AFTER ACTION REPORT

HURRICANE GUSTAV
HURRICANE IKE

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Unclassified

BRIEFING OUTLINE

PURPOSE: To provide an After Action Review (AAR) on the alert and activation of the El Paso/Las Cruces Federal Coordination Center (FCC) for Hurricane Gustav and Hurricane Ike

1. Background
2. Alert and Activation Orders
3. Unified Command Structure
4. Simultaneous Operation
5. Hurricane Gustav Summary
6. Hurricane Ike Summary
7. Conclusion

Orders

Hurricane Gustav

Alert

• DA EXORD 343-08 for MEDCOM to alert FCC facility in El Paso DTG 292350Z Aug 08

•FRAGO 2 to OPORD 08-56 (2008 Severe Weather Hurricane Season) USAMEDCOM DTG 293130Q Aug 08

Activation

• FRAGO 5 to OPORD 08-56 (2008 Severe Weather Hurricane Season) USAMEDCOM DTG 021600Q Sept 2008

Deactivation

• USNORTHCOM MOD 6 to EXORD for Hurricane Gustav, DTG 020800z Sep 08

• FRAGO 7 to Operations Order 08-56 (2008 Severe Weather/Hurricane Season) USAMEDCOM DTG 041410Q Sept 08

Hurricane Ike

Alert

• FRAGO 7 to Operations Order 08-56 (2008 Severe Weather/Hurricane Season) USAMEDCOM DTG 041410Q Sept 08

Activation

• FRAGO 9 to OPORD 08 -56 (2008 Severe Weather/Hurricane Season) USAMEDCOM DTG 101410Q Sept 08

Deactivation

• Pending

Background

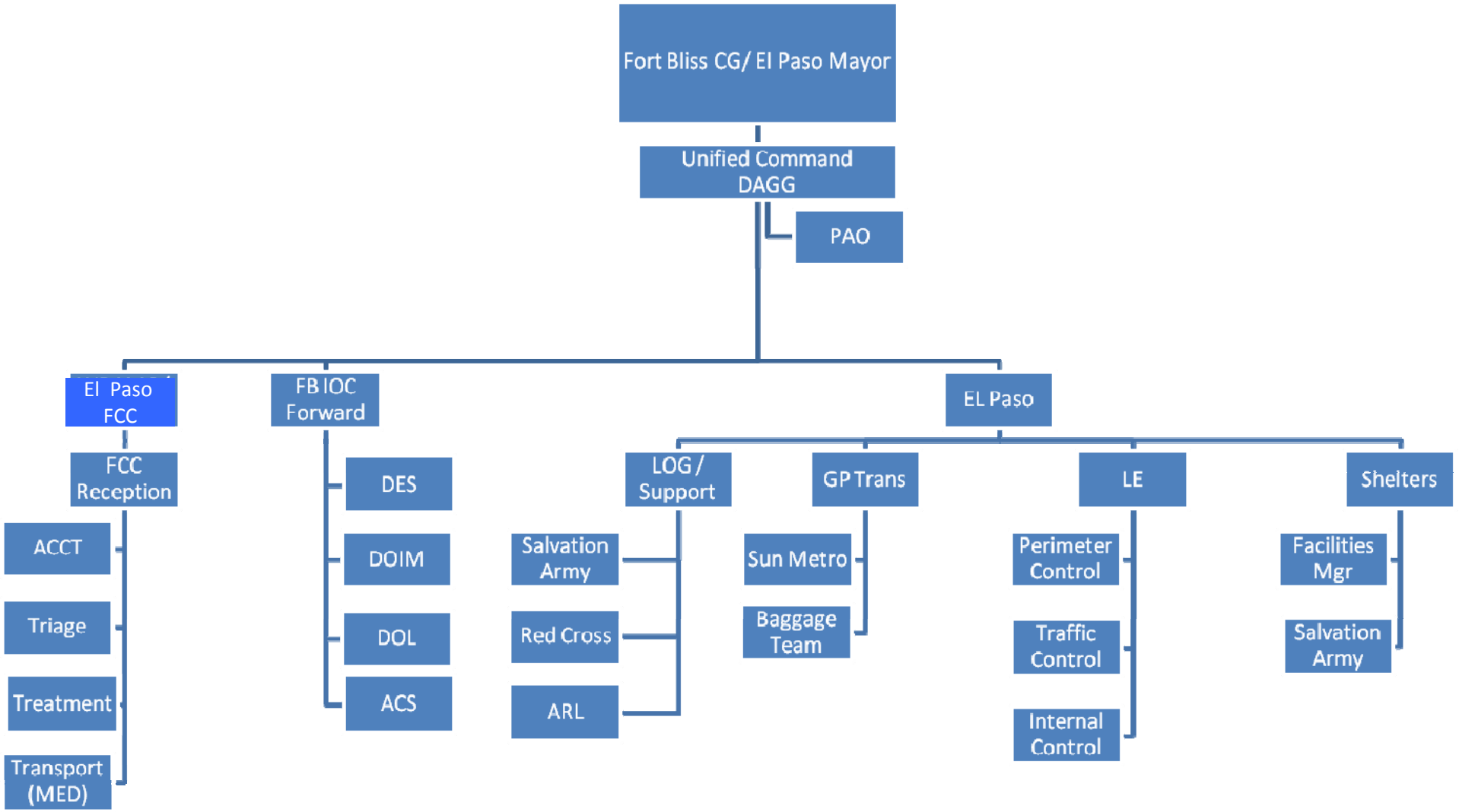
The National Disaster Medical System (NDMS) is a system design to care for victims of an incident that exceeds the medical capabilities of any affected State, region, or Federal medical care system. It is a partnership involving major Federal agencies, military, State and local governments and the private sector.

