Linn Area Partners Active in Disaster

Tornado Action Plan

Adapted from State of Iowa Exercise/Drill Reporting Form

For Linn Public Health Use

Homeland Security Exercise and Evaluation Program (HSEEP) Compliant

08.05.11

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| Situation Overview |

**Organization submitting report:** Linn County Public Health on Behalf of Linn Area Partners Active in Disaster (LAP AID)

**County:** Linn

**Drill Date(s):** March 26th, 2013

**Type of Exercise:** Functional

**Nature of Actual Event** or **Exercise Focus:**

Preparedness Mitigation Response Recovery

Prevention Protection Detection

**Primary Hazard:**  Natural  Technological  Terrorism  Other

**Drill/Exercise Location(s):**

Linn County Emergency Management

6301 Kirkwood Blvd SW

Cedar Rapids, IA 52404

**List all participating organizations/agencies for NIMS compliancy:**

United Way of Eastern Iowa, Hawkeye Area Community Action Program, Linn County Community Services, United Way 2-1-1, Linn County EMA, Linn County Public Health, Abbe Center for Community Mental Health, Four Oaks, Foundation 2, Mercy Medical Center, St. Luke’s Hospital, Area Substance Abuse Council, Horizons, Cedar Rapids Animal Control, Cedar Valley Humane Society, Presbytery of East Iowa, Salvation Army, American Red Cross, Catholic Charities

**Drill Scenario and Related Notes:**

**Exercise Information:**

Between March 25th and 29th, LAP-AID will be holding an activation drill. This drill will test Activation Protocol from EMA LAP AID Executive Team Selected LAP AID Team Leads Members of teams selected for activation.

Goal planning for this activity will cover a two-part exercise. The first goal will be tested March 2013. The second goal will be tested at a date to be determined.

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| Goal 1: Volunteers and non –government entity roles are integrated in the Linn County Emergency Response Plan. | |
| Objective 1a | The Linn County EMA will have primary and back-up mechanisms in place to contact a minimum of one LAP-AID Executive Team member within one hour of drill start. |
| Objective 1b | The LAP-AID Executive Team will identify a lead member (or proxy) for all LAP AID response teams requested by Linn EMA. |
| Objective 1c | The LAP-AID Executive Team will have pre-identified means to contact team lead member (or proxy) for all teams Linn County EMA requests in initial contact with LAP AID. |
| Objective 1d | Leader (or proxy) of LAP AID discipline specific teams will contact those on their team rosters. |

**For future test**

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| Goal 2: Establish plans and procedures for coordination with non-governmental and private sector organizations for obtaining resources. | |
| Objective 2a | When an LAP-AID team is activated, there will be a means to establish a conference call for team members within 8 hours. |

**Definitions**

**After Action Report (AAR):** any form of [retrospective](http://en.wikipedia.org/wiki/Retrospective) analysis on a given sequence of goal-oriented actions. Based on what worked and what may need to be improved. An AAR will be completed by a designee of the LAP-AID Executive Team. The report will contain goals of this tabletop, a list of partnering agencies, what worked, and action steps to correct needed improvements. A copy of the AAR will be provided to LAP-AID members when complete.

**Agency:** The workplace/employer of LAP-AID members.

**Drill:** A drill, a type of *operations-based* exercise, is a coordinated, supervised activity usually employed to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills.

**Linn Area Partners Active in Disaster (LAP-AID):** Formerly the Linn Area Community Organizations Active in Disaster, this group is committed to disaster preparedness and was formed by members of the Linn Area Long Term Recovery Coalition. The LALTRC was formed in response to the 2008 floods and brought together more than 30 community organizations working to help Linn Area families recover.

**Tabletop:** A tabletop exercise is a discussion based exercise intended to assess plans, policies, and procedures relating to a hypothetical situation. It can be in a breakout or plenary session however it should facilitate discussion through questions or conveyed scenario events.

**LAP-AID Team Activation Protocol:** This protocol links the connection between Linn EMA need and the notification of individual team members in a disaster.

