



**Camden County, MO Emergency Management Agency
Region F WebEOC Fatality Management Drill
After-Action Report/Improvement Plan
Date of AAR: March 29, 2022**

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine 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	Region F WebEOC Fatality Management Drill
Exercise Dates	March 24, 2022
Scope	This exercise is a regional drill/exercise planned for three hours. Camden County participants operated from the Camden County EMA, Lake Regional Health System, Camden County Health Department, Camden County Central Dispatch, Camden County Road & Bridge, and other off-site locations. Exercise play is limited to exercise parameters (drill/virtual via WebEOC).
Focus Area(s)	All
Capabilities	Planning, Intelligence & Information Sharing, Fatality Management, Operational Coordination, Operational Communication
Objectives	<ul style="list-style-type: none"> •Validate the Region F Mass Fatality Plan •Validate procedures to establish and continue communications with partners and key stakeholders •Validate procedures and resources to coordinate with partners and key stakeholders •Evaluate the steps/process for handling large-scale, mass fatality events •Validate the use of Hyper-Reach (Mass Notification System) for EOC Activation/Demob alerts
Threat or Hazard	Mass Fatalities from a virus mutation
Scenario	A mutation in the H7N2 virus affects how it spreads from person to person and its susceptibility to influenza antiviral drugs. The virus quickly spreads thru the region straining the healthcare system and critical infrastructure.
Sponsor	Missouri State Emergency Management Agency
Participating Organizations	SEMA, all Region F partners, Camden County EMA, Camden County Health Department, Medical Examiner's Office, American Red Cross, Lake Regional Health System, Camden County Sheriff's Office 9-1-1 Dispatch, Camden County LEPC, Camden County Road & Bridge, Camden County CERT
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ANALYSIS OF CAPABILITIES

Aligning exercise objectives and 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 capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Validate the Region F Mass Fatality Plan	Planning, Intelligence & Information Sharing, Operational Coordination, Fatality Management, Operational Communication		S		
Validate procedures to establish and continue communications with partners and key stakeholders	Operational Communication, Intelligence & Information Sharing, Operational Coordination		S		
Validate procedures and resources to coordinate with partners and key stakeholders	Operational Communication, Intelligence & Information Sharing, Operational Coordination		S		
Evaluate the steps/process for handling large-scale, mass fatality events	Planning, Intelligence & Information Sharing, Operational Coordination, Fatality Management, Operational Communication		S		
Validate the use of Hyper-Reach (Mass Notification System) for EOC Activation/Demob alerts	Operational Communication		S		

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the 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 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 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 capability were not performed in a manner that achieved the objective(s).

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

1. Validate the Region F Mass Fatality Plan

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

Mass Fatality Plan/Planning

Strengths

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

Strength 1: Combined effort of the whole region to collate resources/information for mass fatality incidents

Strength 2: Many resources are available and fairly evenly distributed throughout the region

Strength 3: Consistency in the approach to handling incidents of this magnitude

Areas for Improvement

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

Area 1: Update Points-of-Contact for LEOP Secured Volume B

Reference: Camden County LEOP

Analysis: We are experiencing some difficulty completing and keeping this document up to date due to turnover rate in the different agencies, businesses, and organizations with which we work. This will be an ongoing effort.

Area 2: Create a mass fatality plan for Camden County

Reference: Camden County LEOP

Analysis: Without an in-county document to guide efforts for our response agencies, we don't have a structure in place should something of this magnitude occur. Therefore, we are already working with our partners on developing a county plan.

Area 3: Create/Update Memorandums of Understanding/Agreement with companies who may have resources needed during large-scale emergencies

Reference: Camden County LEOP

Analysis: While MOUs and MOAs have existed for Camden County in the past, there are few to none in place currently.

2. Validate procedures to establish and continue communications with partners and key stakeholders

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

Communications

Strengths

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

Strength 1: Good communication within the Emergency Operations Center (EOC)

Strength 2: Proactive, cooperative, and efficient communications with off-site agencies and personnel.

