

Carson City

Exercise Name



Date

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EXECUTIVE SUMMARY

This After-Action Report (AAR) was developed in coordination with the XXXXXXXXXXXXXXXXXXXXXXXX Emergency Management and first responders. The Report details the response to the Full-Scale Evacuation Exercise and the response to this exercise event.

This Exercise was scheduled for XXXXXXXXXXXXX, as a full-scale evacuation of XXXXXXXXXXXXXXXXXXXXXXXX. The Full-Scale Exercise (FSE) entailed three phases of play:

1. Workshops with the communities.
2. Mass Notification Alerts using Reverse/Smart 911.
3. Reception and registration of evacuees at a Temporary Evacuation Point (TEP).

Scenario

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INTRODUCTION

Geography and exercise characteristics

Report Organization

The main body of the report includes three sections. The first section details the exercise objectives. The second section highlights the Issues and Corrective Actions as defined by the participants, based upon the XXXXXXXXXXXXXXXX FSE and XX core capabilities. The third section includes the Best Practices as defined by exercise participants.

Report includes the following appendices:

- ✓ Appendix A: Crosswalk to Core Capabilities and Community Lifelines

Maps each of the core capabilities outlined in the National Preparedness Goal and crosswalks them to Community Lifelines.

- ✓ Appendix B: Improvement Plan

Lists all corrective action statements with who and when the action is to be assigned and due.

EXERCISE OBJECTIVES, CORE CAPABILITIES, AND GRADE

Exercise Objective	Core Capability	Achieved (P – S – U)
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- P = Performed
- S= Performed with some difficulties
- U = Unable to Perform.

ISSUES AND CORRECTIVE ACTIONS

All Mission Areas



Planning

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Develop plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframe contemplated in the plan using available resources.

- ✓ **Scene Size Up**



Operational Coordination

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities

Numerous participants identified issues with ICS structure, check in & deployment, and responder and evacuation tracking.

- ✓ **Access:**



Public Information and Warning

Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, and accessible methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.

Public Information and Warning can be difficult if there are not enough qualified personnel to manage, track, and correct information as soon as possible.

- ✓ **Clear, Consistent, and Concise Messaging.**

Prevention & Protection



Intelligence and Information Sharing

Provide timely, accurate, and actionable information concerning physical and cyber threats to the US, its people, property, or interests on any matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.

Anticipate, Identify, and share relevant, timely, and actionable information and analysis with local, state, tribal, territorial, Federal, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.

✓ **Intelligence:**



Interdiction and Disruption

Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Maximize our ability to interdict specific conveyances, cargo, and persons associated with an imminent terrorist threat or act in the land, air, and maritime domains to prevent entry and incident in the Nation.

✓ **Interdiction:**



Screen, Search, and Detect

Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.

Maximize the screening of targeted cargo, conveyances, mail, baggage, and people associated with an imminent terrorist threat or act using technical, non-technical, intrusive, or non-intrusive means. Initiate operations immediately to locate persons and networks associated with an imminent terrorist threat or act.

✓ **Scene Size Up**

Prevention



Forensics and Attribution

Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack, to prevent initial or follow-on acts and/or swiftly develop counter options.

Prioritize physical evidence collection and analysis to assist in preventing initial or follow-on terrorist acts with a focus on chemical, biological, radiological, nuclear, and explosive (CBRNE) material (bulk and trace) collection and analysis to assist in preventing initial or follow-on terrorist acts.

- ✓ **Evidence Collection:**

Protection



Access Control & ID Verification

Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.

Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.

- ✓ **Access:**



Cybersecurity

Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.

- ✓ **Standards:**



Physical Protective Measures

Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Identify, assess, and mitigate vulnerabilities to incidents through the deployment of physical protective measures. Deploy protective measures commensurate with the risk.

✓ **Assessment:**



RISK MANAGEMENT FOR PROTECTION PROGRAMS AND ACTIVITIES

Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.

Ensure critical infrastructure sectors and protection elements have and maintain risk assessment processes to identify and prioritize assets, systems, networks, and functions; as well as, have and maintain appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.

