

Allenstown Shelter Drill

November 2, 2013

AFTER ACTION REPORT

December 11, 2013



HANDLING INSTRUCTIONS

1. The title of this document is *Allenstown Shelter Drill After Action Report*.
2. The information gathered in this AAR is classified as **unclassified**. Reproduction of this document, in whole or in part, without prior approval from the Town of Allenstown is prohibited.
3. Points of Contact:

The Allenstown exercise point of contact is:

Allenstown Town Administrator
Shaun Mulholland
16 School Street
Allenstown, NH 03275
603-485-4276
smulholland@allenstownnh.org

The Exercise Director is:

Jane Hubbard
Hubbard Consulting LLC
PO Box 445
Andover, NH 03216
603-848-8801
jhubb_99@yahoo.com

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EXECUTIVE SUMMARY

The Allenstown Shelter Drill was developed to establish a learning environment for players to exercise the Capital Area Public Health Network (CAPHN) Regional Shelter Plan and Allenstown and Hillsborough's local emergency shelter plans, policies, and procedures as they pertain to a disaster that is significant enough to warrant the activation of regional shelters. The exercise planning team was composed of members from the Town of Allenstown and CAPHN. Based on the exercise planning team's discussions, the following objectives were developed for the Exercise:

Exercise Objective	Core Capability
Demonstrate the ability to activate, staff, and manage the Multi Agency Coordination Entity (MACE) to coordinate and support incident in accordance with established Capital Area Regional Shelter Operations Plan and procedures.	Operational Coordination
Assess the ability of the Towns of Allenstown and Hillsboro to provide life sustaining services to the affected population in accordance with established shelter plans and procedures.	Mass Care Services
Demonstrate the capability to develop, coordinate, and disseminate accurate alerts and information to the media and the public during an emergency in accordance with local and regional standard operating procedures (SOPs) and plans. (Include a PIO briefing at the Allenstown Shelter).	Public Information & Warning (Allenstown Only)

Specific agencies and organizations holding responsibility for post-exercise improvement are specifically identified in Appendix A: Improvement Plan contained in this report.

The suggested actions in this report should be viewed as recommendations only. In some cases, agencies may identify alternative solutions that are more effective or efficient. Each agency should review the recommendations and complete actions in alignment with internal strategies, National Incident Management System requirements, national goals, and current program objectives. 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:

- The CAPHN shelter plan is a competent document that provides users with clear and concise information needed to mobilize, operate, and de-mobilize a regional shelter.

Primary Areas for Improvement

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

- Local officials demonstrated that they did not have a complete understanding of the Regional Shelter Plan and Memoranda of Agreements. Continue to train and exercise all partners to further their understanding of their role in the Regional Shelter Plan.

SECTION 1: EXERCISE OVERVIEW

Exercise Details

Exercise Name

Allenstown Shelter Drill

Type of Exercise

Drill

Exercise Date

November 2, 2013

Duration

8 hours

Location

Allenstown Elementary School, Hillsborough Elementary School, CAPHN office in Concord, NH.

Sponsor

NH Homeland Security & Emergency Management

Program

Fiscal Year (FY) 2013 State and Local Homeland Security Exercise Support Grant Program

Mission

Response

Capabilities

- Mass Care Services
- Operational Coordination
- Public Information & Warning

Scenario Type

Severe Winter Weather

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Participating Organizations

NAME	AFFILIATION	ROLE
Mary Carter	High School Drama Club, Director	Actor
Reed Cullen	High School Student	Actor
Jarod Hallander	Hillsborough High School Drama Club	Actor
Clara Segedy	Hillsborough High School Drama Club	Actor
Alex Hutchins	Hillsborough High School Drama Club	Actor
Harley Hemenweary	Hillsborough High School Drama Club	Actor
Ali Albert	Hillsborough High School Drama Club	Actor
Lucy Beckwith	Hillsborough High School Drama Club	Actor
Alexis Clark	Hillsborough High School Drama Club	Actor
Devirous Derrico	Hillsborough High School Drama Club	Actor
Laura Jean Gilbert	Medical Reserve Corps	Actor
Joyce Aubrey	Volunteer	Actor
Jacob Harvey	Volunteer	Actor
Theodore Stebbins	Volunteer	Actor
Pat Liotta	Volunteer	Actor
Dick Armstrong	Volunteer	Actor
Amy Nichols	Volunteer	Actor
Bryan Westover	Volunteer	Actor
Chris Mulholland	Volunteer	Actor
Shannon Mulholland	Volunteer	Actor
Arianna Doucet	Volunteer	Actor
Rebecca Fulp	Volunteer	Actor
Trent Henrich	Volunteer	Actor
Mason Thyng	Volunteer	Actor
Kathy Henrich	Volunteer	Actor
Connor Osborn	Volunteer	Actor
Pat Osborn	Volunteer	Actor
Rob Martin	Allenstown Fire Department	Player
Kathleen Rogers	Allenstown PIO	Player
Cheryl Hey	Allenstown Police Department	Player
Dawn Chabot	Allenstown Police Department	Player
Rebecca King	Allenstown Police Department	Player
Diane Demers	Allenstown Shelter Manager	Player
Maureen Wishart	Allenstown Shelter Volunteer	Player
Phyllis Hemeon	Allenstown Shelter Volunteer	Player
Ernie Contara	Allenstown Shelter Volunteer	Player
Denise Contara	Allenstown Shelter Volunteer	Player
Bernadette Lafond	Allenstown Shelter Volunteer	Player
Scot Merrill	Allenstown Shelter Volunteer	Player
Gina Baldasaro	Allenstown Town Clerk	Player
Russell Richards	ARES	Player
Mary Reed	CAPHN Director	Player
Scott Murdough	Hillsborough EMD	Player

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NAME	AFFILIATION	ROLE
Kenny Stafford, Jr.	Hillsborough Fire Chief	Player
Jon Daley	Hillsborough Fire Department	Player
Corinne Bovio	Hillsborough Fire Department	Player
Roland Bovio	Hillsborough Fire Department	Player
Adrian Aleman	Hillsborough Fire Department	Player
Dana Beren	Hillsborough Health Officer	Player
Peter Brigham	Hillsborough Shelter Manager	Player
Kyle Vadnais	Hillsborough Shelter Staff	Player
Laure Biono	Hillsborough Town Administrator	Player
Leigh Cheney	HSEM	Player
Danielle Morse	NH HSEM	Player
John Butler	School Maintenance	Player
Jim Richardson	Consultant	Evaluator
Mark Fowke	Evaluator	Evaluator
Patty Crooker	Nashua PHN	Evaluator
Tory Jennison	Strafford County PHN	Evaluator
Bonnie Lockwood	McGrew Management Services	Exercise Staff
Jane Hubbard	Hubbard Consulting LLC	Exercise Director

Number of Participants

- Players: 28
- Evaluators: 4
- Actors 27
- Exercise Staff 2
- TOTAL: 61

SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

The purpose of the exercise was designed to establish a learning environment for players to exercise the Capital Area Public Health Network (CAPHN) Regional Shelter Plan and Allenstown and Hillsborough's local emergency shelter plans, policies, and procedures as they pertain to a disaster that is significant enough to warrant the activation of regional shelters.

Planning meetings were held between representatives of the Towns of Allenstown and Hillsborough and CAPHN to discuss exercise plans and to focus on developing the approach, plan, and support for the Shelter Drill. An exercise planning team was formed to determine the scope, agenda, target audience, and objectives of the exercise. The exercise planning team provided their scenario outline and the exercise support team developed an exercise scenario based on the design criteria and the exercise objectives. The Controller/Evaluator (C/E) Handbook and the Master Scenario Events List (MSEL) were developed based on the scenario design criteria and the exercise objectives.

Exercise Objectives, Capabilities, and Activities

All of the exercise objectives were demonstrated during exercise play and ultimately accomplished. Through demonstration of these objectives, the exercise players successfully simulated an effective response to scenario events. At the same time, exercise play revealed ways in which future responses could be made more effective.

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:

Exercise Objective	Core Capability
Demonstrate the ability to activate, staff, and manage the Multi Agency Coordination Entity (MACE) to coordinate and support incident in accordance with established Capital Area Regional Shelter Operations Plan and procedures.	Operational Coordination
Assess the ability of the Towns of Allenstown and Hillsboro to provide life sustaining services to the affected population in accordance with established shelter plans and procedures.	Mass Care Services
Demonstrate the capability to develop, coordinate, and disseminate accurate alerts and information to the media and the public during an emergency in accordance with local and regional standard operating procedures (SOPs) and plans. (Include a PIO briefing at the Allenstown Shelter).	Public Information & Warning (Allenstown Only)

Scenario Summary

February 1, 2014:

A major Nor'easter is forecasted to impact New England beginning the afternoon of February 1, 2014. The storm is expected to begin around 3:00pm in Merrimack County. Ice accumulations are expected to be as much as 1 inch thick, with accumulation occurring between 3:00pm Wednesday through 2:00am Thursday. Temperatures will then drop and snow accumulations are anticipated to be 3+ feet from Thursday morning through Saturday afternoon. Winds are expected to be 20-30mph with gusts up to 40mph in Cheshire, Hillsborough, Merrimack and Rockingham counties. There will be a one day rest with another storm anticipated for Monday the 16th with an additional snow accumulation of 1-2 ft. There is currently 2 feet of snow already on the ground from previous accumulations.

The Capital Area Public Health Network and area EMDs are preparing to open a shelter at the Allenstown Elementary School and Hillsborough Middle School for area residents.