Strength 3: The use of text messaging worked when a phone call wasn't realistic.

Strength 4: Use of the EMA radio frequency about exercise beginning and ending helped get the information out.

Areas for Improvement

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

Area 1: During scheduling of CERT volunteers, more information about when and where to report should be shared with members.

Reference: Camden County LEOP, Camden County CERT Standard Operating Guidelines

Analysis: The only contact that went out to the CERTs was from the EOC via Hyper-Reach. Better and more frequent communication needs to be established as soon as possible.

Area 2: Under normal operating conditions, volunteers for Camden County are restricted by the following rule in the Camden County Employee Handbook 2022:

Volunteers

Volunteers are individuals who provide Camden County with temporary unpaid volunteer hours. Volunteer hours must be approved in advance by your Elected Official (or Department Head). No volunteer positions or project will be scheduled for over 20 hours per week and must be of short duration. Short duration is defined as less than three (3) consecutive weeks.

Reference: Camden County Employee Handbook, Federal and state laws governing the use of volunteers and their hours of service if applicable

Analysis: We need to determine proper management of volunteer hours to avoid burnout during large-scale events and set rules/guidelines in place to protect their physical and mental wellbeing.

3. Validate procedures and resources to coordinate with partners and key stakeholders

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

WebEOC

Strengths

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

Strength 1: Continuous flow of information helped with situational awareness

Strength 2: Resource requests simplified and trackable

Strength 3: Easy to understand and practical

Areas for Improvement

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

Area 1: Need more authorized users/access/training for WebEOC for other agencies/partners

Reference: Camden County LEOP

Analysis: The WebEOC reports were slowed due to lack of personnel having access to enter their own updates into the Camden County record for the exercise. Having personnel who may be off-site granted access and training on the system will allow for less congestion in the EOC.

Area 2: Kept losing/it was difficult to find our county's record for updates.

Reference: WebEOC use

Analysis: Is there a way we can PIN our post to the top of the situational status board (even if it's just under our own login)?

Physical EOC

Strengths

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

Strength 1: New command/control center has greatly improved operational capabilities.

Strength 2: New EOC position checklists were extremely helpful to those who were new to serving in the EOC.

Strength 3: Having ICS forms available made keeping the records more manageable

Areas for Improvement

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

Area 1: Electronics issues

Reference: In-house operations

Analysis: NONE of the EOC computers have security/antivirus. Previous attempts to submit this issue to Huber for resolution have been closed and unfulfilled. At least one of the printers needs to be accessible by all EOC personnel, even those using guest Wi-Fi access. EOC staff also needs training on electronics including use of computers and programs.

Area 2: Camden County Radio Room needs to be setup/organized for better workflow.

Reference: In-house operations

Analysis: As the radio room sits now, operations are nearly unworkable. It has become a catch-all and would better serve the EOC and the county if it were set up, organized, and maintained better.

4. Evaluate the steps/process for handling large-scale, mass fatality events

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

Incident Command

Strengths

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

Strength 1: Having a radio room frees up on-scene personnel from having to report information to the EOC.

Strength 2: Having a good working relationship with first responder agencies helps to increase productivity and situational awareness from the scene.

Strength 3: Having staging areas and the EOC frees up IC to focus their attention to on-scene management.

Areas for Improvement

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

Area 1: More use of EOC resources via co-location with IC

Reference: Camden County LEOP

Analysis: Having EOC resources (Mobile EOC/comms bus/CERT trailers/etc.) co-located with IC allows for more efficient use of the resources.

Staging

Strengths

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

Strength 1: Allows for the clearance of vehicles and personnel from the IC

Strength 2: Allows for additional tracking and distribution of resources

Strength 3: Allows for dispersal of resources throughout the county

Areas for Improvement

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

Area 1: We need more primary and secondary staging area locations.