✓ **Vulnerability:**



Supply Chain Integrity and Security

Strengthen the security and resilience of the supply chain.

Secure and make resilient key nodes, methods of transport between nodes, and materials in transit.

✓ **Security:**

Mitigation



Community Resilience

Enable recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Maximize the coverage of the U.S. population that has a localized, risk-informed mitigation plan developed through partnerships across the entire community.

✓ **Understanding:**



Long-Term Vulnerability Reduction

Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.

Achieve a measurable decrease in the long-term vulnerability of the Nation against current baselines amid a growing population base, changing climate conditions, increasing reliance upon information technology, and expanding infrastructure base.

✓ **Communities:**



Long-Term Vulnerability Reduction

Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience.

Ensure that local, state, tribal, territorial, and insular area governments and complete a risk assessment that defines localized vulnerabilities and consequences associated with potential natural, technological, and human-caused threats and hazards to their natural, human, physical, cyber, and socioeconomic interests.

✓ **Communities:**



Threats and Hazards Identification

Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes to clearly understand the needs of a community or entity.

Identify the threats and hazards within and across local, state, tribal, territorial, and insular area governments in collaboration with the whole community, against a national standard based on sound science.

✓ **Hazards:**

Response



Situational Assessment

Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Situational assessment is conducted by sharing information internally with staff and responders to correlate the details to create a common operating picture.

- ✓ **Scene Size Up**



Operational Communication

Ensure the capacity for timely communications in support of security, situational awareness, and operations available, among and between affected communities in the impact area and all response forces.

Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.

- ✓ **Radio Communications:**



Critical Transportation

Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.

Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.

- ✓ **Access:**



Environmental Response / Health & Safety

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

Identify, assess, and mitigate worker health and safety hazards, and disseminate health and safety guidance and resources to response and recovery workers.

- ✓ Worker Safety:



Fatality Management Services

Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.

- ✓ Notification:



Fire Management & Suppression

Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.

Provide traditional first response or initial attack firefighting services through coordinated response of fire management and specialized fire suppression resources.

- ✓ Initial Attack:



Logistics and Supply Chain Management

Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Mobilize and deliver governmental, non-governmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.

- ✓ Essential Supplies:



Mass Care Services

Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs by establishing temporary evacuation points or emergency shelters and other temporary housing options for the affected population.

- ✓ Shelters:



Mass Search and Rescue Operations

Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Conduct search and rescue operations to locate and rescue persons in distress in urban and rural geographical locations.

- ✓ Personnel:



On-Scene Security, Protection, and Law Enforcement

Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and for response personnel engaged in lifesaving and life-sustaining operations.

Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and for response personnel engaged in lifesaving and life-sustaining operations.

- ✓ Security.



Public Health, Healthcare, and EMS

Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health and products to all affected populations.

Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries and illnesses and deliver medical countermeasures to exposed populations.

- ✓ PODs.

Response & Recovery



Infrastructure Systems

Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.

- ✓ Validate:

Recovery



Economic Recovery

Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

Ensure Recovery Plans include economic revitalization. Conduct a preliminary assessment of economic issues and identify potential inhibitors to foster stabilization of the affected communities to return to their new normal.

- ✓ **Economic analysis:**



Health and Social Services

Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Identify affected populations, groups, and key partners in short-term, intermediate, and long-term recovery. Assess community health and social service needs and develop a comprehensive recovery timeline to restore health care (including behavioral health), public health, and social services functions.

- ✓ **Behavioral Health:**



Housing

Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Assess preliminary housing impacts and needs, identify currently available options for temporary housing, and plan for permanent housing that ensures community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.

- ✓ **Short term:**



Natural and Cultural Resources

Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive orders.

Protect and stabilize records and culturally significant documents, objects, and structures. Conduct a preliminary assessment of the impacts that identify protections that need to be in place during stabilization through recovery.

