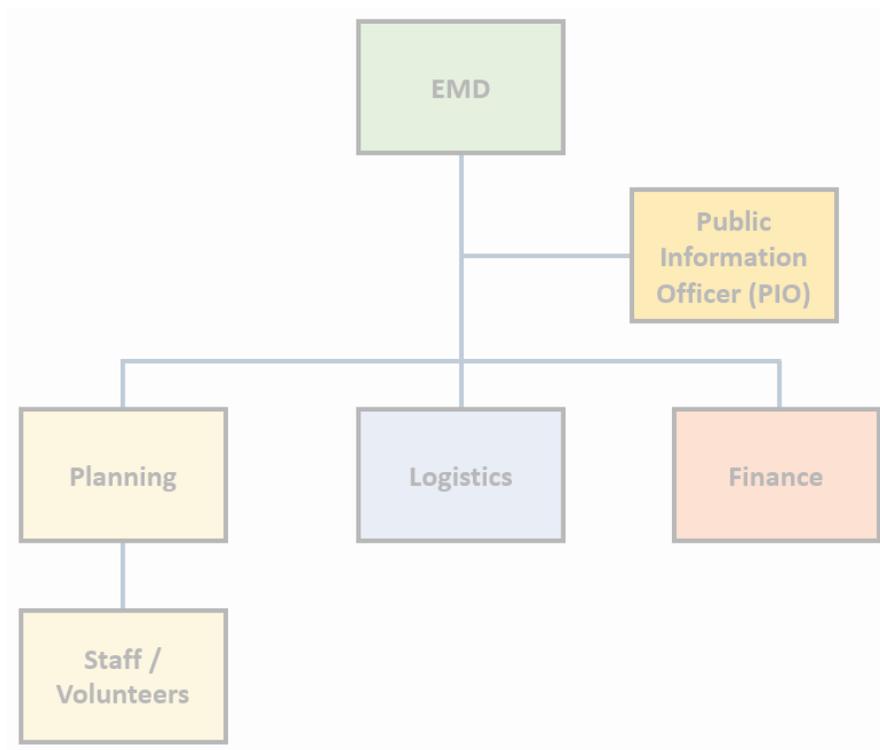


August 22nd, 2019

Bristol Emergency Operations Tabletop

After- Action Report/Improvement Plan



This After-Action Report/Improvement Plan (AAR/IP) was produced by Vermont Emergency Management (VEM) for the sponsor organization and aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance.

AAR Date: September 4, 2019

EXERCISE OVERVIEW

Exercise Name	Bristol EOC Tabletop
Exercise Dates	08/22/2019
Scope	This exercise was a 3-hour hybrid with one module being a seminar/training and the second a discussion-based tabletop.
Mission Area(s)	Response
Core Capabilities	Operational Coordination, Situational Assessment
Objectives	<ul style="list-style-type: none"> • Determine the necessary roles and responsibilities of the Bristol Emergency Operations Center. • Discuss the plans and procedures to communicate with stakeholders and the public during an emergency within the town. • Discuss the local resources available and the procedures to access them during an emergency.
Threat or Hazard	Natural disaster, ice storm
Scenario	Regional ice storm with widespread power outages and low temperatures.
Sponsor	Town of Bristol, VT
Participating Organizations	<ol style="list-style-type: none"> 1. Town of Bristol (planning team and players) 2. Vermont Emergency Management (facilitation)
Point of Contact	<p>Exercise Sponsors Valerie Capels, Town Administrator / EMD Town of Bristol</p> <p>Exercise Director Max Kennedy Northwestern Regional Coordinator Vermont Emergency Management Max.Kennedy@Vermont.gov</p>

ANALYSIS OF OBJECTIVES

Objective 1: Determine the necessary roles and responsibilities of the Bristol Emergency Operations Center (EOC).