William Beaumont Army Medical Center (WBAMC) has been designated as the DOD El Paso/Las Cruces Federal Coordinating Center (FCC).

The El Paso/Las Cruces FCC has been activated twice during the 2008 hurricane season:

1. Hurricane Gustav
2. Hurricane Ike

EL PASO FCC UNIFIED COMMAND

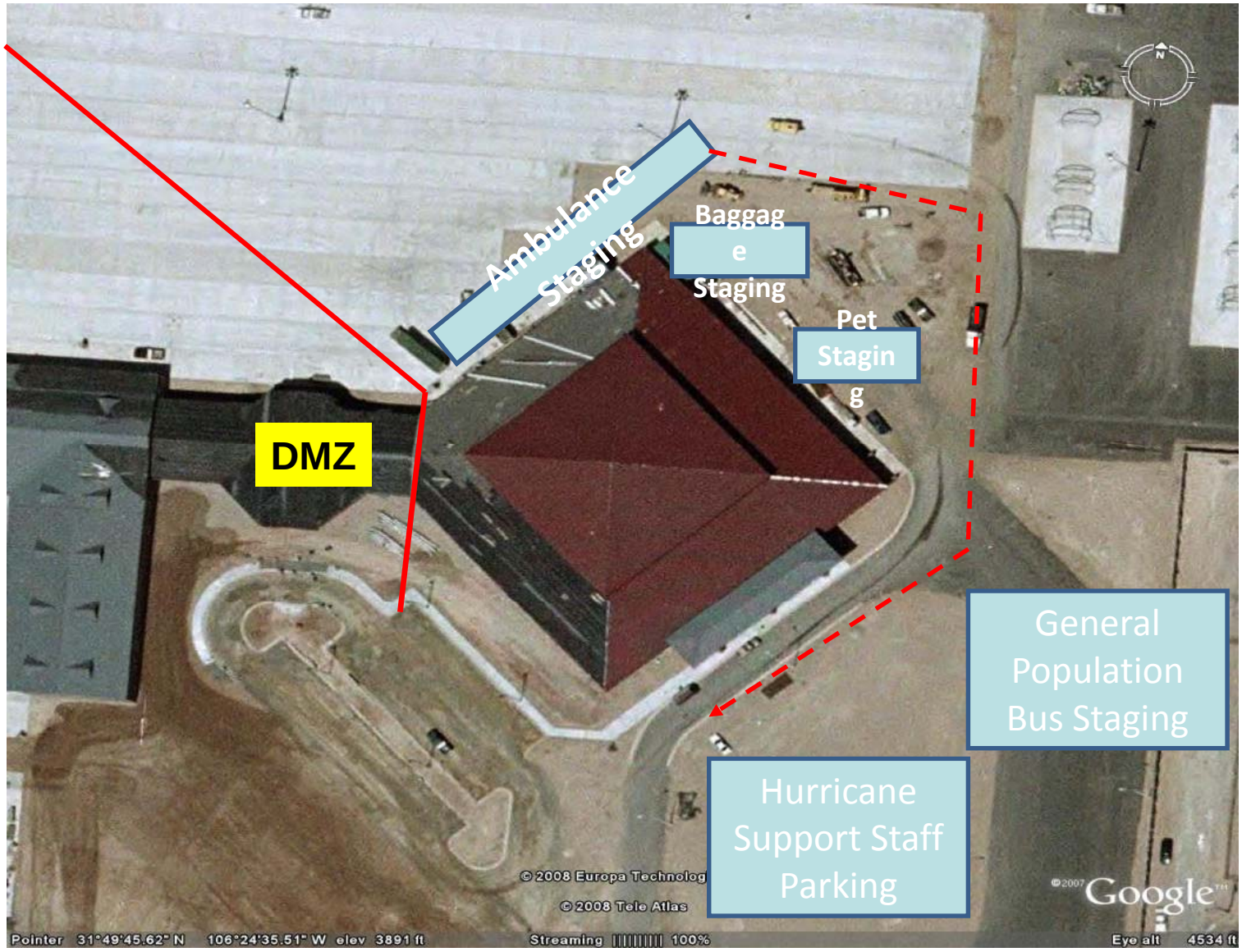


AAR – HURRICANE GUSTAV/IKE

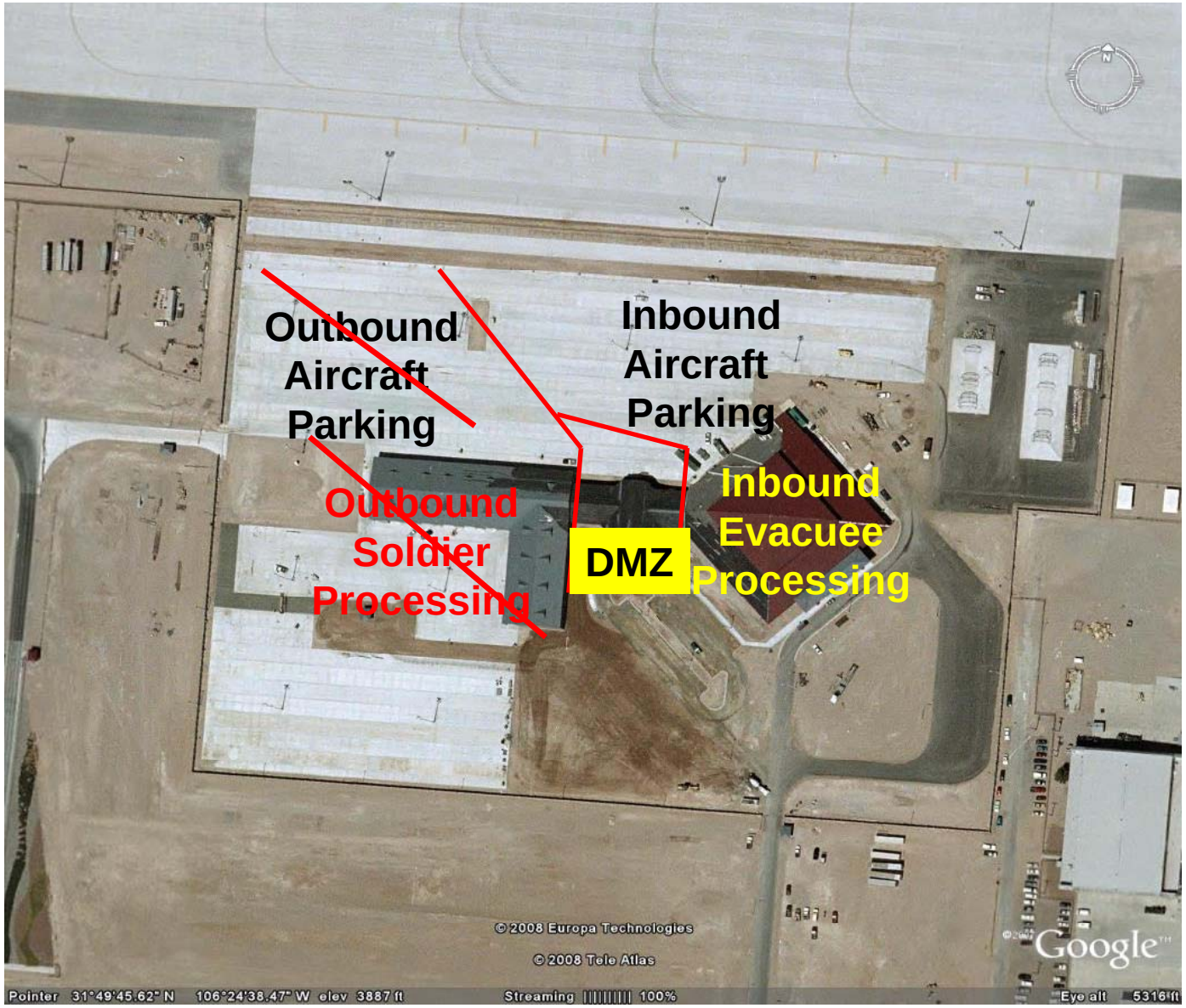
FCC Reception/ Medical Branch Director

- **Communication Unit**
  - **Medical Communication Coordinator Pad**
- **Triage Leader**
  - Paramedic/EMT
  - Evacuation Staff
- **Treatment Leader**
  - Green Treatment Supervisor
    - Paramedic/EMT
  - Yellow Treatment Supervisor
