Region 6 Water Rescue

After-Action Report/Improvement Plan

August 26, 2017

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

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| --- | --- |
| **Exercise Name** | Region 6 Water Rescue |
| **Exercise Dates** | 26 August 2017 |
| **Scope** | This exercise is a Full Scale Exercise, planned for 0900-1500 at Ravine Lake in Huron. Exercise play is limited to the 7th St. NE right-of-way/boat ramp and Izaac Walton League parking area including shore frontage north and south of 7th St. NE.  |
| **Mission Area(s)** | Response and Recovery |
| **Core Capabilities** | Access Control and Identity VerificationOperational CommunicationsOperational CoordinationMass Search and Rescue OperationsEnvironmental Response/Health and SafetyOn-scene Security, Protection, and Law Enforcement Public Information and Warning |
| **Objectives** | Accountability of all participantsSuccessful communication with multiple agenciesSuccessful coordination between multiple jurisdictionsRecovery of victims, wreckageContainment of HAZMATScene safety and securityAccurate and timely release of information  |
| **Threat or Hazard** | Drowning |
| **Scenario** | The Scenario utilized for this exercise is based on a car failing to negotiate the turn at the intersection of 7th Street NE and Lawnridge Avenue in Huron and entering the water at approximately 0900 on 26 August 2017. A man fishing on the lake at the time calls 911 to report the accident. 4-2 Dispatch alerts the HPD and HFD to respond. 4-2 will then call out Beadle County Search and Rescue via text notification.  |
| **Sponsor** | Region 6, which includes Beadle, Bon Homme, Brookings, Davison, Hanson, Hutchinson, Kingsbury, Miner, Sanborn and Yankton Counties.  |
| **Participating Organizations** | Emergency Management from all Sponsor Counties, (Huron Police Department), Huron Fire Department, Beadle County Sheriff’s Office, Beadle County Dive Team, Davison County Dive Team, Yankton County Dive Team, State Office of Emergency Management, (Game/Fish & Parks,) and the Beadle County Coroner’s Office. |
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# 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) |
| --- | --- | --- | --- | --- | --- |
| Accountability of all participants | Access Control and Identity Verification |  | X |  |  |
| Successful communication with multiple agencies | Operational Communications |  | X |  |  |
| Successful coordination between multiple jurisdictions | Operational Coordination | X |  |  |  |
| Recovery of victims, wreckage | Mass Search and Rescue Operations | X |  |  |  |
| Containment of HAZMAT | Environmental Response/Health and Safety |  |  | X |  |
| Scene safety and security | On-scene Security, Protection, and Law Enforcement  | X |  |  |  |
| Accurate and timely release of information | Public Information and Warning |  | X |  |  |
| **Ratings Definitions:*** 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).
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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: Accountability of all participants

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

### Core Capability: Access Control and Identity Verification

### Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Knowledgeable EM Personnel manning the Rapid Tag System.

Strength 2: Great trailer/system provided by the Yankton County Emergency Manager.

Strength 3: The EOC Staff were able to work with the Accountability staff to field requests for equipment that was or was not on scene.

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Several Rapid Tag cards were printing in the landscape format, rather than portrait. Also, the wrong agency was being entered on some individuals/equipment.

Reference: CRMS Manual

Analysis: The Lack of experience using the Rapid Tag System is a concern for all counties. Also, routine updates need to be completed prior to use of the system.

### Objective #2: Successful communication with multiple agencies

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

Core Capability: Operational Communications

### Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Multiple Agencies communicated the best they could with the equipment they had.

Strength 2: Communication between the divers and the shore were excellent.

Strength 3: Communication between the two dive teams went well, as the Beadle County Dive Team handed the incident over to the Davison County Dive Team; who immediately took over control.

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Not having the MEOC, and a central communication center, made it difficult to communicate. Also, having several different agencies on different channels made it difficult to communicate with each other.

Reference: SLA Objectives Committee.