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 the Shelter Drill are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations. Only activities that were **not** successfully met are included in this analysis.

CAPABILITY 1: MASS CARE SERVICES

Activity 3: Establish Shelter Operations

Task 3.1 Staff the shelter with appropriately trained personnel.

Observation:

1. Communication methods and processes were not fully understood by some shelter staff. Communication requests at Hillsborough were not completed in that once resources were ordered the shelter manager had no contact with either the E.O.C. or the MACE. There was general disagreement on whether or not the Hillsborough shelter manager should be communicating with the MACE or E.O.C. during the exercise.
2. Some shelter staff did not have a complete understanding of the local and regional shelter plans. At the Hillsborough Shelter, with the exception of the EMD, none of the participants were familiar with the MOU that the Town of Hillsboro had signed with the CAPHN and as such several discussions took place relative to resource allocation and request.

Recommendations:

1. Ensure all designated shelter personnel have training on the regional shelter plan and basic incident command system.
2. Conduct CAPHN workshops Table Top Exercises to further test the Regional Shelter Plan and to educate the CAPHN members.
3. Establish a formal protocol for communications between the local shelters and the MACE. Identify the various methods (i.e. WebEOC, ARES, Phone, email) and how/when they should be utilized. Incorporate new procedures in future exercises.
4. Develop a formal process to identify/track shelter residents (i.e. bands, scans). Separate process for overnight residents, versus warming/charging clients.

Activity 5 Shelter General Population

Observation:

Actors playing shelter clients at the Allenstown Shelter observed that some of the registration forms were very lengthy and not very user friendly. In addition, some actors noted that it was difficult to find certain places within the shelter facility, as there were no maps/floorplans.

Recommendation:

1. Review and revise shelter registration forms.
2. Develop a marking system (color coded stickers) for people with food allergies and/or medical needs.
3. Developed detailed floor plans/maps of the shelters, to be used at the shelter and included in the local shelter plan.

CAPABILITY 2: OPERATIONAL COORDINATION**Activity 1: Activate MACE****Observation:**

The CAPHN MACE was activated prior to the exercise period on Friday Nov. 1 @ 11:10am to evaluate the feasibility of a request to activate the CAPHN Regional sheltering plan. On Friday Nov. 01 @ 14:19, the CAPHN MACE declared activation of the Regional sheltering plan via exercise notification. The MACE team was requested to respond via email to the CAPHN preparedness coordinator to confirm receipt of the notification and provide contact updates. Rosters were noted to be accessible and up-to-date. Appropriate staff were notified to report, as necessary, per the plan. For exercise purposes, approx. 90% of MACE command staff were unavailable for exercise period. The assigned MACE Manager for the exercise did not have CAPHN MACE command experience.

Recommendation:

Consider MACE Command roster be labeled by position as well as person to ease transition planning & evaluate MACE membership by skill set/organization representation. Consider creating a "MACE Manager" packet with Job Action sheet inside as a proxy for an abbreviated JIT to be opened upon any MACE activation.

Activity 2: Direct MACE Tactical Operations**Observation #1:**

Condensed exercise play with frequent injects resulted in incomplete ongoing log maintenance although messages were retained for eventual compilation. In an effort to test communication capacity, some messages were sent via multiple modalities including WebEOC, ARES operator, email and telephone (land-line and cell). There were occasions where the MACE manager had to follow-up to ascertain whether a message had been sent or follow-up received due to all of the available communication options and lack of administrative capacity to maintain a log during exercise conditions.

Recommendation #1:

Consider prioritizing communication modalities during incident action planning for actual incident response to limit risk of confusion due to multiple message modalities. Consider establishing and posting preferred communication modalities (and contact information) by section and communicating that preference to involved sites. E.g: PIOs priority communication is personal/work cell phone; secondary is

email. Logistics priority communication is ARES (or WebEOC), secondary is email. Performing this planning step during Incident Action Planning ensures assumptions about available communication modalities at the MACE and external sites are identified.

Observation #2

MACE Challenges included: Establishing and maintaining timely communication between the MACE and each shelter site; Prioritizing and tracking resource requests from multiple shelter sites at the MACE manager level; and predicting and preparing for potential additional regional response needs based on inconsistent or inaccurate information from multiple sites.

Recommendation #2:

Consider reviewing the role of the MACE with local EMDs and EOC managers to provide role clarification for incident command/management. An algorithm may be a useful decision support tool for local shelter/EOC staff/EMDs to clarify EOC vs. MACE roles.

Observation #3

Physical space was tight and limited expansion during exercise play. MACE staff were observed occasionally leaving the room to facilitate conversations that could not be heard due to noise in the MACE Command Center.

Recommendation #3:

Consider utilizing the larger room available at Concord PD for MACE Operations, especially as it can accommodate MACE staff expansion for any incidents that require expansion of scope.

CAPABILITY 3: EMERGENCY PUBLIC INFORMATION AND WARNING**Activity 1: Manage Emergency Public Information****Observation:**

Interaction between the local PIO and Public Information personnel at the Multi Agency Coordinating Entity (MACE) that would serve as the JIC was problematic, especially at the beginning of the exercise.

Recommendation:

Revise and update procedures in the Regional Shelter Operations Plan for the collection and distribution of information within the Joint Information Center (JIC).

SECTION 4: CONCLUSION

The Allenstown Shelter Drill was a successful undertaking, that was the first test of the newly created Regional Shelter Plan. The exercise incorporated many disciplines in an inclusive manner, and this contributed to the success of the exercise in assessing shelter capabilities and identifying areas where improvements can be made.

This exercise successfully achieved the objectives to assess the ability of the Towns of Allenstown and Hillsborough and the Capital Area Public Health Network (CAPHN) to coordinate two regional shelters, with support from the CAPHN Multi Agency Coordination Entity (MACE). The objectives to assess Shelter Operations were met because shortfalls were identified and opportunities for improvement will be developed.

The exercise scenario tested plans and concepts regarding regional sheltering, and the participants demonstrated that their commitment and intent to support the response community and cooperate with one another is impressive. This provides a strong foundation for future coordination, planning, and overall emergency preparedness. Participants were able to identify several recommendations, which can be used to update plans and for future capabilities-based training and exercises addressing critical components of the overall response. All recommendations are outlined in the Improvement Plan (IP) in Appendix A.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Town of Allenstown as a result of the Allenstown/Hillsborough Shelter Drill conducted on November 2, 2013. These recommendations draw on both the After Action Report and the After Action Conference.

Table A.1 *Improvement Plan Matrix*

Core Capability	Observation	Recommendation	Capability Element	Primary Responsible Agency	Completion Date
Mass Care Services	Some shelter staff did not have a full understanding of the local and regional shelter plans.	Ensure all designated shelter personnel have training on the regional shelter plan and basic incident command system.	Training	Local EMD CAPHN as resource	Dec. 2014
		Conduct CAPHN workshops Table Top Exercises to further test the Regional Shelter Plan and to educate the CAPHN members.	Exercises	Allenstown EMD	Dec. 2014
	Communication methods and processes were not fully understood by some shelter staff.	Establish a formal protocol for communications between the local shelters and the MACE. Identify the various methods (i.e. WebEOC, ARES, Phone, email) and how/when they should be utilized. Incorporate new procedures in future exercises.	Planning and Exercises	TTX Allenstown EMD	Dec. 2014
				CAPHN	June 30, 2014
		Develop a formal process to identify/track shelter residents (i.e. bands, scans). Separate process for overnight residents, versus warming/charging clients.	Equipment	Local EMDs	August 2014
		Color code forms to identify food allergies and medical needs.	Equipment	Local EMDs	August 2014
	Many actors said the shelter forms were not user friendly.	Revise existing shelter forms and develop new ones.	Planning	CAPHN	Dec. 2014
	Detailed floor plans and maps were not available to staff and residents.	Develop detailed floor plans/maps of the shelters, to include in the local shelter plans, as well as to post around the shelter for guests to utilize.	Planning	Local EMDs	June 30, 2014

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Core Capability	Observation	Recommendation	Capability Element	Primary Responsible Agency	Completion Date
Operational Coordination	There was some confusion of the role of the MACE in relation to the local Shelter and local EOCs.	Further development of Shelter Plan and Communication Plan. Provide additional training/education of local shelters and role of EOCs.	Training & Planning	CAPHN	August 31, 2014
	The physical space was tight and limited expansion during exercise play. MACE staff were observed occasionally leaving the room to facilitate conversations that could not be heard due to noise in the MACE Command Center.	Continue training of MACE Staff on operational space of the MACE.	MACE Staff Training	CAPHN	April 1, 2014
	MACE Staff were occasionally overwhelmed by the management of communications received and disseminated.	Conduct CAPHN workshops Table Top Exercises to further test the Regional Shelter Plan and to educate the CAPHN members.	Exercises	Allenstown	Dec. 2014
	Communication challenges prevented the MACE PIO from making situation update notifications.	Continue training and examine the possibility of multiple phone lines at the MACE.	Training	CAPHN	Jan. 2014
	The CAPHN Shelter Plan was not fully utilized and should be reviewed and updated based upon after action review of the Shelter Drill.	Update the Shelter Plan to include: a. Local shelter floorplans and rosters of local shelters. b. Develop a quick reference guide to supplement the Regional Shelter Plan, for a more user friendly guide for the regional members to utilize. c. Include an Organization Char of local shelter, local EOC, MACE and State EOC. d. Job Action Sheets and Qualifications for Shelter staff positions. e. Include a section on logistics/resource management, both at local level and MACE level. f. A policy on WebEOC shelter info to be update by local shelter manager.	Planning	CAPHN	August 2014