Reference: Camden County LEOP

Analysis: With the assistance of the Camden County Health Department, Lake Regional Health System, and our partners, we need to establish where medical versus standard points of distribution will be located throughout the county.

5. Validate the use of Hyper-Reach (Mass Notification System) for EOC Activation/Demob alerts

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

EOC Activation Communications

Strengths

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

Strength 1: Hyper-Reach is user-friendly

Strength 2: Previous EOC Activations/Demobilization messages have helped train members of the EOC Activation list to respond to the Hyper-Reach messages

Strength 3: So far, Hyper-Reach has been very cooperative about building the system to our needs.

Areas for Improvement

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

Area 1: We need templates in Hyper-Reach to save time and make EOC operations and communication more efficient.

Reference: Camden County LEOP

Analysis: We have attempted to input templates, however the system would not accept them (we suspect this is because we are still in the process of building the new mass notification system with Hyper-Reach).

Area 2: We need another backend training/campaign for authorized users.

Reference: Camden County LEOP

Analysis: Creating a list of users and permissions for the backend will simplify use of the system.

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination, Operational Communication, Planning	Update Points-of-Contact for LEOP Secured Volume B	Reach out to POC to update information.		EMA	EMA DD Rick Bumarch	4/4/22	10/4/22
Planning, Fatality Management	Create a mass fatality plan for Camden County	County has the outline of a plan but it needs to be completed.		EMA and partners	EMA personnel	4/16/22	4/16/22
Planning, Fatality Management	Create/Update Memorandums of Understanding/Agreement with companies who may have resources needed during large-scale emergencies	Get them signed.		EMA and partners	EMA personnel	4/16/22	Annual
Operational Communication, Operational Coordination, Information and Intelligence Sharing	During scheduling of CERT volunteers, more information about when and where to report should be shared with members.	EOC Training		EMA	EMA DD Rick Bumarch	4/5/22	10/5/22
Planning	Determine proper management of volunteer hours to avoid	Research state and federal laws, statutes, etc. to		EMA	EMA personnel	5/2/22	5/2/23

	burnout during large-scale events and set rules/guidelines in place to protect their physical and mental wellbeing.	write rule into LEOP.					
Planning, Intelligence and Information Sharing, Operational Coordination	Need more authorized users/access/training for WebEOC for other agencies/partners	Schedule class and message SEMA about authorized personnel.		EMA	EMA Director Sam Henley	4/12/22	10/12/22
Planning	Kept losing/it was difficult to locate our county's record in WebEOC.	Message SEMA about the ability to "pin" our post to the top of the Situational Status Board.		EMA	EMA Director Sam Henley	4/12/22	When resolved.
Planning	Electronics issues	Work with IT (Huber) to get all electronic issues resolved.		EMA	EMA personnel	4/12/22	10/12/22
Intelligence and Information Sharing, Operational Coordination, Operational Communication	More use of EOC resources via co-location with IC	Build out the Mobile EOC Trailer		EMA, CERT, ARES	EMA personnel	5/16/22	5/16/23
Planning, Operational Coordination	Need more primary and secondary staging area locations.	Work with partners to determine medical versus		EMA and partners	EMA personnel	6/6/22	6/6/23

		non-medical POD and staging areas.					
Planning	Need templates in Hyper-Reach to save time and make EOC operations and communication more efficient.	Difficulty or inability to preload templates. Reach out to Hyper-Reach to resolve this issue.		EMA	EMA Director Sam Henley	3/31/22	6/30/22
Planning	Need another backend training/campaign for authorized users.	Set up more authorized users and schedule training for them through Hyper- Reach.		EMA	EMA Director Sam Henley	4/6/22	6/6/22

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Federal
None
State
SEMA
Camden County
Health Department
Medical Examiner’s Office
Emergency Management Agency
Sheriff’s Department (9-1-1 Dispatch)
Local Emergency Planning Committee
Road & Bridge
Community Emergency Response Team
Other participants
Lake Regional Health System
American Red Cross
Other Region F Partners