

CONNECTICUT
DEPARTMENT OF EMERGENCY
SERVICES AND PUBLIC
PROTECTION
DIVISION OF EMERGENCY
MANAGEMENT AND HOMELAND
SECURITY

EPPI 2013 After Action Report

October 15, 2013

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EPPI 2013

After-Action Report/Improvement Plan

October 15, 2013

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	EPPI 2013 Severe Winter Storm Statewide Exercise
Exercise Dates	June 20 & 22, 2013
Scope	This exercise was primarily intended to simulate State-wide recovery to a major winter event. Involvement included municipal, state and non-governmental players. A coordinated, multi-disciplinary regional approach was necessary to address the scenario and appropriate representatives from all disciplines should participate in the exercise.
Mission Area(s)	Prevention, Protection, Mitigation, Response, and/or Recovery
Core Capabilities	<p>Critical Transportation</p> <p>Operational Communications</p> <p>Mass Care Services</p> <p>Public and Private Services and Resources</p> <p>Operational Coordination</p> <p>Public Health and Medical Services</p>
Objectives	<p>OBJECTIVE 1 - Regional Transportation Testing regions ability for public transportation for after the storm during recovery after a catastrophic incident with assistance from less affected regions.</p> <p>OBJECTIVE 2 - Communications Analyze statewide and regional ability to recover communications capabilities after catastrophic incident for communications restoration.</p> <p>OBJECTIVE 3 - Mass Care Test the ability of a region to set up and operate a long term Regional Shelter. Test may also include towns that open local shelters in their own jurisdictions.</p> <p>OBJECTIVE 4 - Regional Logistics Exercise and evaluate the capabilities of the effected region to manage logistical needs. Logistics will also include the ability of other regions to utilize their Regional Emergency Support Plans in support of the region in need.</p> <p>OBJECTIVE 5 – Local EOC Execute local EOC activation, establish Unified Command, establish Communications between local EOC and DEMHS Regional Offices via all telecommunication means,</p>

	<p>OBJECTIVE 6 – Public Health Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.</p> <p>OBJECTIVE 7 - SEOC Participation Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities</p>
Threat or Hazard	Winter weather related threat and hazard
Scenario	The Scenario is consisting of a severe winter storm that will impact the entire State of Connecticut to some degree. As the storm changes to an ice storm, it will severely impact DEMHS Region 5 with minimal impact to the other four DEMHS Regions. Region 5 will overwhelm its resources requiring assets from the other four Regions activating their Regional Emergency Support Plans.
Sponsor	State of Connecticut Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security
Participating Organizations	Municipalities throughout the State of Connecticut as well as the two Tribal Nations, State Military Department, multiple State Agencies and Federal Partners including FEMA, , and many Private Partners including the American Red Cross, and from the Utility and Communications Industry.. Full list in Appendix B
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Executive Summary

On Thursday June 20 and Saturday June 22, 2013, the State of Connecticut Division of Emergency Management and Homeland Security (DEMHS) conducted the second annual Governor's Emergency Planning and Preparedness Initiative (EPPI 2013) statewide exercise.

The scenario for this exercise consisted of a severe winter storm that impacted the entire State of Connecticut to some degree. As the storm changed to an ice storm, it severely impacted DEMHS Region 5 with minimal impact to the other four DEMHS Regions. Region 5 overwhelmed its resources requiring assets from the other four Regions activating their Regional Emergency Support Plans. The exercise tested the individual Regional Emergency Support Plans for the various DEMHS Regions.

Some of the overall objectives covered were: 1) for municipalities to convene their Unified Command at their respective Emergency Operations Centers (EOC); 2) test various methods of communication between the local EOCs, the DEMHS Regional Offices, and the State Emergency Operation Center (SEOC); 3) test the ability to set up and operate a long term Regional Shelter as well as individual towns that may open local shelters; 4) exercise and evaluate the capability of one Region (in this exercise Region 5) to manage its own logistics needs through mutual aid and the Regional Emergency Support Plan. When those resources are exhausted, Region 5 would reach out to the other four DEMHS regions to activate their Regional Emergency Support Plans to support Region 5's logistical needs.