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Core Capability	Observation	Recommendation	Capability Element	Primary Responsible Agency	Completion Date
Public Information & Warning	Interaction between the local PIO and Public Information personnel at the Multi Agency Coordinating Entity (MACE) that would serve as the JIC was problematic, especially at the beginning of the exercise.	Revise and update procedures in the Regional Shelter Operations Plan for the collection and distribution of information within the Joint Information Center (JIC). (i.e. Radio communications, Facsimile, telephone reports etc.)	Planning	CAPHN	August 2014
	Although a media contact list is reportedly available within planning documents, it was not made available to this writer for evaluation. Similarly, pre-prepared public safety documents and boiler plate "Fill in the blanks" media information is also available within the PIO's emergency manual but were also not offered for evaluation.	Continue training of PIO personnel.	Training	Local EMDs	Dec. 2014

APPENDIX B: PARTICIPANT FEEDBACK SUMMARY

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ALLENSTOWN/HILLSBOROUGH SHELTER DRILL ~ November 2, 2013						
EVALUATION	 Not Applicable	 Strongly Disagree	 Disagree	 Unsure	 Agree	 Strongly Agree
MATERIALS: Audio/Visual/Handouts were good quality, appropriate and easy to see.					17	14
The documentation used during the exercise was a valuable tool throughout the exercise				4	13	14
FACILITATION: The participants included the right people in terms of level and mix of disciplines.				1	13	17
Participation in the exercise was appropriate for someone in my position.				1	13	16
The exercise scenario was plausible and realistic.				1	14	15
The exercise was well organized and structured				4	12	16
FACILITATOR: Was knowledgeable, effective and provided quality instruction.					14	18

COMMENTS:

- **The best drill I have ever participated in!!**
- **Great Job!**
- **More activity for small children? Perhaps a room for sleeping?**
- **Loved it!!**
- **I think people over 65 years old should be kept on ground floor to help prevent (stairs) accidental falls.**
- **Great experience.**
- **All help kept checking to see if we needed anything. We were comfortable.**
- **Medication was delivered in a timely manner. Straws would be helpful.**
- **Cots should have elevated backs (like a beach chair) so you can sit comfortably.**

APPENDIX C: EVALUATOR REPORTS

Evaluator Name: Patty Crooker, HSEEP Evaluator

Evaluation Assignment: Mass Care and Shelter (Allenstown)

Mass Care (Sheltering, Feeding, and Related Services)

Exercise Evaluation Guide: Allenstown Regional Shelter Drill

Capability Description:

Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident, including special needs populations. Special needs populations include individuals with physical or mental disabilities who require medical attention or personal care beyond basic first aid. Other special-needs populations include non-English speaking populations that may need to have information presented in other languages. The mass care capability also provides for pet care/handling through local government and appropriate animal-related organizations. Mass care is usually performed by nongovernmental organizations (NGOs), such as the American Red Cross, or by local government-sponsored volunteer efforts, such as Citizen Corps. Special-needs populations are generally the responsibility of local government, with medical needs addressed by the medical community and/or its alternate care facilities. State and Federal entities also play a role in public and environmental health by ensuring safe conditions, safe food, potable water, sanitation, clean air, etc.

Capability Outcome:

Mass care services (sheltering, feeding, bulk distribution) for the affected general population, services for special-needs populations, and services for animals within the affected area are rapidly provided.

Jurisdiction or Organization:

Name of Exercise: Allenstown Regional Shelter Drill

Location: Allenstown Shelter / Hillsborough Shelter

Date: 11/2/2013 - 11/2/2013

Evaluators: P.Crooker

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Mass Care Tactical Operations

Activity Description: In response to requests made by agencies, provide overall management and coordination of mass care capability.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1	Activate Capital Area Regional Shelter Operations Plan <i>- Per 'Section 5.0 Operations'</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A [X]
1.2	Acquire and provide resources necessary to support mass care services. <i>- Manage and procure items and account for them financially</i> <i>- Account for procured items using proper</i>	Time: Task Completed? Fully [] Partially [X] Not [] N/A []

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	<i>accounting protocols</i>	
1.3	Ensure appropriate communication systems are available to mass care personnel. <i>- Includes shelter staff at each shelter facility.</i> <i>- Ensure communication link is established with the Capital Area MACE.</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []
1.4	Conduct initial and ongoing mass care needs assessment. <i>- Consider need for feeding activities</i> <i>- Consider need for sheltering activities</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []
1.5	Obtain information on population levels, demographics, and location of affected populations. <i>- Report and record affected population.</i> <i>- Anticipate increase or decrease in shelter population.</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A [X]

Activity 1: Direct Mass Care Tactical Operations

Task 1.2: Implement on-scene incident management

Analysis # 1: First arriving fire unit was given an inject as to what was seen upon arrival. The officer did a very good arrival report, was clear and concise. The officer exited the vehicle and interacted with the facility representative. The questions asked by the Fire Officer were appropriate and well thought out with regard to facility employee accountability, status of the facility, reference materials (MSDS sheets) and asking what was on fire.

Reference: Acceptable adherence to tactics and standard operating procedures.

Recommendation #1: Inquire with the facility rep to provide another employee resource if that rep is unable to give you the information that is needed, but should be available.

Task 1.3: Establish perimeter and exclusion zones

Analysis: Computer issues in gym so sent press release via HAM for approval – moved command to classroom – better internet connection

Recommendations:

Local church had 4 volunteers arrive at the shelter – SM said they could help with set-up and non-direct services because no criminal history search on them

0931 – Staff requested shelter count from SM who directed them to ask registration staff – 13 residents including 2 unaccompanied minors – information passed to IC

SM requested that shelter trailer be moved behind town hall so they can access

0942 – Requests made to Incident Command for DBHRT and nurse

IC contacted MACE as no response was received re: WebEOC mission tasks. MACE asked IC to call back in a few minutes as they were too busy. After calling back he provided resident

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counts and maximum occupancy information. Requested number for MACE PIO

Shelter PIO calls to MACE – need to have contact with MACE PIO for public information approval and situation updates – unable to reach via phone – suggestion to have cell phone and/or designated email for PIO functions between MACE and individual facilities

Shelter #2 tried to send a HAM message but having computer problems

Activity 3: Establish Shelter Operations		
Activity Description: Staff and equip shelter in preparation to receive displaced persons and/or companion animals.		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
3.1	Staff shelter with appropriately trained personnel. <i>- Ensure support services are staffed at all times</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []
3.2	Provide regular updates on shelter needs and capacity. <i>- Monitor population levels</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []
3.3	Coordinate provision of shelter support services with appropriate agencies (e.g., food service, security, etc.). <i>- Provide health care/mental health services</i> <i>- Provide safety and security services</i> <i>- Provide Disaster Welfare Inquiry/Family and Pet-Owner Reunification</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []
3.4	Set up shelter for operations. <i>- Arrange tables, cots, signage, registration, etc</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []

Task 3.2: Provide regular updates on shelter needs and capacity.

1016 – Shelter staff meeting – weather update – divided staff into shifts – “next shift” staff directed to go upstairs and rest

- “creepy” guy making other residents feel uncomfortable – was moved to another room
- DBHRT en route
- Census at 14
- Need status update on port-a-crib
- PIO tasked to give residents weather update – SM to accompany and ask resident about any issues
- Medical supply order placed by EMS – 12 O2 tanks, nasal canulas
- Requested list of road closures
- Husband of one resident told wife he would be at shelter 3 hours ago and still isn’t here – SRO will request PD put out BOLO
- Meals will be at 1130 and 1700
- Staff reminded to make sure they eat too
- Diapers ordered through MACE
- EMS – female resident in shelter has cigarette burns on arms – no parent – SRO being notified
- EMS has list of residents with medications and has been checking on them to provide reminders

1040 – PIO and SM briefed shelter residents about weather forecast, power outages, road closure, how they can contact family/friends, shower/hygiene supplies, reading room, meals times and locations. Also gave information about meal schedule. SM asked residents if they were from towns other than Allenstown and if they had any questions. SM asked residents to let staff know if they had any concerns or needs they could foresee (meds, etc)

Task 3.4: Set up shelter for operations

Analysis: 0906 – Staff begins set up of cots – shelter manager directed them to set up 7 cots initially. Staff needs to have guidance on set up – cots were set up 1-2 feet apart – Plan states (p. 10) “at least 3 feet of space around cots in all direction with head-to-toe placement.” Staff asked if they should set up oversized cots – directed by SM to set up 1.

