

Furnace Brook Middle School Emergency Shelter Training & Facility Set-Up Exercise

After-Action Report/Improvement Plan

May 1, 2016

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

EXERCISE OVERVIEW

Exercise Name	Emergency Shelter Training & Facility Set up Exercise
Exercise Dates	Start Date: March 24, 2016 (Training Portion) End Date: April 28, 2016 (Exercise)
Scope	This exercise is a stand-alone training and facility set up with the purpose of establishing new plans and testing equipment for a Regional Emergency Shelter. The exercise was planned for and executed in 2 phases. Phase 1: Training for the Duxbury Bay Area Regional (DBAR) Medical Reserve Corps (MRC) Volunteers on a new shelter plan and equipment, planned for 2.5 hours at Calvary Baptist Church, Hanson, MA. Phase 2: Shelter facility set-up and plan walk-through with Marshfield Emergency Management Agency & DBAR MRC, planned for 3 hours at Furnace Brook Middle School, Marshfield, MA.
Mission Area(s)	Response
Core Capabilities	Capability 1: Community Preparedness Capability 15: Volunteer Management Capability 6: Information Sharing
Objectives	Provide training and set up opportunity on newly established parameters of building use and design and communication equipment in order to effectively set-up and maintain a regional or local emergency shelter.
Threat or Hazard	Natural Disaster Event requiring provision of emergency sheltering: Hurricanes, Nor'easters, Flooding, Ice/Snow Storms, etc.
Scenario	Training and Set up of an Emergency Shelter Facility to prepare volunteers for an event that requires standing up a Regional (or local) Emergency Shelter at the Furnace Brook Middle School in Marshfield, MA Establishing and testing a new emergency shelter floor plan, communications equipment and volunteer management protocols via facility set-up drill using DBAR MRC Volunteers at the Furnace Brook Middle School in Marshfield, MA. Training on the new emergency shelter guidance, volunteer protocols and communication equipment was provided to the DBAR Volunteers on March 24, 2016. Subsequently a "walk through" shelter was set up on April 28, 2016 for the purpose of reviewing and testing the newly established parameters of the building

	use, addressing issues of signage and communications, testing new volunteer protocols and providing hands on learning for the setup of new shelter equipment.
Sponsor	Marshfield Emergency Management Duxbury Bay Area Regional Medical Reserve Corps <ul style="list-style-type: none">• Communication Equipment * and administrative costs associated with this exercise were provided through a MA Department of Public Health, BP4 Medical Reserve Corps mini grant.
Participating Organizations	Duxbury Bay Area Regional Medical Reserve Corps Marshfield Emergency Management Agency Marshfield School Department Contracted Emergency Planning Consultant
Point of Contact	Tracy Mayo, Duxbury Health Agent, DBAR Coordinator Phone: 781-934-1105 Lt. Paul Taber, Marshfield EMD Phone: 781-837-7100 Lisa C. Kaufman, ATR-BC, LADC1 Behavioral Health, Emergency Planning Consultant Phone: 781-405-2311

*Due to the delay in grant funding availability communication devices that matched those to be ordered via the MDPH – BP4 MRC mini grant were borrowed from local emergency preparedness partners.

ANALYSIS OF CORE CAPABILITIES

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

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Participate in Training & Exercise opportunity to establish the functioning of a new Emergency Shelter floor plan & equipment	Capability #1: Community Preparedness	P			
Train and Test newly developed Volunteer guidance protocols and procedures and Just in Time Training methods	Capability #15: Volunteer Management	P			
Training and testing of Emergency Shelter related communication devices including: signage, informational handouts, PIO procedures, radios	Capability #6: Information Sharing		S		
<p>Ratings Definitions:</p> <ul style="list-style-type: none"> • Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. • Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of Core Capability Performance

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

Objective 1: Participate in Training & Exercise opportunity to establish the functioning of a new Emergency Shelter floor plan & equipment

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

Core Capability 1: Community Preparedness

Strengths

Strength 1: There was an excellent response to the request for both the training in March and participation in the April for the Emergency Shelter Facility Set. All participating parties were actively involved in decisions for the new guidance.

Strength 2: Emergency Preparedness Partner organizations showed strength and cooperation in the planning, training and set-up processes of the Exercise.

Areas for Improvement:

Area for Improvement 1: Schedule a full scale set up of shelter operations to finalize updated guidance/flow. The new floor plan was tested, feedback requested more hands on set-up opportunities and use of equipment

Area for Improvement 2: Community education on scope, services general operations of an Emergency Shelter Operation (regional and/or local).

Area for Improvement 3: Because borrowed communication equipment had to be utilized for the training/exercise (see notation in Exercise Overview Section), there were limitations to both the training and equipment use during the event. It is recommended that, when available, additional hands-on training with the DBAR MRC specific equipment be provided and tested in conjunction with our emergency preparedness partners.

Reference: Marshfield Emergency Management Agency Emergency Shelter Operations Guidance and Duxbury Bay Area Regional MRC Volunteer Deployment Guidance

Analysis: The preliminary training provided baseline information and some familiarity with the changes to the Emergency Shelter floor plan and Volunteer Management Guidance. During the walk-through/set-up different scenario were discussed, viable suggestions and feedback from the exercise was provided and will be addressed for future planning exercises. All participating partners worked together to complete the training and set up tasks within the framework of the exercise. Everyone worked together to carry out the assigned tasks, those familiar with the older set up and operations adapted easily to the new guidance(s) and assisted new comers, helping to make the exercise run smoothly.