This Functional exercise was driven by over two hundred injects, that were part of a Master Scenario Events List (MSEL). The delivery of the injects was accomplished by a SimCell composed of state, local and non-governmental agencies. The injects were sent via e-mail, phone, and hand delivered with WebEOC being used as a backup means. This flow of information was continuous throughout the exercise. Some 158 towns and the two Tribal Nations participated in this exercise (138 on Thursday, 17 on Saturday, and 3 participated both days).

Exercise Locations for field exercises:

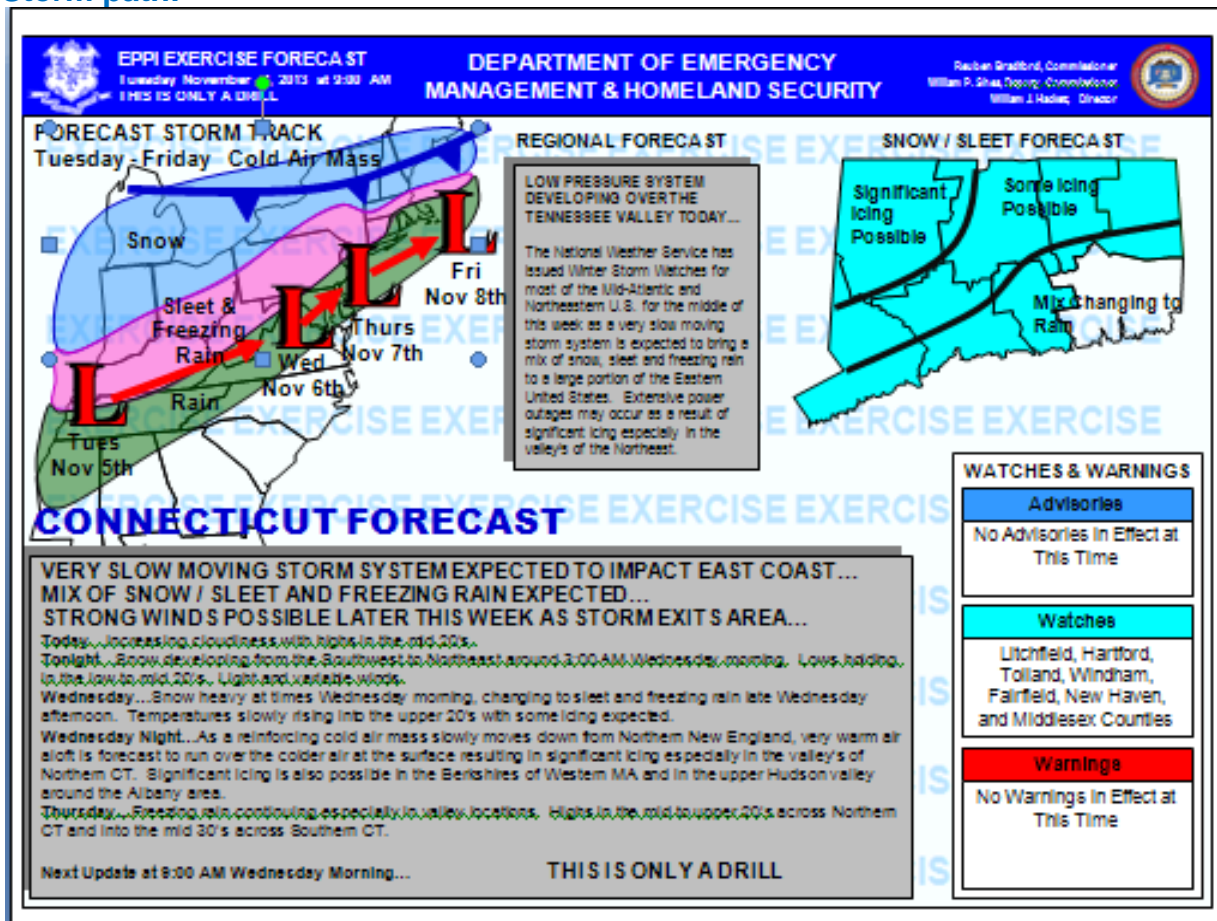
Charlotte Hungerford Hospital (Thursday), Northeast Utilities (Thursday/Saturday) Torrington, Torrington Regional Shelter (Saturday) Torrington Middle School, Torrington Commodities Distribution Site (Saturday), Torrington EOC, Torrington Fire Dept., Torrington K-Mart building collapse (Thursday), Ridgefield Commodities Distribution, Ridgefield EOC Yanity Gym.