Route of information utilizing the Mental Health Team as example:

*Linn EMA →LAP-AID Executive Leadership → Mental Health Team Lead →*

*Mental Health Team Steering Committee →Mental Health Response Team Members*

This tool can also provide team contact information that could be utilized by the specific team in a non-emergent event.

**\*\*\*This is an exercise\*\*\***

**Base Scenario**

A tornado touched down in northern Central City IA at 10 am on March 26th, 2013. Central City Community School sustained damage. Many homes and farms were destroyed with others unsafe to occupy without inspection. Infrastructure also has been compromised.

Priority has been given to clearing Highway 13th. EMS staging will be located at the Linn County Fairgrounds. A shelter will be established on the west end of Abbe Center for Community Care on County Home Road.

**Anticipated Activation Steps**

**Linn EMA**

1. Shortly after 10am Mike or EMA designee will notify Executive Team of Linn Area Partners Active in Disaster Executive Team utilizing the Health Alert Network/EOC Activation process.
2. Mike will share that he would like to activate the following LAP AID teams.

* Mass Care
* Medical Services
* Mental Health
* Volunteer Reception

**LAP AID Executive Team**

* Will contact leadership of activated teams above requesting:
* Survey of team to determine those available to respond to Staging Area at the Linn County Fairgrounds by 4pm on March 26th.
* By 3pm on March 26th, team response numbers should be reported by team lead to [julie.stephens@linncounty.org](mailto:julie.stephens@linncounty.org) or by calling 319.721.5296.
* Contact LAP AID team leadership of those not activated. These teams will be offered a situational awareness of the event.

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| **Sample Messaging for Executive Team to Send to Activated Team Leads** |

**\*\*\*THIS IS A DRILL\*\*\***

As the {ENTER TEAM’S NAME} Team Leader of Linn Area Partners Active in Disasters (LAP AID), you are being contacted in an effort to test your team’s Activation Protocol.

**Your LAP AID Team has been ACTIVATED.**

For your awareness teams activated are:

* + Mass Care
  + Medical Services
  + Mental Health
  + Volunteer Reception

There is no current emergency as this is a drill. The drill scenario involves a tornado striking the Central City area. A tornado touched down in Central City, IA at 10:00 am on March 26th. Central City Community School sustained damage. Many homes and farms were destroyed with others unsafe to occupy without inspection. Infrastructure also has been compromised.

Priority has been given to clearing Highway 13th. EMS staging will be located at the Linn County Fairgrounds. A shelter will be established on the west end of Abbe Center for Community Care on County Home Road.

Two things are being tested for this drill:

1. The number of {ENTER TEAM’S NAME} Team Members you or a proxy can contact by 3pm on March 26th.
2. The number of {ENTER TEAM’S NAME} Team Members that would be available to respond to the Staging Area Linn County Fairgrounds in Central City by 4pm on March 26th.

Please contact the {ENTER TEAM’S NAME} Team Members to gather the data noted in points one and two above. When you have collected the following information, please forward it to Julie Stephens [julie.stephens@linncounty.org](mailto:julie.stephens@linncounty.org) or leave a message at 319.721.5296 for julie.

* + Number of members on your LAP AID Team
  + Number of members you were able to contact by 3pm on March 26th

1. Number of members that would be available to respond to the Staging Area on the Linn County Fairgrounds by 4pm on March 26th.

To assist you in gathering the information, a sample message is available below for you to use. Although it is totally acceptable to utilize email to contact your members, we are testing the responses received by 3pm. You are encouraged to follow-up with phone calls if you don’t receive response emails for those you are activating.

**Remember, THIS IS A DRILL. We don’t want you to physically respond to a location. We just need to know if you would be able to respond.**

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| **Sample Messaging for Activated Team Leads to Send to**  **Activated Team Members** |

**\*\*\*THIS IS A DRILL\*\*\***

As a member of the Linn Area Partners Active in Disasters (LAP AID), you are being contacted in an effort to test the {ENTER TEAM’S NAME} Team’s Activation Protocol.

There is no current emergency as this is a drill. The drill scenario involves a tornado striking the Central City area. A tornado touched down in Central City, IA at 10:00 am on March 26th. Central City Community School sustained damage. Many homes and farms were destroyed with others unsafe to occupy without inspection. Infrastructure also has been compromised.