Recommendations: Provide copy of shelter plan at each station

Resident arrived with a dog who was not a service animal – did not have food or crate but was told that staff could work around that – registration told him that pets were being sheltered at the police station – staff assured him he could go visit the dog as often as he wanted but he can’t stay over there – PD is not within walking distance and resident isn’t comfortable driving due to road conditions – registration staff asked SM if he could get a ride to the PD – PD came and spoke to the resident assuring him that the dog would be well cared for and resident let them take the dog

General Observations:**Player briefing 0815 - Jane****Shelter staff briefing 0830 – Diane**

- 1) Assigned staff to do initial walkthrough
 - a) Provided opening checklist and directions
- 2) Questions about weapons being allowed – not detailed in plan

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- a) shelter manager asked SRO re: identifying individuals who may be carrying weapons and legal regulations
- b) SRO stated that registration ask all shelter residents if they are in possession of any weapons when they arrive. If yes, request that they allow SRO/security to secure them.
- 3) Questions about pets at shelter
 - a) Shelter is does not allow pets.
 - b) Pets can be sheltered at the Allenstown PD which is in the general vicinity of the shelter
 - c) Pet owners are asked to provide food for their pets

Participant/Player briefing 0840 – Jane

- 1) Provided Ex-Plan
- 2) Overviewed history of the shelter plan and MACE
- 3) Reviewed Ex-Plan
- 4) Introduced controllers and evaluator
- 5) Asked everyone to keep list of supply needs not on site, suggestions, comments
- 6) Explained HAM radio
- 7) Reviewed rules, safety requirements, communications, post exercise activities and timeline

Safety – staff doing initial walk-through identified 2-3 concerns including ramp at rear of building

Activity 4: Shelter Special Needs		
Activity Description: Provide temporary shelter for those individuals displaced during an incident who have special needs.		
	Task /Observation Keys	Time of Observation/ Task Completion
4.1	Request resources and equipment needed to support special-needs population. <i>- Ensure appropriate equipment is available to fit the requirements of special needs population: Durable Medical Equipment, Personal Assistance Services, Consumable Medical Supplies.</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []
4.2	Provide medical care to special-needs population. <i>- Ensure adequately trained staff are available to meet the needs of shelter population</i> <i>- Reasonable modifications to policies, practices and procedures.</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []

Task 4.2: Request resources and equipment needed to support special-needs population.

Analysis #1: 0931 – Shelter staff made request to Incident Command to contact MACE for a portable crib

Recommendations: None

Analysis #2: Resident notified registration staff that they didn't have one of their medications – questioned SM who said a request would have to be made to the MACE

Recommendations: None

Analysis #3: Ambulance called to transport resident with significant medical needs to hospital because it was beyond supportive care capacity

Recommendations: None

Analysis #4: A resident wanted to drive to get meds if possible – SM requested update on roads from IC – resident signed out at 1002 – he didn't have a cell phone charger so arrangements were put in place to have PD alerted if he didn't return by a set time

Recommendations: None

Analysis #5: Staff assigned to call various stores to see if they could get diapers

Recommendations: Develop/provide resource list

Task 4.3: Provide medical care to special-needs population.

Analysis #1: 0902 – First resident arrived – O2 dependant and no back-up tank – provided registration form and shown to registration table. Registration staff asked Shelter Manager (SM) how to handle resident with medical needs. Shelter manager directed them to have him complete the form and then go to medical (EMS). Registration staff assisted resident with form and went with him to medical at 0910

Recommendations #1: None

Analysis #2: 0914 – Resident with visual impairment arrives at registration with service dog, infant and 2-year-old. Staff offered to hold baby while she filled out forms then instead offered to fill forms out for her.

Recommendations: None

Analysis #3: 0920 – 2 unaccompanied minors arrived – both 14y/o females – registration staff had them fill out registration forms and asked SM what they should do (0930). SM requested that security (SRO) try to locate parents. SM and SRO spoke to the girls. Girls didn't have cell phones, said parents were stuck at work and they didn't know their work phone numbers. Registration staff was asked to keep an eye on the girls. No information about unaccompanied minors could be found in Shelter Plan.

Recommendations: Add unaccompanied minors protocol to plan

Analysis #4: Registration had a question about where to keep resident medication – discussed with SM.

Recommendations: Shelter Plan (p16) provides guidance – provide copy of plan at each station

Analysis #5: Resident with service dog & children was put on a standard cot – unaware that

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infant room had been designated

Recommendations: Conduct walk-through with staff as part of JITT and to provide all staff with floor plan

Analysis #6: Service dog was taken off harness and let run around general shelter area – Staff spoke to her and let her know that the dog needs to remain leashed and with her at all times

Recommendations: None

Analysis #7: Woman with service animal told staff she needed to bring her dog out – SM had staff watch her children while she walked the dog – woman requested guidance about where to bring the dog outside – nothing identified in plan and no pick-up supplies

Recommendations: Add to plan

Analysis #8: Resident requesting smoking area – no smoking on shelter grounds. Resident claimed to have a prescription for medical marijuana and needed to smoke. SRO asked to verify prescription and told resident she would have to go outside and off school property.

Recommendations: None

Analysis #9: Staff comment: elementary school has small toilets – need to consider how this would affect adults/elderly/FN populations

Recommendations: Evaluator checked school floor plan and identified handicap accessible restroom on first floor of school – consider including unlocking this room in activation plan

Activity 5: Shelter General Population		
Activity Description: Provide temporary shelter for those individuals displaced during an incident but do not require additional medical assistance.		
	Task /Observation Keys	Time of Observation/ Task Completion
5.1	Conduct shelter operations. - <i>Conduct disaster welfare inquires and family reunification for general population</i>	Time: 1040H Task Completed? Fully [X] Partially [] Not [] N/A []
5.2	Provide mass care services to general populations in shelters. - <i>Conduct feeding operations</i> - <i>Conduct bulk distribution operations</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []
5.3	Conduct registration. - <i>All persons registered</i>	Time: Task Completed? Fully [X] Partially [] Not [] N/A []

Activity 5: Shelter General Population

Task 5.1: Conduct shelter operations.

Analysis # 1: 1030 – SRO spoke to child (and sister) about cigarette burns after EMS noticed them

Recommendation: Add section to plan on responding to potential abuse/neglect.

Task 5.2: Provide mass care services to general populations in shelters

Analysis #1: 1100 – Resident requesting to be able to wash clothes as she only had the clothes she was wearing – staff said they would work on finding additional clothing and finding washing facilities – outcome: janitorial staff would do laundry for residents

Recommendation: Add this to plan if it is a real possibility. Are laundry facilities available in the building?

Analysis #2: Resident requests to visit dog at PD – he doesn't want to drive but has arranged for someone else to drive him – staff spoke to SM who said he'd have to wait until DOT says the roads are safe to travel and that she would notify residents when that happened.

Recommendation: None

Analysis #3: Resident told registration staff that his cell phone was missing – staff asked for a description – said they would check lost and found and would keep an eye out for it. Staff started lost and found list.

Recommendation: Develop a protocol for lost and found as well as forms for logging reports of missing items

Analysis #4: Registration received report that a resident was a convicted sex offender – SRO spoke to resident and verified he was not on sex offender registry

Recommendation: Add protocol/policy to plan regarding identifying potential issues regarding sexual/violent offenders. Consider including protocol/policy regarding residents with orders of protection as well.

Analysis #5: Kitchen door was locked and no one had access to keys.

Recommendation: Include information on how to access keys or have doors unlocked when shelter activated

Task 5.3: Conduct registration.

Observation #1: All incoming residents were asked if they had weapons

Recommendation: None

Observation#2: All residents were given a copy of the shelter rules at registration

Recommendation: None

Observation #3: After registration process was completed, residents were directed to location of snacks and restrooms and notified that cots were being set up

Recommendation: None

Observation #4: Resident sign in/out forms

Recommendation: “Sign in” and “Sign out” columns need to be reversed if not requiring residents to sign in upon registration

Observation #4: Announced staff meeting at 1015 in staff room – SM asked one staff person to remain at registration table during meeting and also keep an eye on unaccompanied minors – SM stated she would brief her after the meeting

Recommendation: None

Overall Suggestions

- 1) Floor plan indicating different designated areas as well as restrooms – ADA compliant restroom in Rm 132
- 2) Documents in Allenstown Shelter Annex are inconsistent with the ones used at exercise – rules, resident intake forms
- 3) Floor plan of how/where to set up cots
- 4) Develop and disseminate job action sheets
- 5) Checklist for shelter opening, operations and demobilization
- 6) Staffing organization chart for each operational period should be developed, posted and disseminated to staff at start of each shift
- 7) HAM – shouldn’t be located in the general shelter area
- 8) Incident command should be designated a separate area
- 9) People using the shelter as a warming/charging station should not have visual or physical access to the shelter area (confidentiality, security)
- 10) Staff suggestion to bring magazines from home in the event of actual shelter activation

Evaluator Name: James Richardson, HSEEP Evaluator
Evaluation Assignment: Mass Care and Shelter (Hillsborough)

	Activity 1: Direct Mass Care Tactical Operations
	Activity 2: Activate Mass Care
	Activity 3: Establish Shelter Operations
	Activity 4: Shelter Special Needs
	Activity 5: Shelter General Population
	Activity 7: Close shelter

Task Number	Time	Comment/Event/Observations	Objective or Capability Reference	Recommendation
	0900	Facilitator starts exercise with objectives and introductions	Start Ex	
Task 1.1	0900	The shelter manager assembled all necessary supplies including cots, blankets, pillows and administrative forms necessary to begin shelter operations. A briefing was conducted by the shelter manager with assembled staff to review the policies and procedures to be used once the shelter was deemed "open. Shelter manager reviewed the communication plan, the shelter log, as well as reviewing the shelter floor plan. Discussion over the weapons policy in a real world event. No policy exists at this time	Activate Capital Area Regional Shelter Operations Plan <i>- Per 'Section 5.0 Operations'</i>	Convene a meeting with the Town officials, Police Chief, and E.O.C. manager along with City Solicitor (attorney) to develop a firearms or weapons policy.
1.2	0900-1130	The evaluator saw no evidence of this task as the shelter was set up prior to start ex. There was no evidence of a system to track resources or expenses.	Acquire and provide resources necessary to support mass care services. <i>- Manage and procure items and account for them financially</i> <i>- Account for procured items using proper accounting protocols</i>	N/A
1.3	0910	Adequate communications systems were available throughout the exercise however, during several instances cell calls were "dropped" which lead to significant delays in communicating equipment needs from the E.O.C. to the shelter manager. Communication requests were not completed in that once resources were ordered the shelter manager	Ensure appropriate communication systems are available to mass care personnel. <i>- Includes shelter staff at each shelter facility.</i>	Familiarize local officials with the MOU and regional shelter plan by conducting workshops.