This AAR is intended to assist the State of Connecticut in its efforts to improve current plans and procedures as they apply to responses to natural and Man-made disaster.

Event Scenario

A simulated snowstorm turns into an ice storm, particularly in the Northwest Hills of Connecticut. This will provide an opportunity to test command staff, supporting leaders, and staff in municipalities, private sector business, non-governmental organizations, and State agencies in successfully planning, coordinating, and synchronizing efforts during emergency response and recovery activities.

Storm path:



Forecast Storm Track:

Over four days, a low pressure system is developing over the Tennessee Valley and the National Weather Service has issued a Winter Storm Watch for the Mid-Atlantic and Northeastern United States. The storm is slow moving and expected to be a mix of snow, sleet and freezing rain. Extensive power outages are a possibility as a result of significant icing especially in the valleys and hill sections of the Northeast.

Wednesday Daytime:

Possible heavy snow at times Wednesday AM, changing to sleet and freezing rain late in the day. Temperatures are slowly rising into the upper 20's with some icing expected in normally colder sections of the state.

Wednesday Evening (6:00 pm to midnight):

As a reinforcing cold mass slowly moves down from Northern New England, very warm air aloft is forecast to run over the colder air at the surface resulting in significant icing especially in the valleys and hilly sections of Northwestern Connecticut. These conditions are also forecasted to present in the Berkshires of Western Massachusetts and the upper Hudson Valley of New York (the Albany area).

Thursday Early Morning (midnight to 6:00 am):

Forecast carryover from Wednesday night is anticipated. Snowy conditions changing over to sleet and freezing rain in most of the state with icy conditions are expected to be especially prevalent in valley and normally hilly locations in the northwestern part of the state.

Thursday Morning to mid-day (6:00 am to 12:00 noon):

By 6:00 AM precipitation ends in most of the state. Icy conditions dissipate in the southern and eastern portions of the state as temperatures inch into the mid 30's with the exception of the Northwestern corner where temperatures remain in the upper 20's and icy conditions continue to cause havoc on roads and utility/communications lines. There are downed trees, damaged buildings (commercial/residential) and power outages throughout the state.

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)
<p><u>Objective 1: Regional Transportation</u> Testing regions ability for public transportation for after the storm during recovery after a catastrophic incident with assistance from less affected regions..</p>	Critical Transportation		S		
<p><u>Objective 2: Communications</u> Analyze statewide and regional ability to recover communications capabilities after catastrophic incident for communications restoration.</p>	Operational Communications			M	
<p><u>Objective 3: Mass Care</u> Test the ability of a region to set up and operate a long term Regional Shelter. Test may also include towns that open local shelters in their</p>	Mass Care Services	P			

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
own jurisdictions.					
<p><u>Objective 4:</u> <u>Regional Logistics</u> Exercise and evaluate the capabilities of the effected region to manage logistical needs. Logistics will also include the ability of other regions to utilize their Regional Emergency Support Plans in support of the region in need.</p>	Public and Private Services and Resources	P			
<p><u>Objective 5:</u> <u>Local EOC</u> Execute local EOC activation, establish Unified Command, establish Communications between local EOC and DEMHS Regional Offices via all telecommunication means,</p>	Operational Coordination		S		

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<p><u>Objective 6:</u> <u>Public Health</u> Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.</p>	<p>Public Health and Medical Services</p>	<p>P</p>			
<p><u>Objective 7:</u> <u>SEOC Participation</u> Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities</p>	<p>Operational Coordination</p>		<p>S</p>		

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<p>Ratings Definitions:</p> <ul style="list-style-type: none"> • 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, 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 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: Regional Transportation - Testing regions ability for public transportation for after the storm during recovery after a catastrophic incident with assistance from less affected regions..

