



# Loss of Communication 2019

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## After-Action Report/Improvement Plan

//2019

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

|                                    |   |
|------------------------------------|---|
| <b>Exercise Name</b>               | Loss of Communication 2019  |
| <b>Exercise Dates</b>              | 05/15-2019  |
| <b>Scope</b>                       | This exercise is a tabletop exercise, planned for 1.5 hours at Bismarck-Burleigh Public Health. Exercise play is limited to participants and the West conference room.  |
| <b>Mission Area(s)</b>             | Protection and Response   |
| <b>Core Capabilities</b>           | Operable Communication and Interoperable Communications.  |
| <b>Objectives</b>                  | 1-The Facility will activate the crisis communication plan. 2-The Facility will identify the types of communication available within their facility and use them along with the crisis communication plan. 3-The Facility will discuss who the stakeholders are and contact them. 4-The Facility will develop a news release and ICS-213 messaging form that will be distributed to outside agencies. |
| <b>Threat or Hazard</b>            | Cyber Attack  |
| <b>Scenario</b>                    | National News has been reporting some cyber activity across the nation and several states have had loss of communication and power. In ND we did receive an attack on our power providers but their cyber security was effective and we continue to have power. The cyber-attacks continue all morning with Montana, South Dakota and Minnesota all losing power and communications.                  |
| <b>Sponsor</b>                     | Bismarck-Burleigh Public Health SWC Regional Emergency Preparedness and Response  |
| <b>Participating Organizations</b> | * _____   |
| <b>Point of Contact</b>            | * _____   |



## 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) |
|--|--|----------------------------------|------------------------------------|-------------------------------------|----------------------------|
| 1-The Facility will activate the crisis communication plan.  | Operable and Interoperable Communication |                                  |                                    |                                     |                            |
| 2-The Facility will identify the types of communication available within their facility and use them along with the crisis communication plan. | Operable Communication                   |                                  |                                    |                                     |                            |

| Objective   | Core Capability             | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
|---|-----------------------------|----------------------------------|------------------------------------|-------------------------------------|----------------------------|
| 3-The Facility will discuss who the stakeholders are and contact them.  | Interoperable Communication |                                  |                                    |                                     |                            |
| 4-The Facility will develop a news release and ICS-213 messaging form that will be distributed to outside agencies.   | Interoperable Communication |                                  |                                    |                                     |                            |
| <p><b>Ratings Definitions:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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).</li> </ul> |                             |                                  |                                    |                                     |                            |

**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-The Facility will activate the crisis communication plan.**

### **Operable and Interoperable Communication**

#### **Strengths**

The \_\_\_\_\_ capability level can be attributed to the following strengths:

#### **Strength 1:**

When, who, what and how do you activate the crisis communication plan:

#### **Areas for Improvement**

The following areas require improvement to achieve the \_\_\_\_\_ capability level:

**Area for Improvement 1:** \_\_\_\_\_

**Reference:** CMS emergency preparedness rules and guidelines and Homeland Security National Preparedness Goals

**Analysis:** This objective was \_\_\_\_\_ meet because facilities were able to identify when to utilize the Crisis Communication Plan and how they would activate the plan.

## **Objective 2-The Facility will identify the types of communication available within their facility and use them along with the crisis communication plan.**

### **Operable Communication**

#### **Strengths**

The \_\_\_\_\_ capability level can be attributed to the following strengths:

#### **Strength 1:**

What types of communication means were identified for your facility:

#### **Strength 2:**

How did you utilize your means of communication:

## Areas for Improvement

The following areas require improvement to achieve the \_\_\_\_ capability level:

**Area for Improvement 1:** \_\_\_\_\_

**Reference:** CMS emergency preparedness rules and guidelines and Homeland Security National Preparedness Goals.

**Analysis:** This objective was \_\_\_\_\_ meet because agencies were able to identify how they would utilize their existing internal communication means to maintain communication.

## Objective 3-The Facility will discuss who the stakeholders are and contact them.

### Interoperable Communication

#### Strengths

The \_\_\_\_ capability level can be attributed to the following strengths:

#### Strength 1:

Who are the stakeholders:

#### Strength 2:

How did you contact them:

## Areas for Improvement

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

**Area for Improvement 1:**

**Reference:** CMS emergency preparedness rules and guidelines and Homeland Security National Preparedness Goals

**Analysis:** The objective was \_\_\_\_\_ meet because facilities were able to identify who, when and how to communicate to stakeholders. ICS form 213 was discussed.

