



# **Zen Office of Emergency Management and Homeland Security**

## I. Executive Summary

EMAP truly appreciated the opportunity to partner with the Zen Office of Emergency Management and Homeland Security staff in successfully accomplishing the initial Event Strategic Review (ESR). EMAP, partnering with stakeholders from the Federal Emergency Management Agency (FEMA), National Emergency Management Agency (NEMA), and International Association of Emergency Managers (IAEM) has developed the Event Strategic Review (ESR). The goal of the pilot project is to utilize EMAP's independent peer-review process to collect and analyze data that will support and assist the FEMA National Preparedness Assessment Division (NPAD) in meeting goals established in the Post Katrina Emergency Management Reform Act of 2006 and Remedial Action Management Program. Additionally, the pilot provided EMAP Training & Technology an opportunity to alpha test the ESR Application (ESRA) currently in development. For the purposes of the initial pilot, ESRA was alpha tested as an Access Database to provide a template by which the pilot software platform could be initiated.

EMAP will review and translate data collected into an aggregate format that will be provided to partnering stakeholders referenced above. ESR pilot expenses are funded through EMAP's cooperative agreement with FEMA thus providing your Program with a "free" review.

Please find attached a summary report that outlines preliminary findings of the review team. Thank you for devoting programmatic time, as well as the time of your staff towards the ESR pilot. We would like to take this opportunity to recognize the exemplary professionalism and assistance provided by the staff of the Zen Office of Emergency Management and Homeland Security and their Emergency Management Agency.

Emergency management requires the cooperation and collaboration of all organizations having a role in response and recovery. Your cooperation and efforts demonstrate the level of leadership and commitment required for the continual professionalization of emergency management to ensure our collective ability to protect the citizens we serve.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nicole M. Ishmael". The signature is fluid and cursive, with the first name "Nicole" being more prominent.

Nicole M. Ishmael  
EMAP Executive Director

## **II. Introduction**

### **A. ESR Candidate**

**Program: Zen Office of Emergency Management and Homeland Security**

**Program Address:**

State of Zen  
1234 Alpha Street  
Peace, TX-Texas  
00000-0000

**ESR Contact:**

Mrs. Going Green  
Training and Exercise Coordinator  
(123) 456-7654  
(123) 555-2323  
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### **B. ESR Team**

Jarad Downing, EMAP - Technology & Training Assistant  
Nicole Ishmael, EMAP - Executive Director  
Scott Gauvin, EMAP - Projects Specialist

### **C. ESR Methodology**

As this was a “stand-alone” pilot, an EMAP Reviewer team was assembled to conduct an On-site review separate from an existing scheduled baseline assessment. The process followed many of the same components of the proven peer-review process used by EMAP. The Program was given an opportunity to complete a Self-review, submit supportive documentation and complete an On-site Review prior to the arrival of the Assessor Team.

The program completed an internal self review against pilot methodology and EMAP Standards. The On-site Review was conducted by a team of EMAP liaisons, which provided pilot guidance and direct observation for measuring ESR pilot delivery; monitored progress and outcomes; and coordinated the activities of three (3) independent trained reviewers from outside the pilot program.

### **III. Applying the ESR Data Points**

#### **A. Purpose and Scope of the ESR Data Points**

The pilot project purpose is to collect and identify priority issues, corrective actions, lessons learned and best practices for improvement of existing after-action processes used for exercises and real world events.

The ESR is not prescriptive in nature, rather the ESR applies existing standards and data analysis inquiry to review event documentation pursuant to EMAP Standards 4.3: Hazard Identification, Risk Assessment and Consequence Analysis and EMAP Standard 4.14: Exercises, Evaluations and Corrective Actions. An “Event” is defined as an occurrence of significant involvement that includes multiple jurisdictions and/or agencies that spans multiple operational periods that produces both information and formal event documentation.