    - DR/RN/PARAMEDIC/EMT
  - Red Treatment Supervisor
    - DR/RN/PARAMEDIC/EMT
- **Transport Leader**
  - **Ambulance Coordinator**
- **AST Leader Alpha**
  - EPFD Type 1
  - EPFD Type 1
  - EPFD Type 1
  - EPFD Type 1
  - EPFD Type 1
- **TF Leader Bravo (RAC)**
  - Gila EMS Type 2
  - Hidalgo Ems Type 4
  - Sierra Vista EMS Type 4
  - Datil EMS Type 4
  - AMR Type 2
  - AMR Type 2
  - Socorro FD Type 3
- **TF Leader Charlie (RAC)**
  - Life Amb Type 4
  - Life Amb Type 4
  - Elite Amb Type 4
  - Dominion Amb Type 4
  - Ft. Hancock EMS Type 4
  - Life Amb Type 4
  - Life Amb Type 4
- **TF Leader Delta (RAC)**
  - Elite Amb Type 2
  - Elite Amb Type 4
  - Elite Amb Type 4
  - Elite Amb Type4
  - Elite Amb Type 4
  - Elite Amb Type 2
  - Elite Amb Type 4

Staging Area El Paso FCC Operations



Staging Area El Paso FCC Operations



Hurricane Gustav Summary

Hurricane Gustav Events

- FCC Alerted – 27 August 2008
- FCC Activated – 30 August 2008
- FCC Deactivated – 4 September 2008

Friday, August 22, 2008

- The Office of Emergency Management (OEM) received notification from the State Operation Center (SOC) that conference call would commence in preparation of expected landfall,
- Texas Forestry Service (TFS) commenced to place calls for volunteers to outfit the Incident Management Teams (IMT). El Paso IMT was placed on call until H-320.