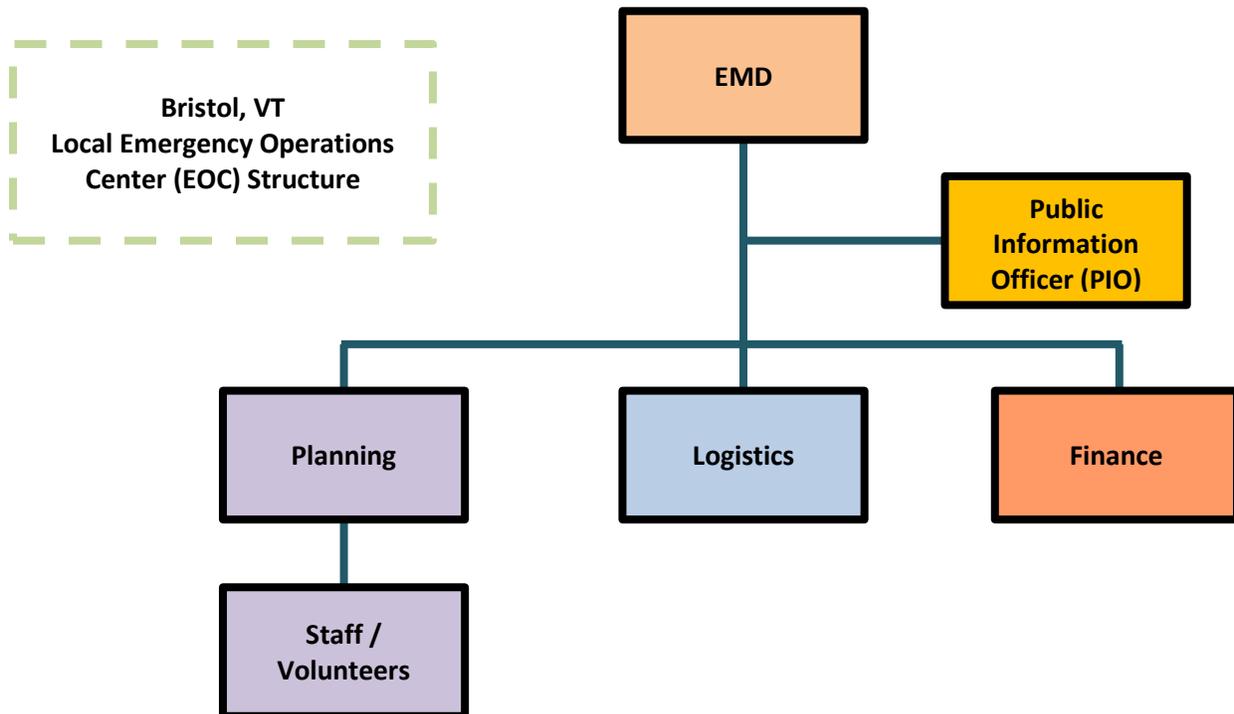
The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Observation 1: STRENGTH; Bristol emergency management team was able to further refine and define the roles and responsibilities necessary to operate a local emergency operations center.

Observation 1 Analysis: The Bristol Emergency Management team identified the key responsibilities that would be expected of a local emergency operations center. Upon doing so, was able to identify staffing needs and assign responsibilities to sections within the EOC. During the discussions, it was noted that the plans could be improved upon by expanding the volunteer roster and making sure all contacts in the plans are current and up to date. The organizational structure agreed upon by the group is noted below:

Observation 1 Recommendation:

- 1.1 Update Local Emergency Management Plan (LEMP) to include the new EOC structure.
- 1.2 Identify individuals to staff the EOC roles, including volunteers.
- 1.3 Update LEMP with current contact information for all individuals, at least annually.
- 1.4 Provide training for all EOC staff members.



EOC Roles and Responsibilities

EMD or Deputy EMD

- EOC Manager
- Prioritizes resources and activities
- Coordinates with FEMA and Select Board

Public Information Officer (PIO)

- Keeps 211 Informed

i.e. Shelter Info

- Write press releases
- Coordinates with media
- Public Messaging and Notifications

VT Alert

Social Media

Etc.