Analysis: Inter-agency communication is always a concern. The 2017 SLA Objectives Committee found Communications to be one of their top priorities. Upon completion of this objective, Region 6 will have a standardized set of frequencies loaded into their radios. Communication between the IC and EOC struggled, as the IC did not have proper radio equipment available.

### Objective #3: Successful coordination between multiple jurisdictions

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

### Core Capability: Operational Coordination

### Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The EOC staff worked well together and functioned as a team. The EOC staff focused on EOC duties and did not become involved in the incident.

Strength 2: The EOC staff kept a good continuous time log of events.

Strength 3: The ability to access multiple dive teams and other county assets.

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Coordination between the Counties and other Agencies went well. However, continued practice can always help. In a real-life incident at this location, the Incident Commander would not be either of who were assigned to this position for the exercise.

Reference: Region 6 Quarterly Meetings.

Analysis: Having a Full-Scale Exercise once a year, and an occasional Table Top Exercise helps the Region work well together, but the lack of experience working together was noticed.

### Objective #4: Recovery of victims, wreckage

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

### Core Capability: Mass Search and Rescue Operations

### Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The Beadle County Dive Team responded in a timely manner and successfully extracted the bodies from the car.

Strength 2: The Davison County Dive Team relieved the Beadle County Team, completed the extraction, and then assisted in removing the car from the water. The ability to practice with a body bag was difficult, but great training for the Dive Team.

Strength 3: The notification process went well. The response time was a bit quicker than normal due to the staged incident.

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Practice using the Remote Controlled Vehicle for Underwater Search.

Reference: Yankton County Emergency Management

Analysis: The Lack of experience using the Remote-Controlled Vehicle for Underwater Search was an issue. Good training was given, and the option to practice, but time was short and the training needs to be longer and more often; with all counties.

Area for Improvement 2: Lack of a full dive team for Davison County.

Reference: Davison County Search & Rescue

Analysis: The Lack of participation from the Davison County Search & Rescue team is a major concern of the Emergency Management Department.

### Objective #5: Containment of HAZMAT

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

### Core Capability: Environmental Response/Health and Safety

### Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: HAZMAT was identified as an inject, and a HAZMAT Team was requested. No response from the EOC on the status of the request.

Strength 2: The dive teams identified the possible HAZMAT concern, and used appropriate equipment to mitigate exposure to any HAZMAT.

Strength 3: NA

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Follow up on requests.

Reference: EOC Operations. The EOC was staffed with limited resources, which resulted in an overload of injects that were not able to be addressed.

Analysis: The Lack of personnel in the EOC resulted in several unanswered requests.

Area for Improvement 2: Lack of decontamination equipment.

Reference: HAZMAT Dive Operations.

Analysis: The lack of a decontamination truck/equipment did not allow the dive team to simulate decontaminating from the HAZMAT exposure.

### Objective #6: Scene safety and security

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

### Core Capability: On-scene Security, Protection, and Law Enforcement

### Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Several Officers from the Beadle County Sheriff’s Office and Huron Police Department immediately secured the scene.

Strength 2: Scene Security addressed family members/media who were attempting to access the incident area.

Strength 3: NA

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Scene Security.

Reference: Scene Security Procedures

Analysis: The Lack of access to Search and Rescue, Highway Patrol, etc. hindered the mission. In an actual event, the Beadle County Sheriff’s Office and Huron Police Department would be needed at the accident site, and would not be able to secure the scene. Therefore, additional resources would be needed.

### Objective #7: Accurate and timely release of information

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

### Core Capability: Public Information and Warning

### Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Actual Media was on scene to request a press release.

Strength 2: Several Public Service announcements were completed prior to the exercise, informing the general public of the event.

Strength 3: NA

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Timely press releases.

Reference: Courses such as IS-242.b Effective Communication and G290 Basic Public Information Officers.

Analysis: The Lack of a trained Public Information Officer, results in the Incident Commander assigning the position to a random Emergency Manager; which is not familiar with the county.