Wednesday, August 27, 2008

- Texas anticipating the worst was advising that the NDMS System was going to be placed on alert to move Medical Special Needs Patients (MSNP). El Paso was designated an Air Hub by the FCC. The El Paso IMT advised TFS that if the storm was to become a category 3 or higher then we were going to stay in town and place the Air Hub into operation.

Hurricane Gustav Sequence of Events

Friday, August 29, 2008

- It was determined that El Paso was to receive MSNP levels 4 & 5 patients. The conference calls continued and we were placed on stand by (Ft. Bliss providing the DACCG, Convention center main General Population shelter, Parks and Recs. Alternate shelters, American Red Cross, Salvation Army, El Paso Fire, El Paso Police Dept., Sun Metro and the mental Health people)

Saturday, August 30, 2008

- Activation of the Air Hub and Set up of the General Population shelter at the Civic Center. The NDMS order came in at approximately 0500 hrs. We were awaiting the severity of the storm which would dictate our tasking. Point to point transfers occurred which almost made it impossible for us to receive the level 4 & 5 pts. We were tasked to receive in the NDMS system.

Sunday, August 31, 2008

- General Population patients were expected in from Louisiana. This information was uncertain and we waited all day. No patients sent to El Paso every one sent home and the facilities were placed on the stand down mode minimum manning.

Hurricane Gustav

Major Strength

- The lead agencies in the El Paso Hurricane Gustav 08' event are The El Paso/Las Cruces FCC, Ft. Bliss and the City of El Paso which engaged in a unified command during the operation of the event.
- It is obvious that agencies have previously worked together and the people in the lead position have the confidence and knowledge to manage an operation of this size and complexity.
- The event was conducted in accordance with the NIMS modular structure.
- Equipment cache's and reserve equipment has been clearly designated and maintained.
- Feeding and hydration of the event personnel was provided from the beginning of the incident.
- The number of ambulances that was obtained the first day was fantastic. A clear demonstration of our community's generosity. 32 Ambulances.

Areas Needing Improvement

- The DADS structure is almost nonexistent in the El Paso nursing home system. This is going to be the primary means of tracking these patients.
- Patient tracking is a problem where we do not have a system to track the patients with a band on the wrist or some thing else.
- WebEOC was not tested during this activation.

DAACG Staging Area

DAACG prior to set up

DAACG Staging Area

El Paso FCC Activities

Incident Commander briefing the Fort Bliss Garrison CDR and El Paso PAO

32 Buses arrived to support the activation

El Paso FCC Activities

Mobilization and Evacuee at the same time at the deployment facility DAACG

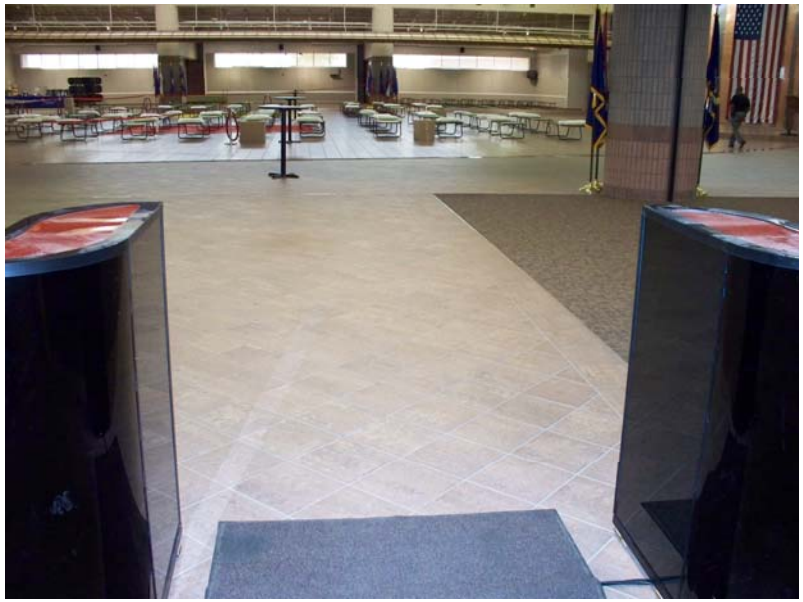
Deployed six aircraft, average 250 Soldiers per aircraft, at the same time prepared to receive NDMS patients and Evacuees

