

ASPR TRACIE Technical Assistance Request

Requestor: [REDACTED]
Requestor Phone: [REDACTED]
Requestor Email:
Request Receipt Date (by ASPR TRACIE): 29 December 2016
Response Date: 12 January 2017
Type of TA Request: Standard

Request:

[REDACTED] asked if ASPR TRACIE had After Action Reports (AARs) on any scenario to include both simulations/ exercises and real life events (e.g., Hurricane Sandy). He noted he was working with the [REDACTED] and was reviewing the Public Health Preparedness and Response Capabilities to conduct an analysis of how these objectives have improved over the years, identify any gaps, and determine the current status of where things stand.

Response:

The ASPR TRACIE team conducted a search for AARs on the ASPR TRACIE website, as well as from other previous technical assistance (TA) requests. The sections below include AARs covering various topics as follows:

- Section I – mass casualty events
- Section II – mass gathering/ special events
- Section III – medical countermeasures
- Section IV – Ebola
- Section V – special hazards

I. Mass Casualty-Related After Action Reports

Health Care Association of New Jersey. (2012). [Project ESCAPE \(Evaluate Surge Capacity and Prioritized Evacuation\) Full Scale Exercise: After Action Report/Improvement Plan.](#)

This AAR provides a summary of the Central West Medical Coordination Center regional mass casualty exercise. Organizers developed two objectives for this exercise: evaluate the ability to evacuate residents from a long-term care facility and evaluate medical surge into an acute care hospital. This document can also serve as a template for other community exercises.

Massachusetts Emergency Management Agency, Massachusetts Department of Public Health, City of Boston, et al. (2014). [After Action Report for the Response to the 2013 Boston Marathon Bombings](#).

This After Action Report (AAR) describes the events related to response to the Boston Marathon Bombings and associated incidents. The report attempts to constructively evaluate and assess public safety, public health, and medical response actions with the goal of providing agencies and organizations involved in the incident with practical recommendations to address them. Unified command, multi-agency coordination, and use of the incident command system are recurring themes in the document.

National Mass Care Council. (2015). [Critical Mass 2015: National Mass Care Exercise; Mass Care/Emergency Assistance After-Action Report](#).

This AAR provides a summary of outcomes related to the conduct of the 2015 National Mass Care Exercise held in Austin, Texas. The report also provides a synthesis of comments provided by participants during the hotwash at the conclusion of the exercise.

National Mass Care Council. (2013). [National Mass Care Exercise 2013: After Action Report](#).

This document is the AAR for the 2013 National Mass Care Exercise, which was conducted May 20-23, 2013, in Tallahassee, Florida, in conjunction with the 2013 Florida Statewide Hurricanes "Kirk and Lay" Exercise. The scenario included two hurricanes and hazardous materials events impacting densely populated counties in Florida. It gave participants an opportunity to test feeding and sheltering coordination in a triple impact event with high population density, large damage amounts, and significant logistics complexities.

Titan Systems Corporation. (n.d.). [Arlington County After-Action Report on the Response to the September 11 Terrorist Attack on the Pentagon](#). (Accessed 1/11/2017).

This After Action Report (AAR) describes the activities of Arlington County, VA and the supporting jurisdictions, government agencies, and other organizations in response to the September 11, 2001, terrorist attack on the Pentagon. It includes an entire section on hospitals and clinics. **NOTE:** This is not a mass gathering event. Rather it is a mass casualty event in which numerous lessons learned can be drawn, therefore is has been included in this document.

II. Mass Gathering/ Special Events After Action Reports

CNA. (2013). [Command, Control, and Coordination: A Quick-Look Analysis of the Charlotte-Mecklenburg Police Department's Operations during the 2012 Democratic National Convention](#). Bureau of Justice Assistance.

This report summarizes the events that occurred during the 2012 Democratic National Convention in Charlotte, NC. It identifies the strengths and areas for improvement that

were demonstrated during the event. Section 2.8 specifically addresses the aspects of Fire and Public Health agencies.

CNA. (2013). Command, Control, and Coordination: [A Quick-Look Analysis of the Tampa Police Department's Operations During the 2012 Republican National Convention](#). Bureau of Justice Assistance.

This report summarizes the events that occurred during the 2012 Republican National Convention in Tampa, FL. It identifies the strengths and areas for improvement that were demonstrated during the event. Section 2.8 specifically addresses the roles of Fire/Hazardous Materials (HAZMAT), Emergency Medical Services (EMS), Hospitals, and Public Health agencies.

National Capital Region. (2009). [2009 Presidential Inauguration January 17 21: Regional After-Action Report Summary](#).