# Appendix A: Improvement Plan

This IP has been developed specifically for Region 6 as a result of the Region 6 Dive Exercise conducted on August 26, 2017.

| **Core Capability** | **Issue/Area for Improvement** | **Corrective Action** | **Capability Element[[1]](#footnote-1)** | **Primary Responsible Organization** | **Organization POC** | **Start Date** | **Completion Date** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1: Access Control and Identity Verification  | 1. Several Rapid Tag cards were printing in the landscape format, rather than portrait. | Issue was corrected by changing the settings in the printer. Emergency Managers need to continuously practice with the Rapid Tag System.  | Equipment | Emergency Managers | Local Emergency Managers | August 26, 2017 | August 26, 2018 |
| 2: Operational Communications | Not having the MEOC, and a central communication center, made it difficult to communicate. Also, having several different agencies on different channels made it difficult to communicate with each other. | The 2017 SLA Objectives Committee found Communications to be one of their top priorities. Upon completion of this objective, Region 6 will have a standardized set of frequencies loaded into their radios.  | Equipment, Training  | Emergency Managers | Local Emergency Managers | August 26, 2017 | August 26, 2018 |
| 3. Operational Coordination | Coordination between the Counties and other Agencies went well. However, continued practice can always help.  | Having a Full Scale Exercise once a year, and an occasional Table Top Exercise helps the Region work well together, but the lack of experience working together was noticed. More training together is needed.  | Training | Emergency Managers | Local Emergency Managers | August 26, 2017 | August 26, 2018 |
| 4. Mass Search and Rescue Operations | Practice using the Remote Controlled Vehicle for Underwater Search. | The Lack of experience using the Remote Controlled Vehicle for Underwater Search was an issue. Good training was given, and the option to practice, but time was short and the training needs to be longer and more often. | Training | Emergency Managers | Local Emergency Managers | August 26, 2017 | August 26, 2018 |
| 5. Environmental Response/Health and Safety | Follow up on requests.  | The Lack of personnel in the EOC resulted in several unanswered requests. Future exercises need to be staffed accordingly. | Training, Staffing | Emergency Managers | Local Emergency Managers | August 26, 2017 | August 26, 2018 |
| 6. On-scene Security, Protection, and Law Enforcement | Scene Security. | The Lack of access to Search and Rescue, Highway Patrol, etc. hindered the mission. In an actual event, the Beadle County Sheriff’s Office and Huron Police Department would be needed at the accident site, and would not be able to secure the scene. Additional resources would be needed. | Staffing | Emergency Managers | Local Emergency Managers | August 26, 2017 | August 26, 2018 |
| 7. Public Information and Warning | Timely press releases. | The Lack of a trained Public Information Officer, results in the Incident Commander assigning the position to a random Emergency Manager; which is not familiar with the county. A dedicated PIO needs to be assigned and available.  | Staffing | Emergency Managers | Local Emergency Managers | August 26, 2017 | August 26, 2018 |

# Appendix B: Exercise Participants

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| Participating Organizations |
| **Federal** |
| None |
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| **State** |
| State Office of Emergency Management |
| Game/Fish & Parks |
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| **Local** |
| Beadle County Emergency Management/Beadle County Dive Team |
| Bon Homme County Emergency Management |
| Brookings County Emergency Management |
| Davison County Emergency Management/Davison County Dive Team |
| Hanson County Emergency Management |
| Hutchinson County Emergency Management |
| Kingsbury County Emergency Management |
| Miner County Emergency Management |
| Sanborn County Emergency Management |
| Yankton County Emergency Management/Yankton County Dive Team |
| Huron Police Department/Huron Fire Department |
| Davison County Sheriff’s Office |
| Huron Regional Medical Center |
| Lincoln Auto and Salvage |
| Beadle County Coroner’s Office |

1. Capability Elements are: Planning, Organization, Equipment, Training, or Exercise. [↑](#footnote-ref-1)