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Task Number	Time	Comment/Event/Observations	Objective or Capability Reference	Recommendation
		had no contact with either the E.O.C. or the MACE. There was general disagreement on whether or not the shelter manager should be communicating with the MACE or E.O.C. during the exercise. With the exception of the E.M.D. none of the participants were familiar with the MOU that the Town of Hillsboro had signed with the CAPHN and as such several discussions took place relative to resource allocation and request. The evaluator convened a meeting to discuss the MOU with the E.M.D. and Deputy E.M.D. after which time the process seemed to improve.	- <i>Ensure communication link is established with the Capital Area MACE.</i>	
1.4	0925	The Shelter manager met with the Deputy Shelter manager throughout the exercise to determine adequacy of space, material supplies. Good communication with the E.O.C. (not MACE) regarding needs.	Conduct initial and ongoing mass care needs assessment. - <i>Consider need for feeding activities</i> - <i>Consider need for sheltering activities</i>	None
1.5		This area was not observed by the evaluator	Obtain information on population levels, demographics, and location of affected populations. - <i>Report and record affected population.</i> - <i>Anticipate increase or decrease in shelter population.</i>	N/A
2.1	0900-1130	There was no evidence of the Incident Command System being used by the shelter manager throughout the exercise. There was a designated shelter manager, deputy shelter manager, school resource officer, communications I.T. unit. (assigned to Web/EOC, as well as I.T. support for the shelter site. It should be noted that there were procedures in place to deploy the I.T. specialist at the school although it was acknowledged that support would be provided if requested by the E.O.C. The I.T. specialist found several challenges to operating with school computers and ensuring they had access to Web/EOC operating requirements. The HS/EM field representative worked with I.T. to ensure they were able to get online.	Assemble mass care management teams for each identified mass care facility. - <i>Designate management team, per Section 4 of the Capital Area Regional Shelter Operations Plan.</i>	Training in the use of NIMS and or I.C.S. for all designated shelter workers for the community. Develop written policies and procedures for those positions that may have a role in shelter operations. I.T. personnel should have training on the requirements of computers running Web/EOC. Develop a quick start guide for use by school I.T. personnel.

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Task Number	Time	Comment/Event/Observations	Objective or Capability Reference	Recommendation
3.1	0900-1000	The essential personnel at the shelter were the Shelter Manager, Deputy Shelter Manager, school resource officer, ARES operator, communications officer as well as several volunteers to assist with registration and locating the shelter occupants in the shelter area. The shelter manager stated it was his first attempt at being the shelter manager. The evaluator is unclear as to whether or not he had prior training or to what level. The communication officer had training in I.C.S. and N.I.M.S.	Staff shelter with appropriately trained personnel. - <i>Ensure support services are staffed at all times</i>	Ensure all designated shelter personnel have training on both the regional shelter plan as well as Red Cross training in shelter operations.
3.2	1000-1130	The shelter manager consistently monitored the census of the shelter as well as the capacity of the shelter to support the occupants. When necessary logistical supplies were requested through the E.O.C. not the M.A.C.E.	Provide regular updates on shelter needs and capacity. - <i>Monitor population levels</i>	Training in the use of the M.A.C.E. in supporting resource requests during an E.S.F. #6 event
3.4	0900	Set up operations for the shelter site was completed prior to start ex with the exception of the registration area. This was accomplished rapidly and without difficulty with direction provided by the shelter manager. All forms were aligned and supplies available to begin receiving shelter occupants in a timely manner. Signage observed was a "shelter" and registration sign only	Set up shelter for operations. - <i>Arrange tables, cots, signage, registration, etc</i>	Ensure adequate signage for rest rooms, medical station, staff etc
4.1	1108	Functional needs patient arrives at facility. Discussion ensued between shelter manager and E.O.C. manager relative to a request to have special needs cots delivered to the shelter site. This request was made. Weight limit of special needs cots discussed as well as to the fact that CAPHN trailer had these available.	Request resources and equipment needed to support special-needs population. - <i>Ensure appropriate equipment is available to fit the requirements of special needs population: Durable Medical Equipment, Personal Assistance Services, Consumable Medical Supplies</i>	Provide training on the capability of the CAPHN resource trailer and it's inventory. Make the inventory available to all Shelter Managers by printing a copy of the inventory list and adding it to the existing documents that the Shelter Manager utilizes.
4.2	0913 0917	The Shelter manager was confronted with a shelter resident that needed oxygen therapy. E.M.S. unit requested of E.O.C. and dispatched to the shelter location with portable oxygen. The shelter manager and Deputy are making provision to provide a longer term solution to this person. An individual arrived at the shelter with functional needs being in a crowded location. The shelter manager had the support staff that was with the	Provide medical care to special-needs population. - <i>Ensure adequately trained staff are available to meet the needs of shelter population</i> - <i>Reasonable modifications to policies, practices</i>	Designate a Functional Needs Supervisor to oversee the Medical Unit, Behavioral Health Unit, and Communications Assistance Unit per Section 4.3 of the regional shelter plan

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Task Number	Time	Comment/Event/Observations	Objective or Capability Reference	Recommendation
		person locate to a quiet area of the shelter. Shelter manager calls E.O.C. to request additional trained staff	<i>and procedures.</i>	
5.3	0900	Shelter Manager and staff used family registration form as well as medical intake assessment and a general shelter rules form	Conduct registration. - <i>All persons registered</i>	None Forms appeared adequate
7.1	1130	End Ex – Shelter manager notifies MACE and E.O.C. that the shelter is closed and demobilization begins. Staff members begin the process of breaking down the cots and bringing them to the Town of Hillsboro Emergency Management resource trailer. A debriefing was conducted after the exercise as part of the HSEEP requirement. The shelter manager did not assemble his staff after all items were returned to where they came. Forms were collected and given to the Deputy E.M.D. per Section 6 of the regional shelter plan	Conduct closing inspection and walk-through of shelters. - <i>Inspect structure for any possible damage that may have occurred during shelter operations.</i> - <i>Ensure the facility is returned to the pre-shelter condition.</i> - <i>Follow Section 6.0 of the Capital Area Regional Shelter Operations Plan</i>	Use of the CAPHN shelter plan would provide adequate guidance if followed. Either the regional PHN or the community should conduct a workshop on the plan and in the near future conduct a functional exercise.
7.2	1150	Notification was made of the End Ex from the Shelter Manager to the E.O.C. Manager as well as to the MACE	Disseminate notification to close shelter operations. - <i>Issue notice to support agencies, public, media, vendors, etc.</i>	No recommendations, however, the plan wasn't followed.

Primary Areas of Strength:

1. Participants representing the Town of Hillsboro Police, Fire, School, and drama club actively participated to the best of their ability and were interested in learning how to

better understand their roles in opening a regional shelter utilizing the Capitol Area Public Health Network Regional Shelter Plan.

2. The CAPHN shelter plan is a competent document that provides users with clear and concise information needed to mobilize, operationalize, and de-mobilize a regional shelter location.
3. Participants were able to work through several challenges throughout the exercise which enabled the shelter to function effectively

Primary Areas for Improvement:

1. All shelter command staff should have a functional knowledge of NIMS and the Incident Command System.
2. Municipal officials should have a working knowledge of MOU's and Regional Plans that may be triggered during a large scale event. Neither the Fire Chief nor the Deputy Chief had any knowledge that the Town of Hillsboro was a signatory to the CAPHN Regional Memorandum of Understanding or Shelter Plan.
3. For tracking logistics and resources use ICS standard forms

Recommendations:

1. The use of forms at the shelter location could be improved upon by ensuring a staff member is solely responsible for ensuring all shelter occupants read, understand, and sign the forms.
2. Log in form for staff and volunteers should have a log out box as well
3. Use ICS standard forms to track logistics and resources such as ICS 201 Incident Briefing, ICS 204 Assignment List etc. These electronic fillable word docs. Can be found at <http://training.fema.gov/EMIWeb/is/ICSResource/icsforms.htm>
4. Conduct a workshop with department heads and any other Town officials, employees, and volunteers that may be called upon to have a role in opening a regional shelter. The workshops can consist of a variety of topics including mobilization, staff roles and responsibilities, HIPPA considerations, forms review etc...
5. Attend Capitol Area Public Health Network Regional Coordinating Council meetings to be part of the planning process as it relates to E.S.F. 6 and 8.
6. Conduct a MACE/EOC Interface class to assist key stakeholders in understanding the roles and functions of the MACE as well as the Emergency Operations Center.

Evaluator Name: Tory Jennison, HSEEP Evaluator
Evaluation Assignment: Operational Coordination (MACE)

Activity 1: Activate MACE

Task 1.1: Activate, alert, and request response from MACE personnel

Analysis 1.1:

The CAPHN MACE was activated prior to the exercise period on Friday Nov. 1 @ 11:10am to evaluate the feasibility of a request to activate the CAPHN Regional sheltering plan. On Friday Nov. 01 @ 14:19, the CAPHN MACE declared activation of the Regional sheltering plan via exercise notification. The MACE team was requested to respond via email to the CAPHN preparedness coordinator to confirm receipt of the notification and provide contact updates. Rosters were noted to be accessible and up-to-date. Appropriate staff were notified to report, as necessary, per the plan. For exercise purposes, approx. 90% of MACE command staff were unavailable for exercise period. The assigned MACE Manager for the exercise did not have CAPHN MACE command experience.