Documents to be reviewed and/or considered:

- Exercise Events (Discussion Based, Tabletops, Functional & Full-Scale)
  - o State Preparedness Report(s)
  - o After Action Report(s)
  - o Improvement Plan(s)
  - o Corrective Action Plan(s)
  - o Training & Exercise Work Plan(s)
- Real World Events
  - o Incident Action Plan(s)
  - o After Action Report(s)
  - o Improvement Plan(s)
  - o Corrective Action Plan(s)

Criteria that will be collected and analyzed will span from 2006 to present:

- Event details (date, location, type of event/exercise, etc.)
- Top 10 Corrective Action items currently being improved upon
- Corrective Actions that have been resolved within the last year
- Lessons Learned within the last year
- Agency funding for Exercise(s)
- Identified strengths and areas of improvement
- EMAP Standard 4.3: Hazard Identification, Risk Assessment and Consequence Analysis
- EMAP Standard 4.14: Exercises, Evaluations and Corrective Actions

#### **B. Organization of Review Findings**

Section IV of the review report lists foundational documentation that provided for review and data points. Review and data points were applied to the Program, and describe the findings of the review team for each point. Any exemplary or otherwise noteworthy aspects of the Program that were brought to light during the review are included.

## **Corrective Action Process**

The Program has a Continuous Corrective Action process: true  
The Program has a Corrective Action Development Process: true  
The Program has a Corrective Action Tracking Process: true

Corrective Action Process Summary:

The State of Zen conducted its 2010-12 Multiyear Training and Exercise Planning Workshop (TEPW) on September 16, 2009. The goal of the TEPW was to lay the foundation for growing and sustaining a coordinated emergency preparedness training and exercise program in the State of Zen, including: 1) the drafting of a Multiyear Training and Exercise Plan (TEP), and 2) the establishment of a Training and Exercise Committee (TEC).

The TEPW was comprised of representatives from those departments and organizations in Zen with a role in the City's Emergency Operations Plan, including:

Zen Health and Hospitals Authority (ZHHA)

Department of Parks and Recreation

Zen International Airport (ZIA)

Zen Police Department (ZPD)

District Attorney

Zen Public Health (ZPH)

Department of Environmental Health (ZEH)

Department of Public Works (ZPW)

Zen Fire Department (ZFD)

American Red Cross

Department of Human Services

Office of Risk Management

Office of Emergency Management & Homeland Security  
(OEM)

Zen Sheriff's Department (ZSD)

The TEC is comprised of representatives of the departments and organizations listed above and is open to any other State of Zen departments or partner organizations with a critical role in emergency preparedness and response activities. The role of the TEC is to meet periodically to:

Coordinate emergency preparedness training and exercises in Zen, as well as with the Urban Area Security Initiative (UASI)

Monitor the progress of TEP implementation

Identify future training and exercises

Leverage funding opportunities

Resolved Corrective Actions in the previous year:

This information is not available at this time.

## **Disaster Declarations**

- Little Goose Fire - 2007-08-12
- Zanadu Flooding - 2010-07-04
- Hurricane Ethel - 2010-08-12

## **Exercise Plan(s)**

Multiyear Training and Exercise Plan 2010-2012 v.4.1

Exercises:

- Hot Tamale Full-Scale Exercise (FSE) - 2007-10-24
- Point of Dispensing (POD) Squad FSE - 2007-11-17
- Metro Zen Hospital Exercise Functional Exercise (FE) - 2008-06-10
- Radiation Roundup FE - 2008-06-25
- Front Range Mutual Aid Tabletop Exercise (TTX) - 2008-07-04
- ELECTION Event - 2008-08-25

Exercise Priorities:

- Priority 1
- Expand Regional Collaboration
- Implement the National Incident Management System and the National

Response Framework

- Implement the National Infrastructure Protection Plan
- Strengthen Information Sharing and Collaboration Capabilities
- Strengthen Interoperable and Operable Communications Capabilities
- Strengthen Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Detection, Response, and Decontamination Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Strengthen Planning and Citizen Preparedness Capabilities
- Strengthen Evacuation Capabilities

Exercise Target Capabilities:

- Planning
- Communications
- Information Gathering and Recognition of Indicators and Warnings
- On-site Incident Management
- Emergency Operations Center Management
- WMD/Hazardous Materials Response and Decontamination
- Citizen Evacuation and Shelter-in-Place
- Urban Search and Rescue
- Medical Surge
- Mass Prophylaxis
- Fatality Management
- Economic and Community Recovery



## **Hazard Identification, Risk Assessment and Consequence Analysis**

The Program's Exercise Plan matches their HIRA: true

Identified Hazards:

- Hurricane
- Tornado
- Severe Thunderstorm
- Snow Fall
- Blizzard
- Ice Storm
- Earthquake
- Electrical Failure
- Generator Failure
- Transportation Failure
- Natural Gas Failure
- Water Failure
- Sewer Failure
- Steam Failure
- Fire Alarm Failure
- Communications Failure
- Fire
- Flood
- Hazmat Exposure
- Mass Casualty Incident (trauma)
- Mass Casualty Incident (medical/infectious)
- Terrorism, Biological
- VIP Situation
- Infant Abduction
- Labor Action
- Forensic Admission
- Bomb Threat

