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Task Force IV Mobilization Exercise

After Action
Report/Improvement Plan
CAMP BLANDING
FLORIDA



BOSLEY TECHNICAL TRAINING
& CONSULTING

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September 24th & 25th 2012

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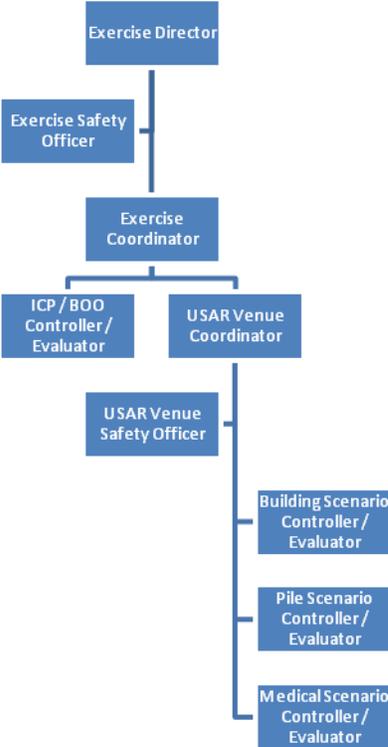
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EXERCISE SUMMARY

Task Force 4 Mobex was designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to a wind related event full mobilization response. A post disaster response is a complex event that requires detailed planning. To ensure an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies took part in the planning process and in exercise conduct and evaluation.

The Exercise Plan was produced at the direction from Florida Task Force 4 with input, advice, and assistance from the Florida Task Force 4 Mobex Planning Team.

Based on the exercise planning team's deliberations, the following objectives were developed for the Exercise:

- 1. Implement and Execute the established Mobilization Plan.** Receive orders, implement Mob Plan, deploy, conduct daytime and nighttime operations, and demobilize
- 2. Incident Command System.** Evaluate the decision making process, the capability to implement the ICS and examine the ability to use various ICS functions.
- 3. Communications.** Assess the ability to establish and maintain a communications network during a response to a terrorist incident.
- 4. Special Operations Response.** Assess the capability and adequacy of agency plans for responding to and providing operational tasks at a potential search and rescue incident and building collapse.

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:

- Existing working relationships among the joint agencies was evident throughout the exercise.
- Incident command staff at all levels successfully demonstrated the ability to activate, mobilize, and operate the Incident Command Post efficiently.
- Exercise injects were prioritized appropriately allowing for successful and timely rescues.
- Tornado drills were conducted by radio and face to face spot checks with personnel.
- Communications between team members was flawless.

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- Teams acted in accordance with state and local procedures to provide life safety, property conservation, and incident stabilization.
- Mobilization Plan was utilized. Lessons learned from prior deployments were implemented and effective.
- Logistics group has streamlined the inventory process to enable accountability of all tools.
- PPE was worn appropriately with very little variance to procedure
- Team briefings were short and to the point containing all necessary info.

Primary Areas for Improvement

Throughout the exercise, opportunities for improvement in Task Force 4's ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- Point of departure convoy staging was disorganized. Location was crowded due to joint use of area with LEO. Implement A traffic manager early on to facilitate the arrival of the units on the POD
- BOO was setup under power lines leading to a safety issue during a wind related event response. This was identified early by the team and relayed to exercise staff. Team noted the issue and was allowed to continue due to time constraints
- Lack of a few basic equipment items slowed BOO setup and operation. Addition of spare truck and generator batteries, Hydrant wrench, and jumper cables would be of use for future deployments
- Accountability discrepancies were noted during the creation of the TAP. Personnel were assigned to a position and not present for the exercise. Provide all command staff with an up to date personnel report prior to leaving the POD and on arrival to the BOO
- Decontamination area was not established outside of the BOO. Establish entry and exit corridors prior to any teams leaving the BOO into hazardous areas. Removal of boots and non essential equipment prior to entering tents will reduce the cross contamination as well.
- Mapping software was not consistent with USNG on all publications. Upgrade and standardize mapping software capable of USNG overlays.

Overall, the exercise was very successful. Subsequent Emergency Operations Plan (EOP) updates and future exercises should include a focus on the above list. The cycle of planning, training, exercising, and making improvements is key to continued success in an emergency response to a large-scale incident.