Priority has been given to clearing Highway 13th. EMS staging will be located at the Linn County Fairgrounds. A shelter will be established on the west end of Abbe Center for Community Care on County Home Road.

Two things are being tested for this drill:

1. The number of {ENTER TEAM’S NAME} Team Members we can contact by 3pm on March 26th.
2. The number of {ENTER TEAM’S NAME} Team Members that would be available to respond to the Staging Area Linn County Fairgrounds in Central City by 4pm on March 26th.

**In the event this was not a drill, could you respond to Central City IA by 4pm on March 26th?**

**Respond to this email with your answer or call {ENTER TEAM LEAD’S PHONE NUMBER}.**

**Remember, THIS IS A DRILL. We don’t want you to physically respond to a location. We just need to know if you would be able to respond.**

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| **Sample Messaging for Executive Team to Send to Team Leads *NOT* Activated** |

**\*\*\*THIS IS A DRILL\*\*\***

As the {ENTER TEAM’S NAME} Team Leader of Linn Area Partners Active in Disasters (LAP AID), you are being contacted to inform you that the following teams of LAP AID have been activated.

* Mass Care
* Medical Services
* Mental Health
* Volunteer Reception

Your team has **not** been activated. You are encouraged to share the following information with your team.

Linn Area Partners Active in Disaster (LAP AID) {ENTER TEAM’S NAME} Team Members,

**\*\*\*THIS IS A DRILL\*\*\***

You are receiving this message to inform you that four teams of LAP AID have been activated. Those teams are:

* Mass Care
* Medical Services
* Mental Health
* Volunteer Reception

There is no current emergency as this is a drill. The drill scenario involves a tornado striking the Central City area. A tornado touched down in Central City, IA at 10:00 am on March 26th. Central City Community School sustained damage. Many homes and farms were destroyed with others unsafe to occupy without inspection. Infrastructure also has been compromised.

Priority has been given to clearing Highway 13th. EMS staging will be located at the Linn County Fairgrounds. A shelter will be established on the west end of Abbe Center for Community Care on County Home Road.

For those teams activated, the leadership is collecting the number of team members that can report to a given location at a given time. As you have not been activated, you have no action to take. This message is simply to provide you an update. In an actual event, it is anticipated that LAP AID Teams not activated would be provided updates.

**Remember, THIS IS A DRILL. No action is required by you or your Team.**

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**LAP AID Response DRILL Week of March 25th**

The information below will also be emailed to LAP AID contacts the week prior to the drill. Julie Stephens will send it to Ann Hearn with cc to Kathy Silhanek for distribution.

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| LAP AID Partners,  At some point during the week of March 25th, 2013, Linn County Emergency Management will initiate a drill that will test the LAP AID activation protocol.  Based on drill scenario, some of the teams of LAP AID will be activated by the LAP AID Executive Team.  The selected teams will be asked to contact their team membership to determine availability by a specified time during the day.  After response numbers are gathered Team Leads will be directed to email or phone information regarding availability to [julie.stephens@linncounty.or](mailto:julie.stephens@linncounty.or)g or 319.721.5296.  For teams that are not “activated” by EMA and LAP AID Executives, the Team Lead will be contacted and provided a situational awareness.  You are encouraged to share this information with your teams, but you will not be required to provide response numbers to Julie Stephens.  Prior to March 25th, if you have questions regarding the drill you may contact Chris Juett or Julie Stephens (contact information is below).   * Chris Juett; [cjuett@uweci.org](mailto:cjuett@uweci.org)  319.398.5372  x12 * Julie Stephens; [julie.stephens@linncounty.org](mailto:julie.stephens@linncounty.org)   319.892.6023   Please remember this is practice for an actual event.  Things will not go as planned for some and that is just fine.  Having issues as we practice will assist us to plan for true response.  Thank you for your time,  Julie Stephens and Chris Juett |

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| **Goals/Objectives and Analysis** |

*Objectives should be SMART (Simple, Measurable, Achievable, Realistic, Task/Time-oriented).*