Reference: MACE roster to confirm contact status is updated.

Recommendation:

Consider MACE Command roster be labeled by position as well as person to ease transition planning & evaluate MACE membership by skill set/organization representation.

Task 1.2: Brief Incoming Personnel

Analysis:

CAPHN MACE personnel were briefed as above via email during extra-exercise play prior to the launch of the full exercise on Sat. Nov. 2. On Sat. Nov 02, incoming MACE personnel were briefed at 08:45 regarding the purpose of the exercise by the CAPHN PHN Coordinator. Incoming MACE personnel were aware of their functional area assignments and required limited additional briefing, which was done by the PHN Coordinator. The MACE Commander did not perform any briefings. Condensed exercise play limited opportunity for additional situation briefings.

Reference: 1) CAPHN Area Regional Public Health Emergency Annex Job Action Sheets. 2) Incident Action Plan, when appropriate.

Recommendations:

1. Consider encouraging MACE Manager to refer to Job Action Sheet (p. 13, CAPHN PHN Annex, version 2.5 – January 2013) throughout event to ensure tasks are completed as appropriate (including emphasis on **Assigning an Admin Assistant and Establishing a Briefing Schedule**).
2. Consider creating a “MACE Manager” envelope with Job Action sheet inside as a proxy for an abbreviated JIT to be opened upon any MACE activation.

Activity 2: Direct MACE Tactical OperationsTask 2.1: Establish organization/operation of MACEAnalysis:

MACE organization and operations were established at the Concord FD by 0800 on Sat. Nov. 02. Sections were identified and implemented by the MACE Manager as indicated per exercise planning (Logistics/Operations, PIO, ARES communication, and WebEOC support). There were limited opportunities to identify external agency/entity/jurisdiction representatives due to condensed exercise play. A list of partner agencies was available (paper based and electronic) for reference. Most recent update to this list is unknown.

Logs of actions and messages were initiated by the MACE Manager and the WebEOC administrator. Condensed exercise play with frequent injects resulted in incomplete ongoing log maintenance although messages were retained for eventual compilation. In an effort to test communication capacity, some messages were sent via multiple modalities including WebEOC, ARES operator, email and telephone (land-line and cell). There were occasions where the MACE manager had to follow-up to ascertain whether a message had been sent or follow-up received due to all of the available communication options and lack of administrative capacity to maintain a log during exercise conditions. For example: while the MACE PIO established a line of communication with PIO representatives at each shelter via telephone, messages sent via digital ARES or email were often received by someone different at the shelters who was not always aware the PIOs were communicating via phone. In this case, multiple/mixed communication modalities created confusion about PIO responsibilities, delayed communication around press release messaging and frustrated MACE staff.

Reference: Logs or messages compiled by PHN staff post-exercise to audit forms and reports for completeness.

Recommendations:

1. Consider including revision date to partner directory whenever contact information for an entity is updated. This could double as a tickle function – periodic directory review could identify those partners who have not been updated in 3,6, 9 months for targeted updating as staffing allows.

2. Consider prioritizing communication modalities during incident action planning for actual incident response to limit risk of confusion due to multiple message modalities. Consider establishing and posting preferred communication modalities (and contact information) by section and communicating that preference to involved sites. E.g: PIOs priority communication is personal/work cell phone; secondary is email. Logistics priority communication is ARES (or WebEOC), secondary is email. Performing this planning step during Incident Action Planning ensures assumptions about available communication modalities at the MACE and external sites are identified.

Task 2.2: Ensure that all MACE positions are staffed.Analysis:

MACE positions identified in the exercise IAP were staffed in a timely manner by 0750 on Nov. 02. As previously identified, the MACE Manager available for exercise

play had limited experience with the most current CAPHN Annex and MACE plans. His other background experience was adequate to allow him to proficiently fill the MACE Manager role with the available support. The WebEOC assistant had limited experience but demonstrated proficiency and good problem solving skills. Other MACE staff (PIO, Logistics) were experienced and able to support those with limited experience, an ideal strategy. Most materials requested by the MACE Manager or off-site shelter staff were available for reference. The Logistics/Operations team referred shelter site staff to the CAPHN website for information regarding available resources, a novel standing resource that can streamline communication and prevent the occasional redundant resource requests that were built into exercise play (ie, MACE referring shelter sites to attempt to obtain certain/specific resources locally as the PHN did not maintain a supply of cribs, diapers or pet food).

The MACE was not appropriately staffed to meet the evolution of incident demands. Exercise injects illustrated the challenges inherent to managing an incident across multiple sites with the available MACE personnel. It can be projected that in an actual incident, additional staff would be activated, as functional staffing deficits were appropriately identified by the MACE Manager, CAPHN PHN Coordinator, and other MACE staff during exercise play. Of note, physical space was tight and limited expansion during exercise play. MACE staff were observed occasionally leaving the room to facilitate conversations that could not be heard due to noise in the MACE Command Center.

Challenges included:

- Establishing and maintaining timely communication between the MACE and each shelter site.
- Prioritizing and tracking resource requests from multiple shelter sites at the MACE manager level.
- Predicting and preparing for potential additional regional response needs based on inconsistent or inaccurate information from multiple sites.

Coordination of MACE management with shelters was consistent with the CAPHN plan. Opportunities to improve the plan were identified as indicated above, specifically with regard to staffing expansion for dedicated resources and establishment of reliable contact information for shelter sites. Difficulty identifying and establishing communication with shelter PIOs resulted in a delay in coordinated public information messaging. While the MACE PIO began to draft a public announcement of shelter availability shortly after the MACE opened, no announcement was actually made prior to exercise completion.

A communication structure with Hillsboro shelter was slow to be reliably established due to difficulty determining which contact numbers and communication modalities were primary in Hillsboro's newly drafted local shelter plan. As expressed, communication mode variety and informal communication structures may have a confounding influence on establishing a clear and reliable communication structure. The MACE Manager and Logistics Manager identified this reality and adapted appropriately given the constructs of exercise play. While the decision to test the full capacity of ARES to communicate via digital messaging under exercise play may have further complicated the communication structure, it was an appropriate and enlightening

decision that should have many positive implications for future communication plan revision. Exercise duration prevented significant notification and integration of non-MACE external organizations into the Command structure. After Action review suggests that there was some role confusion between local EOCs and shelter site staff with regard to how and by whom support requests should be directed.

Recommendations:

1. Consider requesting Local Shelter Ops/Plans for reference annually or as needed during event to inform MACE Command understanding of on-site parameters.
2. Consider reviewing the role of the MACE with local EMDs and EOC managers to provide role clarification for incident command/management. An algorithm may be a useful decision support tool for local shelter/EOC staff/EMDs to clarify EOC vs. MACE roles.
3. Consider providing the CAPHN Annex as guidance to support local plan development, specifically around MACE communication expectations.
4. Consider updating on-line supply list during pre-event incident planning. Consider multi-media campaign to make partners aware of resources available on CAPHN website and how they may be used (i.e. – brief tutorial during Healthcare Coalition or other stakeholder meetings) to familiarize partners with website navigation.
5. Consider designating secondary teams of MACE staff to support one site/shelter instead of two. I.E., each MACE shelter support team may consider dedicated logistics/operations support, WebEOC recorders, and PIO contacts. Individual site teams would report to MACE Command staff (supervising PIO, supervising logistics/operations, etc).
6. Consider utilizing the larger room available at Concord PD for MACE Operations, especially as it can accommodate MACE staff expansion for any incidents that require expansion of scope.
7. Consider a small exercise to draft a MACE map for optimal placement of staff and equipment (ARES operator, telephones, etc) to facilitate communication.

Activity 3: Gather and Provide Information

Task 3.1: Ensure appropriate notifications are made.

Analysis:

Appropriate organizations and responders were contacted per the CAPHN annex plan. Initial contact with the MACE Command team was made via email on Fri. Nov. 01, outside of on-site exercise play. Current notification procedures were used to provide a situation report to all affected agencies at that time. Communication challenges prevented the MACE PIO from making any situation update notifications.

Recommendation:

Consider including VIP/elected leadership briefings in Briefing Schedule established during incident action planning or during MACE Manager planning.

Task 3.2: Coordinate emergency management efforts among local, regional, State, and Federal entities.

Analysis:

ARES ham radio support was requested and provided to support MACE operations by transmitting radio voice messages and digital voice and data messages between the MACE and both shelter sites. ARES support was well integrated into the MACE Command structure. The desire to test ARES digital capacity prompted utilization outside the historic scope of the ARES support. Occasional challenges were noted with tracking ARES message delivery and receipt as parallel communication modes were used (WebEOC & ARES, email & ARES, etc) but ARES transmission occasionally took longer to process and transcribe at both sending and receiving end.

MACE outreach to local EOCs on Sat. Nov. 02 to clarify and confirm role boundaries was limited. This may be due to exercise time constraints and the limited exercise communications prior to full scale play.