This AAR summarizes the events that occurred during the January 20, 2009 Presidential inauguration of Barack Obama. It identifies the strengths (including several coalition activities and the use of the Health Emergency Coordination Center) and areas for improvement that were demonstrated during the event.

Serino, R. (n.d.). [Democratic National Convention After Action Briefing](#). (Accessed 1/11/2017.)

This presentation is an Emergency Medical Services (EMS) after action briefing on the Democratic National Convention held in Boston, MA in July 2004. It provides an overview of EMS roles and responsibilities during the convention, and identifies lessons learned.

III. Medical Countermeasures Exercise After Action Reports

Bristol County (MA) Public Health Emergency Preparedness Coalition. (2014). [After Action Report/ Improvement Plan: Contagion Containment – An Anthrax Response Tabletop Exercise](#).

This resource is an AAR/ IP for a tabletop exercise conducted to assess the capabilities of the Bristol County Public Health Emergency Preparedness Coalition's municipal public health agencies to effectively manage Emergency Dispensing Site operations in the event of an influenza pandemic.

Buncombe County Health Center. (2008). [Western North Carolina Strategic National Stockpile Local Receiving Site Regional Full Scale Exercise: After Action Report](#).

This resource is an AAR/ IP for a pandemic influenza full-scale exercise including the Joint Information Center, with four functional tabletop exercises occurring simultaneously. The exercise was designed and conducted to test the deployment of the

Strategic National Stockpile from the Receipt, Stage, and Store warehouse to the chosen Local Receiving Sites in Buncombe County.

Columbus County (NC) Health Department. (2012). [Columbus County Health Department Drive-Thru POD Functional Exercise.](#)

This resource is an AAR/ IP for a drive-thru Point of Dispensing (POD) functional exercise planned for Columbus County Health Department and County Emergency Services Staff.

Florida Department of Health. (2011). [Bioshield 2011: After Action Report/Improvement Plan.](#)

The Florida Department of Health's (DOH) biological Functional Exercise BioShield 2011 was developed to determine effectiveness of the Strategic National Stockpile Appendix and related DOH plans in response to a biological event in two southern Florida counties. This AAR/ IP is divided into three functional areas (Parts) covering the four stages of the exercise.

Kansas Department of Health and Environment. (n.d.). [Point of Dispensing \(POD\) Clinic: After Action Report and Improvement Plan.](#) (Accessed 1/11/207.)

This resource provides an AAR/ IP template for a Point of Dispensing (POD) full-scale exercise to test the Public Health Preparedness Capabilities of Medical Countermeasure Dispensing and Public Health Surveillance and Epidemiological Investigation.

SouthEast Texas Regional Advisory Council (SETRAC). (2013). [Regional Allocation, Distribution, and Dispensing Strategic National Stockpile Full Scale Exercise.](#)

The 2013 Regional Allocation, Distribution, and Dispensing (RADD) Strategic National Stockpile (SNS) full scale exercise assessed the abilities of member jurisdictions within the Texas Department of State Health Services Health Service Region 6/5 South and other participating jurisdictions to facilitate intelligence and information sharing; activate the receiving, staging, storing (RSS) site and distribute SNS resources; coordinate region-wide mass prophylaxis operations with Points of Dispensing Sites (PODs); and coordinate public information. **NOTE:** This AAR is not publically available. For a copy of complete AAR, contact SETRAC staff at (281) 822-4444.

IV. Ebola-Related After Action Reports

Chamberlin, M., Okunogbe, A., Moore, M., and Abir, M. (2015). [Intra-Action Report A Dynamic Tool for Emergency Managers and Policymakers.](#) RAND Corporation.

The authors coined the term "Intra-Action Report" and tracked and shared the challenges, successes, and lessons being learned and applied during the 2014 response to Ebola.

National Association of State EMS Officials. (2015). [NASEMSO After Action Review: Lessons Learned, Best Practices and Recommendations - Ebola Disease Outbreak.](#)

NASEMSO's Domestic Preparedness Committee prepared this document to highlight critical dates during the Ebola outbreak, provide background information on the disease, describe lessons learned from the response, identify best practices, and recommend actions to federal partners.

V. Specific Hazards-Related After Action Reports

Wisconsin Department of Health Services. (n.d.). [Homeland Security Exercise and Evaluation Program \(HSEEP\) for Hospitals Training.](#) (Accessed 10/14/2015.)

This website provides an overview of the Homeland Security Exercise and Evaluation Program (HSEEP), guidance on how to write exercise objectives, a checklist on completing exercise design, guidance on how to develop an exercise scenario and Master Scenario Events List, and examples/ templates of After Action Reports and Improvement Plans. **NOTE:** An example AAR is located under Lesson 7, and is related to a chemical decontamination exercise.