El Paso FCC Activities

EL Paso FD Student trainees reporting for duty in support of Gustav

Ambulance crew waiting for patients

Tracking Device



Patients are banded when they are regulated to board the aircraft. The information is recorded and received by the staff at the receiving station. Upon arrival, they pass through the system. The system verifies the data and matches the patient with the roster.

Issues for Gustav

Problem / Issue	Discussion
• **Initial Notification** – **AOD called to advise that the FCC was activated.** – **AOD Activated the MASCAL roster**	• **WBAMC AOD initiated alert notification but was not given specific instruction.** • **EOC was not yet available to provide updates** • **FCC was notified of activation via telephone not with published orders**
Recommendation(s)	**Additional Information**
• **Require quarterly or semi-annual review and update of alert roster and clearly identify as NDMS Roster.**	

COMMENTS

Issues for Gustav

Problem / Issue

Initial Notification

- **FCC was notified of activation via telephone not with published orders**

Discussion

- On Tuesday MEDCOM notified the FCC of activation and to be prepared to stand up operations.
- In order for the FCC to BPT to work more effectively and efficiently a VOCO should allow the FCC to prepare the DAACG without incurring any expenses

Recommendation's)

- **Activation orders need to be publish in a timely manner.**
- **Establish MOA with partners to ensure that the pre-setting of the DAACG is not a billable expense.**

Additional Information

COMMENTS

Issues for Gustav

Problem / Issue

- The NIPR was a problem. The AMEDD computers could not properly connect since it was on the BLISS Domain rather than the AMEDD domain.
- AMEDD VPN to access Outlook and the shared drive at Beaumont to function properly. increase the complexity and
- Timing of email. Email is essential in an emergency setting to disseminate large quantities of info to multiple receivers.
- There were not enough power strips

Discussion

- There was only one computer available with access the Internet. The FCC needs to have

Recommendation(s)

- Purchase laptop computers with VPN capabilities to ensure access to WBAMC server

Additional Information

- The FCC purchased three laptop computers.
- IMD provided access to VPN
- Need additional laptop to support PAD functions.

COMMENTS

Issues for Gustav

Problem / Issue

- The 3 phone numbers need to be permanently assigned
- All lines need to be fax capable

Discussion

- Telephone numbers were newly assigned to support the mission.
- Numbers were unknown for effective communication.

Recommendation(s)

- Request Permanent telephone numbers need to be assigned:
  - 1 to FCC
  - 1 to Fort Bliss IOC
  - 1 to Fire/Emergency Services

Additional Information

COMMENTS

Issues for Gustav

Problem / Issue	Discussion
• Number of ambulances that reported in support of the operation.	• 32 buses were staged at the DAACG to wait for expected patients.
Recommendation(s)	**Additional Information**
• Ambulances need to be notified of FCC activation. • However, they need to report only when in-flight is in-bound to the DAACG with NDMS patients.	

COMMENTS

Issues for Gustav

Problem / Issue

- Rumor control created multiple problems.
- Official channels should be utilized. The back-door good ole boy/girl system complicated the distribution of TRUE CONFIRMED Information. People acted on incorrect information and rumors.