WebEOC access and communication was maintained at the MACE. WebEOC was monitored for status updates of other CAPHN communities. Most incoming requests and messages were addressed in a timely manner. On three occasions incoming messages were not observed within 10 minutes of message arrival. On each of these occasions the WebEOC staff was engaged in and distracted by MACE management discussions. MACE staff exhibited some difficulty organizing and tracking multiple requests from multiple shelter sites on WebEOC. This difficulty was exacerbated when MACE staff responded to WebEOC communications via non-WebEOC communications (email, phone, ARES digital transmission). The majority of requests sent from shelter sites to the MACE were identified, triaged, and distributed for response in a very timely manner.

Recommendation:

1. Consider reviewing communication structure in CAPHN regional plan to identify messaging appropriate for ARES as primary mode of transmission and ARES as back-up mode of transmission to reduce risk of message tracking confusion.
2. Consider including coordination of government outreach in Job Action Sheet of MACE Manager and PIO.
3. Consider expanded operational space for MACE staffing to reduce incidental distraction from WebEOC monitoring by dedicated staff.
4. Consider assigning a dedicated WebEOC staff member to support each shelter site who will in turn report to a WebEOC supervisor or MACE Manager. Ensure availability of appropriate technology/hardware to support multiple WebEOC staff.
5. Consider creation of or use of CAPHN MACE specific email to be monitored by MACE Manager or administrative support to centralize and organize communication from external entities.

Activity 4: Provide MACE connectivity**Task 4.1: Provide direction, information and/or support as appropriate to Regional Shelters****Analysis:**

Interoperable communication systems were available, operable and maintained throughout the duration of the exercise. Multiple redundant communication pathways (email, cell phone, text message) were identified and tested. As discussed in Task 3.2, ARES digital capacity was introduced during this exercise as a new technology with significant positive implications for real-time passage of critical-incident information to multiple partners. Back-up generator power was identified as accessible should the primary power source be compromised at the Concord F.D.

Recommendation:

Consider readily available supply of technology expansion accessories including longer Telephone cords to ensure MACE phone is accessible by MACE Manager/command staff.

Task 4.2: Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notations.**Analysis:**

Ongoing information collection and form documentation was observed via WebEOC, ARES digital messaging, and wall-mounted message and notation boards. The Message Development Worksheet was not used by the PIO until approximately 1038, over 2.5 hours after exercise commencement. The MACE was not advised of any events requiring an incident report at the MACE or at participating shelter sites. A daily situation report was not generated. The presence and integrity of follow-up notations and reports were not evaluated due to the compact nature of this exercise.

Recommendation:

Consider identification of a centralized location and appropriate staff during MACE operations to receive, assess, distribute and organize communications, documentation, and reports.

Evaluator Name: Mark Fowke, HSEEP Evaluator

Evaluation Assignment: Public Information & Warning

Introduction:

The following is an evaluation written with regard to a functional training exercise that took place in Allenstown NH on the 2nd of November, 2013. This evaluation concerns a test of the Regional Shelter Plan which included players from the Capitol Area “Multi Agency Coordinating Entity”, the Hillsborough NH Shelter facility and, most specifically, the Allenstown NH shelter facility. Specifically, this evaluation is focused on Public Information and Warning, and the involved PIO’s ability to provide accurate, timely life safety information concerning the shelter and it’s operation to members of the community through the news media per the Allenstown NH Emergency Operations Plan; Emergency Support Function entitled “Emergency Public Information” (Pages 51-54) and the Regional General Shelter Operations Plan.

This exercise was unique in that it involved several agencies who, although individually effective, had little or no experience in working with each other during any previous training exercises or actual emergencies. It is also unique in its attempt to evaluate the effectiveness of separate public information officers working together for the first time in a simulated Joint Information System designed to provide information to involved communities concerning the individual shelter’s activities as well their combined efforts.

Although the majority of observations occurred in Allenstown NH, this evaluation considers events occurring throughout the overall exercise as well as interactions between each Public Information section. It must, therefore, consider each PIO’s ability to interpret, verify, prioritize and convey life safety and shelter information through news outlets as well as to shelter staff, residents and other emergency personnel throughout the affected area.

The drill included an extensive variety of situational occurrences unique to emergency sheltering in a highly condensed format. It was designed, in part, to test interoperability of different organizations at levels close to what one might expect during an actual emergency. This provided evaluators with an opportunity to observe the effectiveness of emergency management plans and observe interoperability between the different groups. The concentrated timeline more appropriately tested functional flexibility and required players to accomplish numerous complex tasks in a short period of time. The exercise provided evaluators with the opportunity to witness strengths and shortfalls in planning and how plans might relate to the execution of assignments by personnel during an actual emergency.

Due to the brief nature of the exercise, no chronological sequence of observations is provided in this evaluation.

CRITERIA/ANALYSIS

COMMENTS/TASK COMPLETION

<p>CRITERIA 1.1: <u>Activate plans, procedures, and policies for coordinating, managing, and disseminating public information and warnings.</u></p> <ul style="list-style-type: none"> • <i>Public information is disseminated according to Allenstown EOP and Capital Area Regional Shelter Operations Plan.</i> <p>ANALYSIS: Absence of the town’s assigned Public Information Officer required that a substitute PIO with no formal training in that position assume these duties. Although not an ideal situation for evaluation, this scenario is likely to occur at any time. The town thus proves its ability to re-assign necessary tasks to appropriate personnel on a moment’s notice.</p> <p>At the onset of the exercise, the town’s emergency management director provided the PIO with basic training including pertinent ESF information, locations of pre-written informational documents, SOPs and current/available methods of obtaining, verifying and disseminating information included in the town’s Emergency Operations Plan. The PIO was also provided with information from the Capital Area Regional Shelter Operations plan with regard to Public Information.</p> <p>With minimal assistance, the PIO quickly developed an understanding of plans, procedures and policies necessary to obtain and verify information with regard to the incident and, in particular, the operation of the shelter. This information was then effectively forwarded to (simulated) EOC personnel, MACE personnel, Shelter personnel, shelter occupants and to members of the community through the news media (Also simulated). Shelter personnel were advised of policies with regard to the proper release of all shelter based information through the PIO. A JIC was established with personnel at MACE to ensure accuracy.</p>	<p><u>Criteria 1.1 :</u> COMPLETED FULLY.</p>
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<p><u>Criteria 1.2:</u></p> <p><u>Identify public information needs in the affected area.</u></p> <p><u>ANALYSIS:</u></p> <p>The emergency management director, shelter staff and the PIO determined factors to be considered while identifying specific information needed by town personnel, community members, shelter staff and shelter residents. Much of that information concerned the history of the emergency, its potential effects, both short and long term, on the community, community needs, shelter operations, capacity, staffing and overall shelter capability etc.</p> <p>The PIO exhibited the ability to anticipate community needs and relate relevant information appropriately and effectively through various means.</p> <p>The PIO, working with the EMD and shelter staff, was able to articulate specific criteria necessary to determine and prioritize information most needed by members of the community to prepare for the impending emergency and to facilitate an acceptable transition from their homes to shelter facilities.</p> <p>The PIO was able to make appropriate determinations with regard to what information residents of the shelter would require ensuring their safety, peace of mind and appropriate understanding of the operation, rules/regulations, and operational abilities of the shelter itself.</p>	<p><u>Criteria 1.2:</u></p> <p>COMPLETED FULLY.</p>
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CRITERIA 1.3 COORDINATE INTERNAL INFORMATION PROGRAMS.

- *Shelter Staff is kept informed of critical incident information.*

ANALYSIS:

Shelter staff was informed of critical information regarding the emergency during an operational staff briefing at 10:15 hours (actual) during the exercise.

The briefing was a typical exchange of information between shelter staff at all levels including; population, staff assignments, staff concerns, supply levels, resident concerns and requirements, etc.. During the PIO portion of the briefing, appropriate, relevant information from the EOC (simulated) with regard to the emergency, response, weather conditions, personnel and staffing etc. were discussed by the PIO. The PIO also took note of information provided by shelter staff concerning items that might be of interest to the local EOC and, through the JIC, to members of MACE and the state EOC.

It was noted that the PIO only provided the staff with information previously confirmed within the EOC/JIC environment, ensuring that only accurate misinformation was distributed.

- *Shelter population is kept informed of incident information and other pertinent information.*

ANALYSIS:

After the operational staff meeting, the PIO confirmed information had been discussed, then presented pertinent information to shelter residents. Appropriate preparation ensured that only accurate and confirmed information was provided to the shelter residents. The PIO provided specific information to shelter residents with regard to outside conditions, rumors, concerns, and instructions regarding rules, regulations and policies that shelter staff had determined were important to reiterate.