*Analysis: (note what happened linked to each objective)*

*Supporting information: (data collection sheets ~ note attachment)*

*Capability/Task: (note a dhs capability and related task)*

*Reference: (procedure, plan, or related reference)*

*Summary of any issue or what went well: (briefly describe if anything went wrong)*

*Consequence or Lessons Learned: (briefly state what happened because of what went wrong)*

*Recommendations: (list the recommendation(s) that would help to resolve the issue)*

*Actions: (list the specific action steps required to accomplish the recommendation)*

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| Goal 1: Volunteers and non –government entity roles are integrated in the Linn County Emergency Response Plan. | |
| Objective 1a | The Linn County EMA will have primary and back-up mechanisms in place to contact a minimum of one LAP-AID Executive Team member within one hour of drill start. |
| Objective 1b | The LAP-AID Executive Team will identify a lead member (or proxy) for all LAP AID response teams requested by Linn EMA. |
| Objective 1c | The LAP-AID Executive Team will have pre-identified means to contact team lead member (or proxy) for all teams Linn County EMA requests in initial contact with LAP AID. |
| Objective 1d | Leader (or proxy) of LAP AID discipline specific teams will contact those on their team rosters. |

**Analysis:** Response was adequate for this scenario.

**Supporting information:** Data information regarding team members able to report was tallied by team members. Team leads shared their results with Julie Stephens. Information for the four teams activated is below.

The event called for Medical Services, Mental Health, Mass Care and Volunteer Coordination support.

* Medical Services/MRC:  18 volunteers could have reported to the shelter to assist with the medical needs.
* Volunteer Coordination: 5 of 6 team members were contacted and 4 were able to respond to the staging area.  When the location of the Emergency Volunteer Center (EVC) was established, a blast communication to the trained volunteers would be sent.  These volunteers would set up the EVC.  It is the goal of the team to have the EVC set up in 2 hours.
* Mental Health:  14 members of the team were available to respond.
* Mass Care:  All 6 team members were contacted and could respond.  Mass Care has American Red Cross and Salvation Army employees (2 each) on the team.  Their agency links provide the Mass Care Team with additional staff and supply resources.

**Capability:** Community Preparedness and Participation.

**Reference:** LAP AID Activation Protocols

**Summary of any issue or what went well:**

**Worked:**

* EMA Health Alert Network contacts were valid for the Leadership Team.
* Teams not activated were provided a situational update.
* Messaging templates created to assist team leads with activating their teams were helpful.
* The vast majority of contact information was accurate.
* Redundant communication methods were utilized.
* LAP AID had adequate teams (discipline specific) for this response. Four teams were activated.
* Activation notebooks containing contact information were helpful.
* LAP AID Teams had a short “call to action,” however response was met.

**Areas of Improvement:**

* Initial contact from EMA through the Health Alert Network was not clear. As only one of the Leadership Team received the initial alert message deciphering was difficult.
* The Medical Reserve Corps and Medical Services Team have the same members thus the teams have served as one. Activation of the Medical Services Team was somewhat unclear in the initial stage.
* In this scenario, teams would be reporting to staging areas for response. Onsite reporting procedure is inadequate in some areas. For example, would members be allowed access to the site without badges? How will entry point officials know LAP AID staff should be allowed in the site?
* In some cases, the activation test was forward only and information back was not verified. It was unclear who received the initial EMA call. Leadership Team had to call around to determine who would be able to work on the activation process. At the discipline specific team level, some members assigned to contact other members, were out of the office. As a result, a portion of some teams received the request to report.

**Consequence or Lessons Learned:**

Activation of LAP AID teams should be completed more than one time per year. Team members will become comfortable with the process if exercised more frequently.

**Recommendations:**

The initial message from EMA to LAP AID Leadership should be short. Possibly contain message such as, “Linn County EMA is activating LAP AID teams. Please call {Enter conference call information} to receive information about the response.” This will allow the Leadership Team and EMA the opportunity to discuss response need and address potential questions of team leads.

Resolve uncertainties in the link between MRC and Medical Services Team. Possibly make the MRC an operational team under the Medical Services Team.