SECTION 1: EXERCISE OVERVIEW

Exercise Details

Exercise Name

Florida Task Force 4 Mobex

Type of Exercise

Mobilization Exercise

Exercise Start Date

Sept 24th 2012

Exercise End Date

Sept 25th 2012

Duration

36 hrs

Location

Camp Blanding, FL

Sponsor**Program****Mission**

Prevention and Response

Capabilities

- Incident Command System (ICS)
- Communications
- Urban Search and Rescue (USAR) Response

Scenario Type

Post Disaster response to wind related event

Participating Organizations

Florida Task Force 4

Number of Participants

- Players/Observers: 48
- Evaluators: 6
- Controllers: 2
- Facilitators: [2]

SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

Florida Task Force 4 Mobex was designed to establish a learning environment for players to exercise their plans and procedures for responding to a post disaster wind related event. The Mobex was conducted on Sept 24th -25th 2012. Exercise play lasted for 36 hours or until the Exercise Director and Senior Controller determine that the exercise objectives have been met at each venue.

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.

Based upon the identified exercise objectives below, the exercise planning team has decided to demonstrate the following capabilities during this exercise:

- **Objective 1 Implementation and functionality of the mobilization plan.** Evaluate the teams use and efficiency of their current mobilization plan and procedure.
- **Objective 2: : Incident Command System (ICS)/Unified Command.** Evaluate the local decision making process, the capability to implement the ICS and effective transition to Unified Command in response to a natural disaster incident.
- **Objective 3: Urban Search and Rescue (USAR) Response.** Assess the capability and adequacy for agency plan for responding to a potential search and rescue incident, including issues of building collapse, confined space entry, high angle rescue, trench rescue and vehicle machinery rescue.

Scenario Summary

Central Florida Task Force 4 will receive activation orders alerting them for deployment to the above location in response to Tropical Storm activity. The activation orders will alert the team and direct command staff to deploy a Type II USAR resource in response to the request for assistance from the State. Upon arrival Task Force 4 will establish the BoO and the USAR Group IST to work in conjunction with the Incident Command Team.

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 Operation Integration IV are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations.

CAPABILITY 1: IMPLEMENTATION AND EFFECTIVENESS OF TEAMS MOBILIZATION PLAN AND DEPLOYMENT.

Capability Summary: The intent of a mobilization plan is to standardize and streamline the activation, deployment and operations of a response. An effective mobilization plan will assist in a functional Public Safety Response to reduce the impact and consequences of an incident or major event by providing life safety and victim rescue procedures, minimizing damaging effects to the environment and properties, and sustaining operations from response through recovery.

Activity 1.1: Initiate the use of the Mob Plan in accordance with team SOGs. Complete POD assignments and deploy to BoO.

Observation 1.1: *Strength:* Personnel from Task Force 4 effectively initiated and utilized the Mob Plan keeping to the timeline parameters for deployment.

Analysis: Coordination resulted in a well established mobilization, deployment, operations, and demobilization.

Recommendations: Additional training should be conducted on convoy operations and Parking assignments.

CAPABILITY 2: INCIDENT RESPONSE TO A VARIETY OF SEARCH AND RESCUE INCIDENT TYPES.

The UDB Venue provided for a multi jurisdictional response to support a variety of technical rescue scenarios to include rope rescue, confined space entry, building collapse, trench rescue, and vehicle and machinery rescue.

Activity 2.1: Isolate the area, analyze hazards, rescue victims in a safe and effective manner.

Observation 1.1: Strength: Resources worked in accordance with standing guidelines to provide safe incident site operations, victim rescue and recovery, and medical triage and transport.

Analysis: Coordination resulted in safe and effective incident operations. Responders were able to provide the necessary functions to sustain operations throughout the operational periods

Recommendations: Teams should continue to conduct operational training to maintain readiness. Team members should practice proper patient triage, treatment and handling/packaging when trauma is suspected.

SECTION 4: CONCLUSION

Task Force 4 Mobex was an exercise designed to evaluate the effectiveness of a Mobilization, deployment, and operations to a wind related natural disaster scenario. The exercise incorporated many disciplines in an inclusive manner, and this contributed to the success of the exercise in assessing response capabilities and identifying areas where improvements can be made. Additionally, this exercise provided a training opportunity for numerous responders.

This exercise successfully achieved the objectives to assess the implementation and effectiveness of the team's mobilization plan, establishment and function of the ICP and BoO, and the teams proficiency during operations.

This Mobex tested plans and concepts regarding response and coordination, and the participants demonstrating 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, including the need for advanced ICS/UC set up and the importance of resolving communication issues including equipment shortfalls. These recommendations can be used to update plans and for future capabilities-based training and exercises addressing critical components of the overall response.