Planning

- Mapping/tracking the event
- Information collection and situational assessment
- Resource tracking
- Sharing information and objectives

Staff/Volunteers

- Call Taking
- Reach out to identify who needs assistance/vulnerable populations

Logistics

- Resource acquisition, allocation, and requests

Vendors, MOUs, State EOC, etc.

- Shelters

Activation, Coordinating Access, etc.

Finance

- Capture all financial data for the event

Observation 2: STRENGTH; Bristol EOC facility.

Observation 1 Analysis: The Bristol Emergency Management team discussed the layout and use of the primary EOC, which has a backup generator for events impacting power, giving the facility resiliency for events which could impact local infrastructure. The group did discuss that the facility could be better equipped with maps for tracking events during an EOC activation.

Observation 1 Recommendation:

- 2.1 Reach out to 911 and/or Addison County Regional Planning Commission for maps to be used in the EOC.

Objective 2: Discuss the plans and procedures to communicate with stakeholders and the public during an emergency within the town.

Observation 3: STRENGTH; Procurement Policy.

Observation 3 Analysis: Bristol has no preset spending limit, but the procurement policy has an exception for emergency spending in their plans. This allows the EOC to make timely decisions during an emergency.

Observation 4: AREA FOR IMPROVEMENT; Unsure what the communications capacity of the EOC is.

Observation 4 Analysis: During the conversations, it became evident how many roles would be in the EOC and the need for multiple phone lines and computers. The group was not sure what the ultimate capacity of the EOC was for WIFI and phone lines. Knowing the capacity in advance ensures the EOC is staffed appropriately and not running into limitations in the time of need.

Observation 4 Recommendation:

- 4.1 Identify how many phones and computers can the EOC support and update the plan with this consideration.

Observation 5: AREA FOR IMPROVEMENT; No longer a police radio in the EOC.

Observation 5 Analysis: The group discussed that the EOC no longer has a radio which can communicate between the police department and the EOC. Having a radio in the EOC would not only streamline communications, reduce the dependency on cell-phone coverage, but allow for the EOC to monitor and maintain situational awareness.

Observation 5 Recommendation:

- 5.1 Discuss adding a radio to the EOC for communications with Bristol Police. If not, determine the best communication methods to be used during an event.

Appendix A: IMPROVEMENT PLAN

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element*	Organization POC	Start Date	Completion Date
Operational Coordination	Bristol emergency management team was able to further refine and define the roles and responsibilities necessary to operate a local emergency operations center.	Update Local Emergency Management Plan (LEMP) to include the new EOC structure.	Planning			
		Identify individuals to staff the EOC roles, including volunteers.	Personnel			
		Update LEMP with current contact information for all individuals, at least annually.	Planning			
		Provide training for all EOC staff members.	Training			
	Bristol EOC Facility	Reach out to 911 and/or Addison County Regional Planning Commission for maps to be used in the EOC.	Equipment and Systems			
	Unsure what the communications capacity of the EOC is.	Identify how many phones and computers can the EOC support and update the plan with this consideration.	Equipment and Systems			
	No longer a police radio in the EOC.	Discuss adding a radio to the EOC for communications with Bristol Police. If not, determine the best communication methods to be used during an event.				

Capability Elements	
Planning	Collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.
Organization and Leadership	Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.
Personnel	Paid and volunteer staff who meet relevant qualification and certification standards necessary to perform assigned missions and tasks.
Equipment and Systems	Major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.
Training	Content and methods of delivery that comply with relevant training standards necessary to perform assigned missions and tasks.
Exercises, Evaluations, and Corrective Actions	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