✓ **Records:**

BEST PRACTICES

The AAR provided an opportunity to discuss and highlight a set of best practices in each of the following core capabilities. The participants that engaged in the Hotwash and AAR process felt that these best practices listed in this section were most important.

Planning

The best practices listed below address aspects of Situational Assessment as presented during the exercise.

- ✓ The ...

Public Information & Warning

The best practices listed below address aspects of Public Information and Warning as presented during the exercise.

- ✓ The PIO ...

Operational Coordination

The best practices listed below address aspects of Operational Coordination as presented during the exercise.

- ✓ The ...

Intelligence and Information Sharing

The best practices listed below address aspects of Intelligence and Information Sharing as presented during the exercise

- ✓ The SO ...

Interdiction and Disruption

The best practices listed below address aspects of Interdiction and Disruption as presented during the exercise.

- ✓ The SO ...

Screening, Search, and Detection

The best practices listed below address aspects of Screening, Search, and Detection as presented during the exercise.

- ✓ The SO ...

Forensics and Attribution

The best practices listed below address aspects of Forensics and Attribution as presented during the exercise.

- ✓ The SO ...

Access Control and Identity Verification

The best practices listed below address aspects of Access Control and Identity Verification as presented during the exercise.

- ✓ The IT ...

Cybersecurity

The best practices listed below address aspects of Cybersecurity as presented during the exercise.

- ✓ The IT ...

Physical Protective Measures

The best practices listed below address aspects of Physical Protective Measures as presented during the exercise.

- ✓ The PW...

Risk Management and for Protection Programs and Activities

The best practices listed below address aspects of Risk Management and for Protection Programs and Activities as presented during the exercise.

- ✓ The Risk...

Supply Chain Integrity and Security

The best practices listed below address aspects of Supply Chain Integrity and Security as presented during the exercise.

- ✓ The PW...

Community Resilience

The best practices listed below address aspects of Community Resilience as presented during the exercise.

- ✓ The EM...

Long-Term Vulnerability Reduction

The best practices listed below address aspects of Long-Term Vulnerability Reduction as presented during the exercise.

- ✓ The EM...

Risk and Disaster Resilience Assessment

The best practices listed below address aspects of Risk and Disaster Resilience Assessment as presented during the exercise.

- ✓ The EM...

Threats and Hazards Identification

The best practices listed below address aspects of Threats and Hazards Identification as presented during the exercise.

- ✓ The EM...

Infrastructure Systems

The best practices listed below address aspects of Infrastructure Systems as presented during the exercise.

- ✓ The PW...

Critical Transportation

The best practices listed below address aspects of Critical Transportation as presented during the exercise.

- ✓ The PW...

Environmental Response / Health and Safety

The best practices listed below address aspects of Environmental Response / Health and Safety as presented during the exercise.

- ✓ The HHS...

Fatality Management Systems

The best practices listed below address aspects of Fatality Management Systems as presented during the exercise.

- ✓ The Coroner...

Fire Management and Suppression

The best practices listed below address aspects of Fire Management and Suppression as presented during the exercise.

- ✓ FD...

Logistics and Supply Chain Management

The best practices listed below address aspects of Logistics and Supply Chain Management as presented during the exercise.

- ✓ EM...

Mass Care Services

The best practices listed below address aspects of Mass Care Services as presented during the exercise.

- ✓ HHS...

Mass Search and Rescue

The best practices listed below address aspects of Mass Search and Rescue as presented during the exercise.

- ✓ SO...

On-Scene Security, Protection, and Law Enforcement

The best practices listed below address aspects of On-Scene Security, Protection, and Law Enforcement as presented during the exercise.

- ✓ The CCSO did a great job of securing the suspect and clearing the adjacent rooms in play.

Operational Communications

The best practices listed below address aspects of Operational Communications as presented during the exercise.

- ✓ EM/PW...

Public Health, Healthcare, and Emergency Medical Services

The best practices listed below address aspects of Public Health, Healthcare, and Emergency Medical Services as presented during the exercise.

- ✓ HHS/EMS...