## **IV. Event Review Findings**

### **Event: Zen Fire Service Institute**

Event Start Date: Sep 03 09

Event End Date: Sep 04 09

Event Duration: 33 Hours

Event State: WY-Wyoming

Event Location(s)/Site(s):

- ZFSI Zen Campus

Event Type: Full Scale

Event Host(s):

Event Funding Source(s):

- Zen Fire Service Institute
- Zen Terrorism Task Force

Event Goals:

Event Scenario: Flood

Event Scenario Summary:

The exercise was created to have a natural weather related incident take place in a community that is simulated on the training grounds of the Zen Fire Service Institute Zen campus. This community consists of props to simulate a three story multi-unit apartment building, a concrete and heavy steel office complex, and a medical facility. A tornado has touched down causing extensive damage to the site. The responding Teams were required to report to a remote reception location, where base line medical information was gathered and administrative paperwork completed to include credentialing. They then reported to the exercise site, where they were briefed on the situation, given work assignments and BOO location. The total exercise ran approximately 33 hours with each Team working approximately 26 hours, with 7 hours down time. Prior to the Teams returning to their respective quarters, they were debriefed by both ZFSI and MAS evaluators

Statewide Event and/or MultiState Event: true

Event Participants:

- ZLEAS- Zen Transportable Emergency Communications System (ZTECS)
- ZLEAS-EOC Vans
- MAS-Decon Vehicles
- MAS-Light Trailers
- MAS-Air Trucks
- MAS-Maintenance Truck

Role of the State Emergency Management Program:

Coordinate response efforts and protect life, property and peace.

## **Target Capabilities, Corrective Actions & Strengths:**

### **• Communications**

Activity Level(s):

Strength(s):

Initiate documentation of responding teams.

Establish common response communications (common language.)

Area(s) of Improvement:

ZTECS Radio Reprogramming Requirement.

Summary:

Corrective Actions:

- Test

Assigned To:

Completed By:

Completed Date:

Reviewer Findings:

Improvement Plan Provided: false

Improvement Plan Completed: false

### **Lessons Learned:**

- Example lesson learned

This is just an example of the data a program would enter for each lesson learned from the Event.

### **Documents Reviewed:**

- xyzjh.jpg

### **Event: Blah**

Event Start Date: May 16 11

Event End Date: May 16 11

Event Duration: 2 hours

Event State:

Event Location(s)/Site(s):

Event Type:

Event Host(s):

Event Funding Source(s):

Event Goals:

Event Scenario:

Event Scenario Summary:

Statewide Event and/or MultiState Event: false

Event Participants:

Role of the State Emergency Management Program:

### **Target Capabilities, Corrective Actions & Strengths:**

### **Lessons Learned:**

### **Documents Reviewed:**

## **Event: ZMERT Deployment - Northern Zen University Shootings Mission Number Z2008-0181 Tranquil, Zen**

Event Start Date: Feb 24 08

Event End Date: Feb 24 08

Event Duration: 15 hours

Event State:

Event Location(s)/Site(s):

- Northern Zen University - Tranquil, Zen

Event Type: Real World Event

Event Host(s):

- ZEMA Zen Emergency Management Agency
- ZDPH ZEN Public Health Department

Event Funding Source(s):

- ZDPH - Zen Department of Public Health

Event Goals:

Event Scenario: Health

Event Scenario Summary:

ZMERT assets were pre-deployed to NZU to provide medical support for SWMDT and other state assets as required during the memorial service for the victims of the NZU shootings. ZMERT's medical package and personnel were pre-staged in the boiler room of NZU. ZMERT staff were instructed to wear civilian clothing instead of ZMERT uniforms, to limit the size of the deployment team, and to deploy only with trucks.

Statewide Event and/or MultiState Event: false

Event Participants:

- Zen Medical Emergency Response Team - ZMERT
- Zen State Weapons of Mass Destruction Team

Role of the State Emergency Management Program:

ZEMA and ZDPH as the agencies charged to mobilize and deploy ZMERT coordinated the activation and deployment of ZMERT to NZU and processed all mission paperwork including the workers compensation forms prior to the activation and at the close of the event.