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APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically Florida Task Force 4 as a result of Mobex 2012 exercise conducted on Sept 24th -25th, 2012. These recommendations draw on the After Action Reports from exercise participants and staff.

Table A.1 Improvement Plan Matrix

Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
Mob Plan & Implementation	1. Electronic format of mobilization plan was disorganized and hard to read	1. Work to format the Current Mob Plan into a workable electronic document allowing for ease of use by all participants.	Readiness & Planning				
Convoy Operations	2. Convoy staging at POD was disorganized.	2. Initiate the use of a traffic officer early in the mobilization process.	Mobilization & Deployment				
Base of Operations	1. Convoy arrived prior to site being ready for setup.	1. Advanced team should arrive on site with enough time to scout and mark the area for the convoys' arrival limiting down time of arriving units.	Mobilization & Deployment				
	2. Location of choice was below power lines.	2. Recon of Site location, notation, and marking of nearby hazards should be completed prior to convoys' arrival.	Mobilization & Deployment				
	3. Utilize Logistics staff for setup of BoO to allow squads to be utilized for operations and rest periods.	3. Research feasibility of utilizing logistics staff to set up BoO.	Logistics & Personnel				

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Capability	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
	4. Decontamination procedures were not implemented.	4. Identify a entry and exit corridor to the BoO. Initiate decon for all personnel entering the BoO. Remove boots and equipment prior to entering tents and ICP units.	Safety				
Incident Command	Confusion on accountability was noted and corrected by ICP	Verify all personnel by PAR prior to leaving POD and provide list to all command staff.	Accountability				
USAR Operations	1. Initial Recon teams focused on collapse area and missed victims in surrounding area.	1. Recon teams should note locations of collapsed buildings and continue wide area search of assigned grid.	Search & Recon Operations				
	2. Light teams initiated heavy rescues instead of requesting appropriate resources.	2. Work within the teams capabilities and utilize all resources available.	Rescue Operations				
	3. Improper markings were utilized on piles	3. Conduct reviews of marking systems and applications with crews entering hazard areas.	Pile Operations				
	4. Minor safety issues were noted during rescue operations	4. Review safe handling and operations of hand tools and power tools. (Placement of personnel during cutting operations.	Pile Operations				
	5. Shoring scenario duration was longer that expected.	5. Review shoring design and procedures focusing on less common types.	Shoring Operations				
	6. Rope Rescue scenario was performed outside of acceptable standards	6. Review proper rope rescue techniques for victim rescue and lowering for similar scenarios.	Rore Operations				

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APPENDIX B: LESSONS LEARNED

While the After Action Report/Improvement Plan includes recommendations which support development of specific post-exercise corrective actions, exercises may also reveal lessons learned which can be shared with the broader homeland security audience. The Department of Homeland Security (DHS) maintains the *Lessons Learned Information Sharing* (LLIS.gov) system as a means of sharing post-exercise lessons learned with the emergency response community. This appendix provides jurisdictions and organizations with an opportunity to nominate lessons learned from exercises for sharing on *LLIS.gov*.

For reference, the following are the categories and definitions used in LLIS.gov:

- **Lesson Learned:** Knowledge and experience, positive or negative, derived from actual incidents, such as the 9/11 attacks and Hurricane Katrina, as well as those derived from observations and historical study of operations, training, and exercises.
- **Best Practices:** Exemplary, peer-validated techniques, procedures, good ideas, or solutions that work and are solidly grounded in actual operations, training, and exercise experience.
- **Good Stories:** Exemplary, but non-peer-validated, initiatives (implemented by various jurisdictions) that have shown success in their specific environments and that may provide useful information to other communities and organizations.
- **Practice Note:** A brief description of innovative practices, procedures, methods, programs, or tactics that an organization uses to adapt to changing conditions or to overcome an obstacle or challenge.

Exercise Lessons Learned

The following subject headings are lessons derived from Florida Task Force 4 Mobex

- Good communications during convoy and rescue operations proved invaluable to reduce wasted time. Communications between team members was flawless as well
- A strong command presence from the start of the exercise was crucial to the proficiency of all crews and operations
- Logistics procedures, inventory of tools, and proficiency of the canteen lead to streamlined logistics.
- Proper prioritization of exercise injects lead to appropriate actions and successful rescues.
- Realistic training encourages crews to retain information and techniques while providing hands on experience.