Encourage teams to identify procedure for team members to enter site (example: badging) and supplies (example: reference, clerical, signage) needed in initial team response.

Encourage teams to review activation protocols and determine method for communication back to the team lead so he/she is aware of activation status. Consideration should be given to an initial conference call to assign activation and response tasks. A future LAP AID drill will involve the ability to establish a conference call with team members.

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| **Improvement Planning** |

*Improvement Planning is a process that turns issues and concerns identified in the exercise into measurable steps that result in improved response capabilities. When complete, it specifically details what actions should be taken to address each issue or concern, which is responsible for taking the action, and the timeline for completion. All issues identified in should be addressed in the improvement plan matrix below.*

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| Capability | Issue | Improvement Actions | Responsible Person / Agency | Completion Date |
| Community Preparedness; Community Recovery; Information Sharing; Mass Care; Responder Safety and Health;  Volunteer Management | Initial contact from EMA through the Health Alert Network was not clear. As only one of the Leadership Team received the initial alert message deciphering was difficult. | The initial message from EMA to LAP AID Leadership should be short. Possibly contain message such as, “Linn County EMA is activating LAP AID teams. Please call {Enter conference call information} to receive information about the response.” This will allow the Leadership Team and EMA the opportunity to discuss response need and address potential questions of team leads. | EMA/Executive Team | February 2014 |
| Community Preparedness; Community Recovery; Information Sharing; Mass Care; Responder Safety and Health;  Volunteer Management | The MOU between LAP AID and Linn County EMA is in draft. A formal agreement shall be established. | LAP AID and Linn EMA MOU shall be signed. | EMA/Executive Team | February 2014 |
| Community Preparedness; Information Sharing; Mass Care;  Volunteer Management | The Medical Reserve Corps and Medical Services Team have the same members thus the teams have served as one. Activation of the Medical Services Team was somewhat unclear in the initial stage. | Resolve uncertainties in the link between MRC and Medical Services Team. Possibly make the MRC an operational team under the Medical Services Team. | Stephens/Strellner/Beckman/Ulrich | October 2013 |
| Community Preparedness; Mass Care; Responder Safety and Health;  Volunteer Management | In this scenario, teams would be reporting to staging areas for response. Onsite reporting procedure is inadequate in some areas. For example, would members be allowed access to the site without badges? How will entry point officials know LAP AID staff should be allowed in the site? | Encourage teams to identify procedure for team members to enter site (example: badging) and supplies (example: reference, clerical, signage) needed in initial team response. | Team Leads for reference/supply need;  Leadership Team/Stephens for badging | February 2014 |
| Community Preparedness; Information Sharing; Mass Care; Responder Safety and Health;  Volunteer Management | In some cases, the activation test was forward only and information back was not verified. It was unclear who received the initial EMA call. Leadership Team had to call around to determine who would be able to work on the activation process. Additionally, team members assigned to contact others were out of the office. The contacting occurred outside the drill deadline. | Encourage teams to review activation protocols and determine method for communication back to the team lead so he/she is aware of activation status. Consideration should be given to an initial conference call to assign activation and response tasks.  A future LAP AID drill will involve the ability to establish a conference call with team members.  A brief drill response educational session will be added to a future LAP AID large group meeting. | Team Leads  Juett /Stephens  Juett /Stephens | February 2014  March 2014  March 2014 |
| Community Preparedness; Information Sharing; Mass Care; Responder Safety and Health;  Volunteer Management | The information template utilized to activate and update teams was created specifically for this drill. Team leads indicated it was helpful. Communication was consistent. | Pre-response, a template should be created and available to the executive team for actual response. | Stephens | August 2013 |

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| **Exercise Report - Submission Information** |

Prepared by: Julie Stephens and Chris Juett with feedback from LAP AID Teams.

Date: April 18th, 2013

Address: 501 13th St NW

City: Cedar Rapids, IA 52405

County: Linn

E-Mail: julie.stephens@linncounty.org

Phone: 319.892.6023

Linn Area Partners Active in Disaster Leslie Wright, Chair

Approval Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Approval Date: ­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_