Objective 2: Training and testing of new Volunteer Guidance procedures including check-in, communications methods, just-in-time training.

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

Core Capability #15: Volunteer Management

Strengths

Strength 1: Inter-organization cooperation in the planning, training and facility set-up exercise process

Strength 2: Training prior to the physical facility set-up allowed for changes to guidance and suggestions made by volunteers to be included in the exercise version of the documents

Strength 3: New volunteer guidance provided clearer information and direction for volunteers, allowing for smoother transitions, better informed volunteers, and excellent feedback regarding the facility set up and emergency shelter operations floor-plan.

Areas for Improvement

Area for Improvement 1: Distribution of updated volunteer guidance, job action sheets and handbooks would enhance response and volunteer understanding of responsibilities and tasks associated with emergency sheltering

Area for Improvement 2: Because borrowed communication equipment had to be utilized for the training/exercise (see notation in Exercise Overview Section), there were limitations to both the training and equipment use during the event. It is recommended that, when available, additional hands-on training with the DBAR MRC specific equipment be provided and tested in conjunction with our emergency preparedness partners.

Reference: Marshfield Emergency Management Agency Emergency Shelter Operations Guidance and Duxbury Bay Area Regional MRC Volunteer Deployment Guidance

Analysis: Both the training and facility set-up portions of this exercise proved to be valuable to both the volunteers the exercise coordinators. Based on observation and participant feedback, improvements to both the Emergency Shelter Exercise Operations and Volunteer Management guidance will be made. The training and exercise engaged multiple emergency preparedness partners and allowed for visual recognition and strengthened current working relationships.

Objective 3: Testing of communications devices within the EDS facility for Incident Command Staff.

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

Core Capability 6: Information Sharing

Strengths

Strength 1: Volunteer response to call-downs, informational calls and real-life activities continues to improve.

Strength 2: All communications devices tested during the facility set-up walk-through proved successful

Areas for Improvement

Area for Improvement 1: Because borrowed communication equipment had to be utilized for the training/exercise (see notation in Exercise Overview Section), there were limitations to both the training and use during the event. It is recommended that, when available, additional hands on training with the DBAR MRC specific equipment be provided and tested in conjunction with our emergency preparedness partners.

Area for Improvement 1: Once DBAR MRC communication devices are available (see notation in Exercise Overview) hands on training will need to be completed and on-site testing of devices for staff/volunteers below the supervisory level will need to be scheduled. This would include testing of the establish area for distribution of communications devices to staff/volunteers as well as the volunteer communication guidance/protocols.

Area for Improvement 3: Durable Emergency Shelter Signage need to be produced and made available for both Marshfield EMA and the DBAR MRC. While used for only training purposes, signage for the Training and Sheltering Exercise was non-durable and small and was found to compete unsuccessfully with other visual elements that are typically part of the school environment.

Reference: Marshfield Emergency Management Agency Emergency Shelter Operations Guidance and Duxbury Bay Area Regional MRC Volunteer Deployment Guidance

Analysis: Due to the utilization of communication devices that were not the property of DBAR, communication protocols were tested but the functionality of pre-programmed communication devices that would be utilized during a live event were not. This is seen as a deficit and will need to be corrected once the DBAR devices are available. However, in general protocols, and procedures were tested and provided a positive outcome. Future exercises should also include pre-produced large-scale signage and placement of same.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Duxbury Bay Area Regional MRC & Marshfield Emergency Management Agency as a result of Furnace Brook Middle School Emergency Shelter Guidance Training & Exercise conducted on March 26, 2016 and April 28, 2016

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
1.Community Preparedness	Education	Community education re operations, scope, services of EM Shelter Ops (Regional/Local)	Planning	Marshfield EMA	EMD	June 1, 2016	Sept. 1, 2016
2: Volunteer Management	1) Finalize Volunteer Management guidance	1) Adapt Volunteer Mgmt. Guidance to include new flow updated Jas	Planning Training	DBAR MRC	MRC Coord.	1) May 1, 2016	Nov. 30, 2016
	2) Volunteer Handbook	2) Update to include procedures				2) July 1, 2016	Sept. 1, 2016
	3) Provide Communications Training on new equipment	3) Provided Staff/volunteer training on new plan				3) When DBAR equipment arrives	October 30, 2016

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

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ²	Primary Responsible Organization	Organization POC	Start Date	Completion Date
6: information Sharing	1) Staff/Volunteer use of all devices	Train and test new devices on site	Training	DBAR	MRC Coord.	1) When DBAR equipment arrives	October 30, 2016
	2) Improved Signage/Handouts	Printing of large signs & handouts for Go-Kits		Marshfield EMA	EMD	2) July 1, 2016	October 30, 2016

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

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations	
Federal	
N/A	
State	
N/A	
Marshfield, MA	
Marshfield Emergency Management - 1 supervisory and 4 Staff	
Marshfield School Department – 1 Supervisory, 2 Custodial staff	
Medical Reserve Corps	
Duxbury Bay Area Regional Medical Reserve Corps	
10 Medical Volunteers	
10 Non-Medical Volunteers	