bringing existing CERTs to the training so they are aware of how to perform the task.		CERT	Tim George/Ranita Jones	June 1, 2021	June 1, 2022
Capability 2: Communication	1. More training/refreshers are needed on the radio procedures and guidelines.	Train with the Camden County ARES/LOARC on communications procedures.		CERT	Tim George/Ranita Jones	June 1, 2021	June 1, 2022
Capability 2: Communication	2. In the future, the statement "THIS IS AN EXERCISE" or some similar verbiage needs to be used on messages even if the Nixle Group "CCEMA Exercise/Training" is used.	Create templates for not only exercises/training, but also for actual events.		EMA	Rod Sederwall/Sam Henley	June 1, 2021	June 1, 2022

Capability 3: Sizeup	1. Team should train more on the 9 step Sizeup process.	Provide team members with portable version of the 9-step Sizeup process.			Tim George/Ranita Jones	June 1, 2021	June 1, 2022
Capability 3: Sizeup	2. Team should spend time between meetings reviewing the roles of CERT members. The EMA can assist in providing written responsibility lists if needed. Team should spend more time together getting to know their fellow members and should participate in more training and exercises (tabletop and full-scale) to increase the knowledge of capabilities or weaknesses of individual members.	Encourage more participation from existing CERT members.			Tim George/Ranita Jones	June 1, 2021	June 1, 2022
Capability 4: Documentation	1. More training/refreshers are needed on the paperwork and actual tracking of victims into, through, and out of the medical treatment area.	Perform a full walkthrough of a scene including which paperwork is filled out where. Continue document training with the EMA.			Tim George/Ranita Jones	June 1, 2021	June 1, 2022
Capability 5: Medical	1. Create a simulation/perform more training on	Work with the EMA to perform full-scale exercises to			Tim George/Ranita Jones	June 1, 2021	June 1, 2022

Treatment Area Setup	setup and flow of victims in the medical treatment area.	familiarize the team with actual operations.					
----------------------	--	--	--	--	--	--	--

Additional notes on updates/changes to be implemented in direct response to this tabletop exercise:

- **REHAB TRAILER** - need to fully supply rehab trailer with additional items (examples below):
 - Backboards (2)
 - Band-Aids for kids (has cartoon characters on or other kid related pictures)
 - Gauze bandages

- **CERT TRAILERS SETUP LOCATION at events, etc.** - preferred not by power lines for better radio communications.

- **FEMA/CERT forms used during an incident by CERT members:**
 - Add to each CERT backpack
 - Add to Medical backpacks (yellow ones)
 - Add a supply to both CERT trailers
 - Create 'sample' documents of each of the forms to help CERT members understand how to fill out forms (Sam to take care of)
 - Frequent review of how and when to complete forms

- **TRAINING:**
 - More review of how & when to complete FEMA/CERT forms
 - More review regarding procedure(s) CERT members to follow when working an event and an incident happens (ex: who does what and in what order) (Note: we could also go through procedures on when Members are called when their at home.)
 - More exercises both Tabletop and Full
 - Continue EOC training

This IP is developed specifically for the Camden County, MO Community Emergency Response Team as a result of the "Trouble at the Car Show" Exercise conducted on June 1, 2021.

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Federal
None
State
None
Camden County
Camden County, MO Emergency Management Agency
Camden County, MO Community Emergency Response Team
Other participants
Lake of the Ozarks Amateur Radio Club