Situational Assessment

The best practices listed below address aspects of Situational Assessment as presented during the exercise.

✓ EM...

Infrastructure Systems

The best practices listed below address aspects of Infrastructure Systems as presented during the exercise.

✓ PW...

Economic Recovery

The best practices listed below address aspects of Economic Recovery as presented during the exercise.

✓ Finance...

Health and Social Services

The best practices listed below address aspects of Health and Social Services as presented during the exercise.

✓ HHS...

Housing

The best practices listed below address aspects of Housing as presented during the exercise.

✓ CD...

Natural and Cultural Resources

The best practices listed below address aspects of Natural and Cultural Resources as presented during the exercise.

✓ EM...

APPENDIX A: CROSSWALK TO CORE CAPABILITIES AND COMMUNITY LIFELINES

The National Preparedness Goal identifies 32 core capabilities that allow the nation to prepare for all hazards. The table maps the topics to corresponding community lifelines. FEMA developed the community lifelines construct to describe the most fundamental services in a community that enable all other aspects of society to function. The seven community lifelines help drive the response to incidents, establishing priorities and organizing lines of effort until the lifelines are stabilized.



Safety and Security - Law Enforcement/Security, Fire Service, Search and Rescue, Government Service, Community Safety



Food, Hydration, Shelter - Food, Hydration, Shelter, Agriculture



Health and Medical - Medical Care, Public Health, Patient Movement, Medical Supply Chain, Fatality Management



Energy - Power Grid, Fuel



Communications - Infrastructure, Responder Communications, Alerts Warnings and Messages, Finance, 911 and Dispatch



Transportation - Highway/Roadway/Motor Vehicle, Mass Transit, Railway, Aviation, Maritime



Hazardous Materials - Facilities, HAZMAT, Pollutants, Contaminants



Water Systems - Potable Water Infrastructure, Wastewater Management

Core Capabilities	Community Lifelines
Planning	All 8
Public Information and Warning	All 8
Operational Coordination	All 8
Intelligence and Information Sharing	Safety and Security
Interdiction and Disruption	Safety and Security
Screening, Search, and Detection	Safety and Security Health and Medical
Forensics and Attribution	Safety and Security

Access Control & Identity Verification	All 8
Cybersecurity	All 8
Physical Protective Measures	Safety and Security Energy Communications Water Systems
Risk Management for Protection Programs and Activities	Safety and Security
Supply Chain Integrity and Security	All 8
Community Resilience	All 8
Long-Term Vulnerability Reduction	Energy Food, Hydration, Shelter Health and Medical Communications Transportation Water Systems
Risk and Disaster Resilience Assessment	Energy Communications Water Systems
Threats and Hazards Identification	All 8
Critical Transportation	Transportation
Environmental Response/ Health and Safety	Health & Medical Hazmat Water Systems
Fatality Management Services	Safety and Security Health and Medical
Fire Management and Suppression	Safety and Security
Logistics and Supply Chain Management	Food, Hydration, & Shelter Health and Medical Water Systems
Mass Care Services	Health and Medical
Mass Search and Rescue Operations	Safety and Security
On-Scene Security, Protection, and Law Enforcement	Communications Safety and Security
Operational Communication	Communications Safety and Security
Public Health, Healthcare, and Emergency Medical Services	Safety and Security Health and Medical
Situational Assessment	All 8

Infrastructure Systems	Health and Medical Energy Transportation Water Systems
Economic Recovery	All 8
Health and Social Services	Health and Medical
Housing	Health and Medical
Natural and Cultural Resources	Hazmat

APPENDIX B: IMPROVEMENT PLAN

The table below lists all the identified corrective actions that the interviewees discussed at the after-action review. These corrective actions will be assigned and followed up by the Emergency Manage.

Reference Number	Corrective Action	Assigned POC	Assigned Date	Due Date	Outcome
1.1					
1.2					
2.1					
2.2					
2.3					
3.1					
3.2					
3.3					
4.1					
4.2					
4.3					

5.1					
5.2					
5.3					
6.1					

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