Appendix C: HOTWASH RESULTS

What Went Well	What can be Improved Upon
I'm lucky to be here. Thinks this is a good team that could get through issues	Get back together more often
I like that people are looking at these things	Have EOC discussion every 6-12 months
I like that I can see the structure at the exercise and to know what is going on at main office	Who is going to play what roles?
This provided clarity on pieces and parts	Job aids and forms are needed
Seeing that there is a need for a lot of people to make structure	Therese put together response box
I've wanted to get some insight on how things would work her and feels this is a good step in that direction.	Type up instruction on how to use phones for volunteers

Parking Lot

- Update LEMP roster and contact info
- Public assistance cheat sheet
 - *Follow up- Guides and checklists can be found at <https://vem.vermont.gov/funding/pa>*
- Call taker form
 - Develop a form for call-takers on what information they should capture when receiving calls.
- Capacity of phone lines/ WIFI in the EOC?
- Can EOC get first net?
 - *Follow up- EOC's are eligible for first net. See email from Max Kennedy to Valerie Capels on 6/6/19 for more info.*
- Develop job aids for EOC roles
- Equip EOC– large maps/ easel white boards

Appendix D: PARTICIPANT FEEDBACK FORMS

Based on the exercise list the top 3 STRENGTHS you observed:

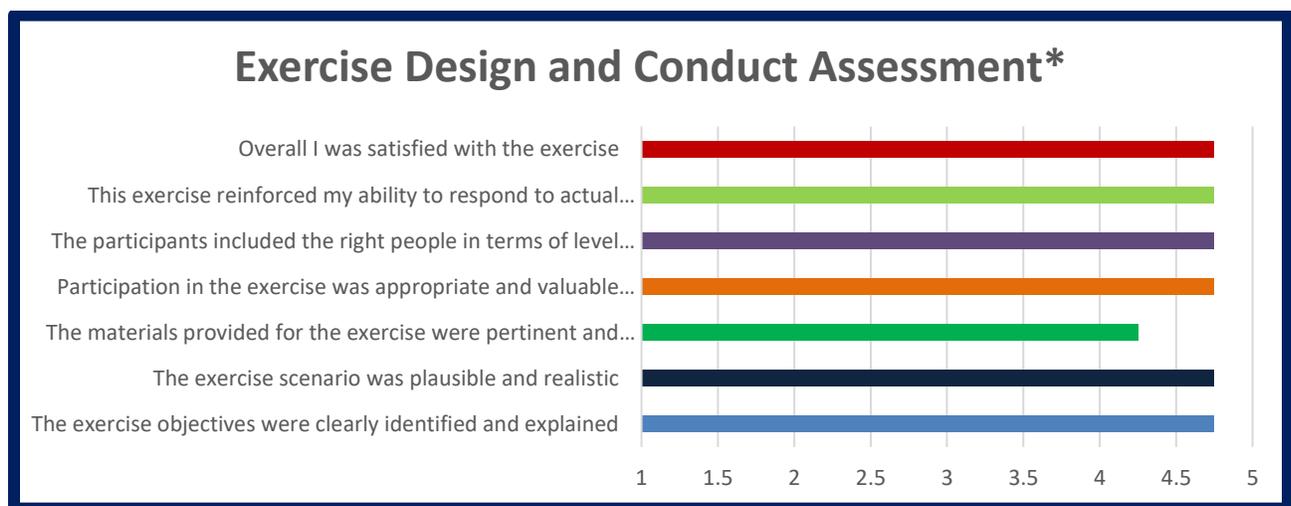
- Knowledge (x2)
- Willingness to work together
- Confidence
- Clarity
- Communication

Based on the exercise list the top AREAS FOR IMPROVEMENT and a recommendation on how to improve the issue:

- EOC, inventory of communication
 - List of what is readily available, in/out phone location and numbers that can be used.
- EOC, Usage of space
 - outline what areas of the building will be used for what

List the equipment, training, or plans/procedures that should be reviewed, revised, or developed. Indicate the priority for each:

- Communication center for volunteers
- Volunteer checklist
- LEMP Contacts



*Players were asked to rate the statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 being strong agreement. The chart provides the average for all who submitted feedback (4 players).