Core Capability - Critical Transportation

Strength 1: CTDOT Employees in new job positions were able to exercise their new responsibilities

Strength 2: Utility Company Liaisons in local EOC's worked well in coordinating restoring power and opening roads.

Strength 3: CTDOT was able to update and exercise their contact list

Strength 4: Utility companies conducted a concentrated Make Safe program for municipalities.

Areas for Improvement

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

Area for Improvement 1: Communications was lacking between the SEOC Operations Desk and CTDOT SEOC desk

Analysis: Situational awareness and communication needs to be maintained between those agencies in the SEOC.

Area for Improvement 2: Injects to the SEOC CTDOT were few for the overall exercise

Analysis: Exercise design was not provided with injects from CTDOT to keep this SEOC desk busy. Many of the injects were being handled by the local municipality not requiring much intervention by CTDOT.

Area for Improvement 3: Conduct Make Safe training available statewide and not on the days of the actual exercise.

Analysis: Training provided by the utilities on Make Safe was well received by those that were able to attend. More could attend if dates of training not in conflict with the actual exercise.

Objective 2: Communications - Analyze statewide and regional ability to recover communications capabilities after catastrophic incident for communications restoration.

Core Capability - Operational Communications

Strengths

Strength 1: Ham Radios operators were an invaluable asset as another means of communications

Strength 2: Statewide and Regional High Band and Low Band radios were tested.

Strength 3: WebEOC was instrumental in communication and documentation.

Strength 4: When Internet, radio, and cell phone communications failed in the SimCell right at the start of the exercise, the SimCell staff immediately transferred the operation to the SEOC, gained the necessary communications links and continued the exercise without missing the battle rhythm.

Areas for Improvement

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

Area for Improvement 1: SimCell communications needs to be fully tested and operational before the start of the exercise.

Analysis: IT support for the exercise was not optimal. Location of SimCell provided no signal for the wireless internet or cell phones which were needed to deliver the exercise injects.

Area for Improvement 2: DEMHS Region 5 Office does not have a permanent Amateur Radio installation which can be a backup communication in an emergency.

Analysis: DESPP CTS needs to evaluate and make whatever upgrades and/or fixes to correct this.

Area for Improvement 3: Need to have a group established in Everbridge consisting of Emergency Management Directors, EOCs, etc. to provide DEMHS with a mass notification capability.

Analysis: Everbridge notification system is available and could be used more often by DEMHS

Area for Improvement 4: Need to have a ListServ group established consisting of Emergency Management Directors, EOCs, etc. to provide DEMHS with a mass notification capability.

Analysis: ListServ notification is available and could be used more often by DEMHS. E-mail distribution lists were created for this exercise and limited to a maximum of 100 e-mail boxes. Many of the e-mail addresses provided to Exercise Workgroup by participants were invalid.

Objective 3: Mass Care - Test the ability of a region to set up and operate a long term Regional Shelter. Test may also include towns that open local shelters in their own jurisdictions.

Core Capability - Mass Care Services

Strengths

Strength 1: Regional Shelter was setup in Torrington

Strength 2: Due to limit on the number of shelters being opened statewide, American Red Cross had the opportunity to fully support this Regional Shelter opening.

Strength 3: The American Red Cross was able to provide valuable training to those that would normally standup this Regional Shelter.

Areas for Improvement

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

Area for Improvement 1: American Red Cross training for those who would normally staff a Regional Shelter needs to happen statewide.

Analysis: This exercise was concentrated in Region 5 with the other Regions to support them.

Objective 4: Regional Logistics - Exercise and evaluate the capabilities of the effected region to manage logistical needs. Logistics will also include the ability of other regions to utilize their Regional Emergency Support Plans in support of the region in need.

Core Capability - Public and Private Services and Resources

Strengths

Strength 1: Regions were able to exercise their Regional Support Plans.

Strength 2: Towns were able to exercise their local EOP's in support of Regions request for resources

Strength 3: Towns immediately affected by storm (Region 5) were able to exercise their mutual aid plans along with the Regional Support Plans for their Region.

Strength 4: Commodities Task Force was exercised and Commodities were delivered by the CTNG to Torrington and Ridgefield.