**CRITERIA 1.3:
FULLY COMPLETED**

<p>Criteria 1.4: Coordinate External Information programs.</p> <ul style="list-style-type: none"> <i>Staff instructed on procedures for release of information.</i> <p>ANALYSIS: Shelter staff was advised that all information regarding the shelter or emergency incident is to be released only by the PIO at the 10:15 (actual) operational staff meeting.</p> <ul style="list-style-type: none"> <i>Allenstown PIO coordinates with MACE on press releases.</i> <p>ANALYSIS: The “Joint Information System/Joint Information Center” concept was discussed and initiated within 10 minutes of the start of the exercise. This JIS/JIC concept was described to the PIO by the Allenstown Emergency Management Director. Subsequently, contact was immediately initiated with MACE through the Amateur Radio Operator link. When there was no initial response to the PIO, an SMS (text) link was established and telephone contact made.</p>	<p>CRITERIA 1.4: FULLY COMPLETED with the following annotations:</p> <p><i>Staff instructed on procedures for release of information:</i> These criteria were fully completed prior to the end of the exercise. Although not advised of this policy at the onset of the exercise during the initial staff meeting, it was evident that all personnel were aware of the policy even before being officially reminded or advised during the later operational staff briefing. It must be noted that a “single source/confirmed information only” policy is most effective when personal are advised and reminded of it as early in an event as possible.</p> <p><i>Allenstown PIO coordinates with MACE on press release:</i> Although contact was made with MACE on several occasions early in the exercise, receipt of the initial media/emergency information at MACE that had been sent from the Allenstown Shelter was significantly delayed. Even when the information had been located, approval to release the information to the public/media did not occur until the exercise was nearly completed. This may have occurred because no formal approval process had been established. It is noted that the Regional General Shelter Operations Plan does require approval of the release of information through a JIC or EOC.</p> <p>It was noted by the PIO and EMD that in cases of extreme urgency, withholding certain life/safety information until it is formerly approved may increase danger to the community. It was suggested that, in those rare situations, it may become necessary to release area specific, life safety information prior to its approval by the JIC, but only if certain criteria have</p>
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	<p>been met. These criteria might include verification of the information as accurate by the local EOC and that release of the information is critical to processes of life safety. Specific information would then be released only after approved by the local EOC.</p>
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<p><u>Criteria 1.5: Coordinate emergency public information.</u></p> <ul style="list-style-type: none"> • <u>Staff instructed on procedures for Protective Action decisions.</u> <p>ANALYSIS:</p> <p>These criteria were discussed during operational briefings both at the beginning of the exercise and toward its conclusion. Shelter staff received information regarding requirements and operating procedures for enacting protective action plans.</p> <p>This information is available in the town’s EOP as well as in the Public Information Officers Guide, which had been provided to the PIO at the beginning of the exercise. The PIO, although not fully aware of the Emergency Operation Plan’s ESF “Public Information” received sufficient input from the EMD and shelter director to be aware of related requirements and procedures.</p> <ul style="list-style-type: none"> • <u>Shelter population is informed of road closures, re-unifications, etc.</u> <p>ANALYSIS:</p> <p>During the PIO’s briefing to shelter residents (previously outlined under Criteria 1.3), specific information was related to ensure that those present were fully advised of weather conditions, safety hazards, road closures, re-unification procedures, rules/regulations/expectations of the shelter and other concerns. This was done to assist shelter staff in ensuring to residents there that the shelter were in a protected environment and that all precautions were being taken to ensure their safety. The PIO also made every attempt to assure residents within the shelter that public safety personnel were still performing patrols to ensure the safety of other members of the community including family members whom they might be concerned about.</p>	<p style="text-align: center;">CRITERIA 1.5: FULLY COMPLETED No further annotations.</p>
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<p><u>Criteria 2-1:Assign Public Information Officer.</u></p> <ul style="list-style-type: none"> • <i>PIO activated at Allenstown Shelter and MACE.</i> <p>ANALYSIS: PIO was activated at the onset of the exercise. MACE PIO also activated and JIC procedures established between both Public Information Officers within 30 minutes of the start of the exercise. (Also see analysis, criteria 1.4)</p> <ul style="list-style-type: none"> • <i>PIO coordinate with Allenstown EOC and Capital Area MACE.</i> <p>ANALYSIS: Although not operational during the exercise, the PIO was sufficiently familiar with procedures within the EOC. The PIO was able to articulate what the interaction would be between the PIO and the shelter during an emergency, the relationship between the EOC and information that would have specific impact on the shelter, and the concept of coordinating between the shelter, the EOC and the Capitol Area Mace.</p> <ul style="list-style-type: none"> • <i>Emergency Response agencies notified.</i> <p>ANALYSIS: No play existed within the exercise that could be evaluated regarding notification to emergency response agencies of assignment of a PIO or the formation of a JIC. When specifically asked, PIO was able to fully articulate that such notification would be necessary to ensure information provided to the community, through the media would be confirmed and accurate.</p> <ul style="list-style-type: none"> • <i>Public & private sector agencies notified and mobilized to support JIC/Rumor Control.</i> <p>ANALYSIS: While providing information to residents of the shelter, the PIO requested everyone to be forthcoming with any information they might have that might be beneficial to the shelter, its residents, public safety or to the community in general.</p>	<p style="text-align: center;">CRITERIA 2.1: <u>FULLY COMPLETED</u> No further annotations.</p>
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<p><u>Criteria 2-2: Identify appropriate spokespersons.</u></p> <ul style="list-style-type: none"> • <u>Recognized technical experts mobilized.</u> • <u>Key public information positions filled.</u> <p>ANALYSIS: During the latter stages of the exercise, the PIO was able to fully explain the concept of utilizing trained/expert personnel to answer specific, media based questions about potential emergency operations. (i.e. Police supervisory personnel for law enforcement based questions, Fire or EMS personnel for related safety information, town engineers for building/structure concerns etc.</p>	<p><u>CRITERIA 2.2: FULLY COMPLETED</u></p> <p>No further annotations.</p>
<p><u>Criteria 2-3: Notify both public and private partner agencies of Joint Information Center activation.</u></p> <ul style="list-style-type: none"> • <u>Capital Area MACE is notified and mobilized to support JIC operations</u> <p>ANALYSIS: Lacking actual EOCs at state and local levels, preparations for a Joint Information Center were made between the PIO at the Allenstown Shelter and personal at the Concord area MACE. Although the concept of JIS/JIC was entirely new to the acting PIO, necessary procedures were followed to ensure the appropriate release of only verified, accurate information from a single source, the JIC, which was established through MACE.</p>	<p><u>CRITERIA 2.3: FULLY COMPLETED</u></p> <p>No further annotations.</p>

EVALUATION SYNOPSIS:

The majority of evaluation criteria observed during this exercise occurred in Allenstown NH. As a result, the majority of evaluator observation concerned the Allenstown Public Information Officer. This evaluation, however, must encompass interaction between all of the local PIOs as well as their interaction with the “JIC” in order to provide comprehensive feedback throughout the evaluation area.

Through numerous training exercises and a number of actual, natural disasters, the municipality of Allenstown, NH, has a remarkably high level of skill in dealing with dynamic emergency situations. Their ability to observe, analyze, respond to and mitigate dangerous and complex emergencies is immediately recognizable and a credit to all of the men and women who have planned, trained and worked together to ensure the safety of their communities. Those taking part in this “Shelter Drill” offer yet another example of proof that proper planning, training, practice and teamwork are paramount to the success of any operation and, more importantly, to the safety of community members as well as the emergency personnel who them.

The assigned PIO at the Allenstown shelter during this exercise had no prior training or experience in that position. To ensure success, other personnel involved in the exercise were quick to offer sufficient “just in time training” that helped the PIO to understand many of the basic operating principals of mass care sheltering. Further input from other town personnel and the availability of emergency planning documents provided the PIO with detailed information

regarding procedures and other formal criteria needed to recognize, obtain, verify and distribute appropriate life safety and shelter information to the community, emergency personnel, shelter staff and general shelter population. Understanding of principal requirements, conditions and informational needs were fully articulated by the PIO as well as members of the shelter staff. Protocols including numerous methods of communication were utilized (i.e. amateur radio, hard telephone, cellular telephone) to ensure successful delivery of relevant information from various sources to the JIC. The physical posting of documents at known places in the community was also described. Although a media contact list is reportedly available within planning documents, it was not made available to this writer for evaluation. Similarly, pre-prepared public safety documents and boiler plate "Fill in the blanks" media information is also available within the PIO's emergency manual but were also not offered for evaluation. It is noted that the brief nature of this exercise was not sufficient to allow for publication or distribution of pre-printed media in that form.

Interaction between the local PIO and Public Information personnel at the Multi Agency Coordinating Entity (MACE) that would serve as the JIC was problematic, especially at the beginning of the exercise. Documents and information provided to MACE for approval were initially misplaced or not forwarded to appropriate personnel. This resulted in lengthy and unnecessary delays in the (simulated) release of that information. Although the PIO at Allenstown made several attempts to ensure delivery and approval of information for release through the JIC, this did not occur until just before the exercise was concluded. This may have occurred, at least in part, because although the Regional General Shelter Operations Plan lists several requirements with regard to the release of information to the public, specific guidelines with regard to the implementation of those protocols are minimal. This shortfall should be given further analysis during subsequent planning activities.

SUGGESTIONS FOR FURTHER PLANNING:

1. Development of specific procedures in the Regional General Shelter Operations Plan for the collection and distribution of information within the JIC. (Radio communications, Facsimile, telephone reports etc.) Any information coming into the JIC should be identified by source, content, degree of accuracy, and then prioritized for final confirmation and approval. This would help to ensure that no information is lost during the transmission process, enhance improved accuracy and ensure a more expedient approval and redistribution process.
2. Persons receiving information should be fully aware of who that information should be forwarded to. This should include some training with regard to the approval process and a method of tracking information from the time it is received.
3. Specific folders containing "hard copy" media documents (news releases etc.) arranged by type of disaster/emergency (i.e. flood, fire, earthquake etc.) should be available at each location. Although often provided in electronically in the form of portable media (thumb drives etc.), hard copy documents in pre indexed folders are a tangible medium that would allow a person not familiar with PIO information manuals to immediately identify relevant information, thereby helping to begin the dissemination process.
4. Improved or modified pre-printed check lists specifically outlining reminders of important protocols (including the release of public information) to be discussed with emergency personnel by supervisors at the start of any operation or operational period.