## **Objective 4-The Facility will develop a news release and ICS-213 messaging form that will be distributed to outside agencies.**

### **Interoperable Communication**

#### **Strengths**

The \_\_\_\_\_ capability level can be attributed to the following strengths:

#### **Strength 1:**

Development of a News Release and ICS-213

#### **Strength 2:**

Distribution of the messages to outside agencies:

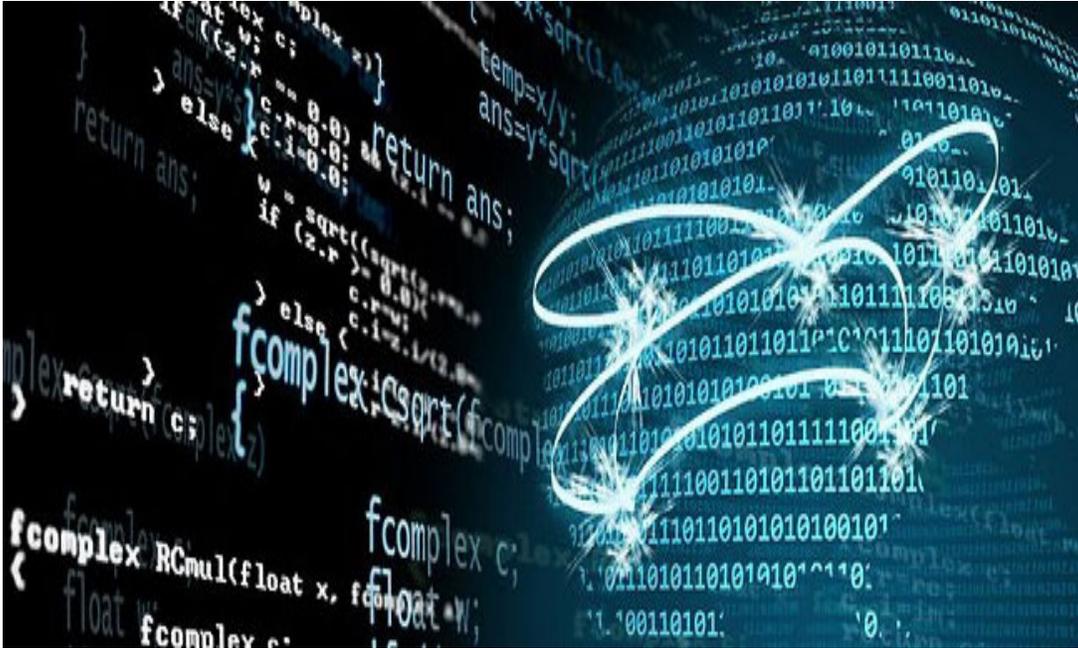
#### **Areas for Improvement**

The following areas require improvement to achieve the \_\_\_\_\_ capability level:

#### **Area for Improvement 1:**

**Reference:** CMS emergency preparedness rules and guidelines and Homeland Security National Preparedness Goals

**Analysis:** The objective was \_\_\_\_\_ meet because participants were able to complete a News Release and the ICS-213 form.



**Action Notes:**

## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for \_\_\_\_\_ as a result of the Loss of Communication Tabletop Exercise conducted on \_\_\_/\_\_\_/2019.

| Core Capability   | Issue/Area for Improvement | Corrective Action | Capability Element <sup>1</sup> | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
|---|----------------------------|-------------------|---------------------------------|----------------------------------|------------------|------------|-----------------|
| Operable and Interoperable Communication/1-<br>The Facility will activate the crisis communication plan.  |                            |                   |                                 |                                  |                  |            |                 |
| Operable Communication/2-<br>The Facility will identify the types of communication available within their facility and use them along with the crisis communication plan. |                            |                   |                                 |                                  |                  |            |                 |
| Interoperable Communication/3-<br>The Facility will discuss who the stakeholders are and contact them.  |                            |                   |                                 |                                  |                  |            |                 |
| Interoperable Communication/4-  |                            |                   |                                 |                                  |                  |            |                 |

<sup>1</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

|   |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|
| The Facility will develop a news release and ICS-213 messaging form that will be distributed to outside agencies. |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|

## APPENDIX B: EXERCISE PARTICIPANTS

### Sign in sheet from Exercise

- Scan in your sign in sheet



## **PARTICIPANTS FEEDBACK**

### **Loss of Communication Full Scale Exercise // 2019**

1. Did you find this exercise to enhance your knowledge? Please list key points.
2. What gaps did you find today that can be action items to correct? List key points.
3. Additional comments.