Strength 5: Urban Search and Rescue (CT-TF1) was deployed to K-Mart in Torrington for a simulated building collapse.

Areas for Improvement

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

Area for Improvement 1: Exercise design did not allow for adequate region- to -region participation.

Analysis: Injects needed to expand scenario in order to allow greater regional collaboration.

Objective 5: Local EOC - Execute local EOC activation, establish Unified Command, establish Communications between local EOC and DEMHS Regional Offices via all telecommunication means,

Core Capability - Operational Coordination

Strengths

Strength 1: Local EOCs were able to assemble their Unified Command for this exercise.

Strength 2: Local EOCs were able to establish multiple communication paths to their respective Regional Offices (high band radio, WebEOC, phones, etc.)

Strength 3: WebEOC proved to be instrumental in sending and receiving of injects.

Areas for Improvement

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

Area for Improvement 1: Establish separate WebEOC inject board

Analysis: WebEOC needed a separate board to list injects with a delay so viewers can distinguish between injects and significant events.

Area for Improvement 2: Needed separate State Situation Report board in WebEOC.

Analysis: Separate boards needed in WebEOC to differentiate between Local Situation Reports and State Situation Reports.

Objective 6: Public Health - Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

Core Capability - Public Health and Medical Services

Strengths

Strength 1: CT Department of Public Health (DPH) worked with Torrington and Charlotte Hungerford Hospital to set up and operate the DPH mobile field hospital tent on the hospital property.

Strength 2: CT Department of Public Health staffed their position at the SEOC and their internal EOC and supported DPH field operations and requests.

Strength 3: DPH provided injects to many of the hospitals in support of the exercise.

Areas for Improvement

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

Area for Improvement 1: Mobile field hospital is not deployed often enough to maintain proficiency.

Analysis: Training opportunities would help DPH staff and others gain and maintain the needed skills.

Objective 7: SEOC Participation - Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities

Core Capability -- Operational Coordination

Strengths

Strength 1: Having a Urban Search and Rescue representative in the SEOC assisting at the Fire Desk for the first time worked really well.

Strength 2: Task Forces were activated in support of the exercise

Strength 3: Task Force accounts were established in WebEOC to establish better communications.

Areas for Improvement

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

Area for Improvement 1: Personnel assigned to positions in the SEOC need to have additional training in that position.

Analysis: While this exercise provides a great opportunity for trained personnel to hone their skills in their assigned positions, however, it is not the venue to train brand new personnel.

Area for Improvement 2: More state agency specific injects

Analysis: State agencies need to be more involved in the exercise development to keep their agency more engaged.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for DESPP/DEMHS and other State Organizations as a result of the EPPI 2013 conducted on June 20 and 22, 2013.

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
1 Critical Transportation	1 - SEOC Communications	Trained personnel	DEMHS	OT&E	9/2013	Ongoing
	2 - Insufficient Injects]	MSEL Development	DEMHS & SA	OT&E	9/2013	5/2014
	3 - Make Safe Demos	Schedule off Exercise	Utilities	Various	9/2013	9/2014
2 - Operational Communications	1 – SimCell Comms	Infrastructure enhancements	DESPP/IT DEMHS CTNG	Various	9/2013	5/2014
	2 – Region 5 Comms	Permanent installation	DESPP CTS	P. Zito	9/2013	Ongoing
	3 – Notification Lists	Everbridge / ListServ	DEMHS	J. Gustafson	9/2013	Ongoing
3 -Mass Care Services	1 – Shelter Management staff	Trained personnel	ARC	C. Carlson	9/2013	5/2014
4 - Public and Private Services and Resources	1 – Regional participation	Exercise Design	DEMHS	OT&E	9/2013	5/2014
5 - Operational Coordination	1 – WebEOC design	Additional Boards	DEMHS	OT&E	9/2013	Ongoing

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
6 - Public Health and Medical Services	1 – Field Hospital deployment	Trained personnel	DPH	J. Stonoha	9/2013	Ongoing
7 - Operational Coordination (SEOC)	1 – Staff Training	Trained personnel	DEMHS	OT&E	9/2013	Ongoing
	2 - Insufficient Injects	MSEL Development	DEMHS & SA	OT&E	9/2013	5/2014