### **Target Capabilities, Corrective Actions & Strengths:**

- Emergency Triage and Pre-Hospital Treatment

Activity Level(s):

- Implement notification procedures for ZMERT personnel and volunteers using appropriate deployment orders per Harmony Office of Emergency Management dispatch.
- Activate procedures to receive and manage staff throughout the incident.
- Deploy ZMERT assets in real time from pre-identified staging area.
- Set up a patient care area in assigned locations at NZU.
- Brief ZMERT staff on the event, evacuation site and response procedures established for the deployment

Strength(s):

Patient care area established within the boiler room at NZU and a rapid deployment team established.

ZMERT personnel briefed on the event, ZMERT evacuation site, and response procedures developed for this deployment.

Area(s) of Improvement:

Team members were notified by Harmony county dispatch as requested by the ZMERT MST Coordinator. All information was not correctly relayed to team members as to meeting point and time.

Information as to the exact ZMERT mission was not readily available from the State of Zen due to the short notice and type of deployment. There was confusion about which ZMERT teams and what equipment was required.

The ZMERT team was instructed to deploy wearing civilian clothes. If this is requested then ZMERT team members need a uniform shirt or some type of clothing that would identify team members as first responders and would allow them to deploy rapidly to another area if required.

There was confusion about ZMERT responsibility in relation to the VIPs attending the memorial service. The ZMERT team was not notified until arrival that they were responsible for providing medical assistance to the VIPs attending the memorial service. Luckily, the ZMERT team had taken sufficient medical supplies to the deployment.

Summary:

Corrective Actions:

- ZEMA and ZDPH have determined that the ZMERT MST Coordinator will receive deployment instructions directly from the SWMDT commander

Assigned To: Mission Support Team Coordinator

Completed By: Mission Support Team Coordinator

Completed Date: Feb 2009

Reviewer Findings:

- Mission Support Team Coordinator must ensure that correct information is received relative to the deployment mission

Assigned To: Mission Support Team Coordinator  
Completed By: Mission Support Team Coordinator  
Completed Date: Feb 2009

Reviewer Findings:

- Purchase uniform shirts or vests that would identify team members and would allow them to deploy rapidly to another area if required.

Assigned To: Equipment Coordinator  
Completed By: Equipment Coordinator  
Completed Date: Feb 2009

Reviewer Findings:

- Mission Support Team Coordinator will clarify information relative to the deployment mission with deployment commander prior to deployment

Assigned To: Mission Support Team Coordinator  
Completed By: Mission Support Team Coordinator  
Completed Date: Feb 2009

Reviewer Findings:

Improvement Plan Provided: true  
Improvement Plan Completed: true

• **On-site Incident Management**

Activity Level(s):

- Identify operational radio channels
- Ensure that on-scene communication equipment checks are completed
- Use established resource tracking systems
- Review and evaluate hazard and response information as it pertains to the safety of

ZMERT personnel

Strength(s):

ZMERT was able to maintain situational awareness using the Groove workspace created for this deployment.

Area(s) of Improvement:

Communications with SWMDT command and other responders was not established. 800 MHZ radio (including Starcom21), cell phones, and vhf radios had spotty coverage within the structures at NZU. Other agencies did not even know ZMERT that ZMERT was deployed.

Attempts to resolve the communication issues using an VTEC's radio system were not successful. ZMERT did not have the cables

needed for the ICRI box in order to patch frequencies.

Summary:

Corrective Actions:

- Communication staff will test communication equipment prior to deployment and upon arrival at the scene

Assigned To: Communications

Completed By: Communications

Completed Date: Feb 2009

Reviewer Findings:

- Required cables will be purchased and ZMERT communication policies and procedures will be reviewed and revised as appropriate

Assigned To: Communications

Completed By: Communications

Completed Date: Feb 2009

Reviewer Findings:

Improvement Plan Provided: true

Improvement Plan Completed: true

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Activity Level(s):

- • Identify meeting point and conduct final personnel and equipment accountability procedures

- • Conduct incident debriefing

Strength(s):

Personnel debriefed. Personnel and equipment demobilized safely. Duty tour ended.

Area(s) of Improvement:

Summary:

Corrective Actions:

Improvement Plan Provided: true

Improvement Plan Completed: true

## **Lessons Learned:**

### **Documents Reviewed:**

- State of ZEN ZMERT Deployment AAR & IP.docx
- CCD Hazard Analysis.xls
- Example AAR.docx
- Example Training and Exercise Plan 2010-12 (v4.1).docx

### **Interviews:**