Discussion

- The City OEM, the FCC, and Ft Bliss staff would get an e-mails from different sources and all reacted to whatever information was relay to them.

Recommendation(s)

- Set up a unified team to communicate different reports from different sources.
- Report only information that has been confirmed from reliable source

Additional Information

- Click here to insert text

COMMENTS

Issues for Gustav

Problem / Issue	Discussion
• IV stands were not available to hang IV Bags	• IV Bags were onsite but the staff was not able to set up because the stands were not available.
Recommendation(s)	**Additional Information**
• Need to coordinate with civilian partners to determine the requirement on how many IV stands are required for successful operation.	

COMMENTS

Issues for Gustav

Problem / Issue	Discussion
• Signs identifying significant players were hand printed	• Pre- printed signs were not available to identify the different sections.
Recommendation(s)	**Additional Information**
• Print permanent signs identifying all positions	• Click here to insert text

COMMENTS

Issues for Gustav

Problem / Issue	Discussion
• Medical supplies not properly labeled	• The boxes were stacked in a corner of the DAACG with no labels identifying its content.
Recommendation(s)	**Additional Information**
• A better method of storing and displaying available medical supplies is needed. Just stacking boxes of materials is insufficient. • Coordinate with all team players to determine the best way to store and display boxes.	

COMMENTS

Issues for Gustav

Problem / Issue	Discussion
• Food and beverages were not available for the set up team	• Soldiers and other team members had to buy their own drinks and food from the vending machine.
Recommendation(s)	**Additional Information**
• Notify the WBAMC Nutrition Care Division to assist until the Red Cross is available to provide services.	• Click here to insert text

COMMENTS

Issues for Gustav

Problem / Issue	Discussion
• There was no coordination between the Fort Bliss IOC and the WBAMC EOC	• The WBAMC EOC and the Ft. Bliss IOC did not coordinate and shared information. Each had a distinctly different role and were operating based on their chain of command requirements.
Recommendation(s)	**Additional Information**
• Establish method of communication between the FBIOC and the WBAMC EOC	

COMMENTS

Issues for Gustav

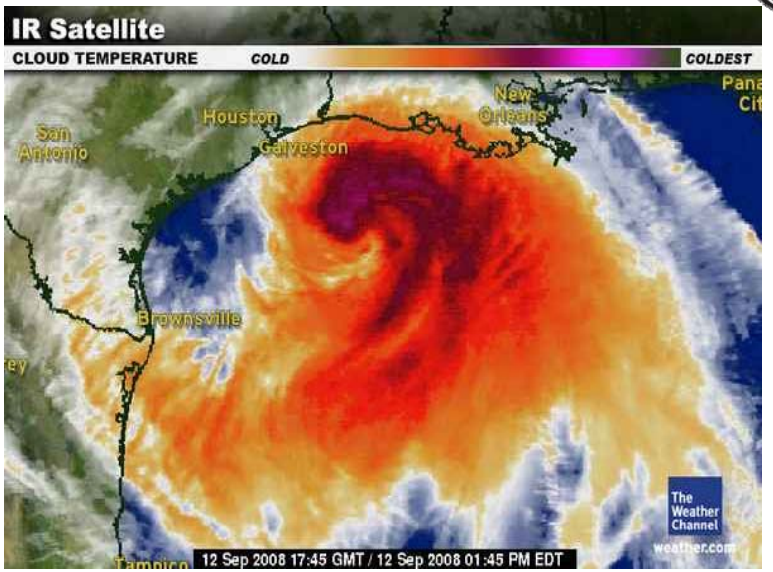
Problem / Issue	Discussion
• Activation orders were not received until after the NDMS/FCC was already set up.	• The FCC was notified via e-mail by AR-NORTH and MEDCOM of FCC activation. • Activation from GPRMC were not receive until the day before deactivation.
Recommendation(s)	**Additional Information**
• Higher HQs needs to publish activation orders in a timely manner. • Orders should be publish shortly after the FEMA Mission Assignment has been issued.	

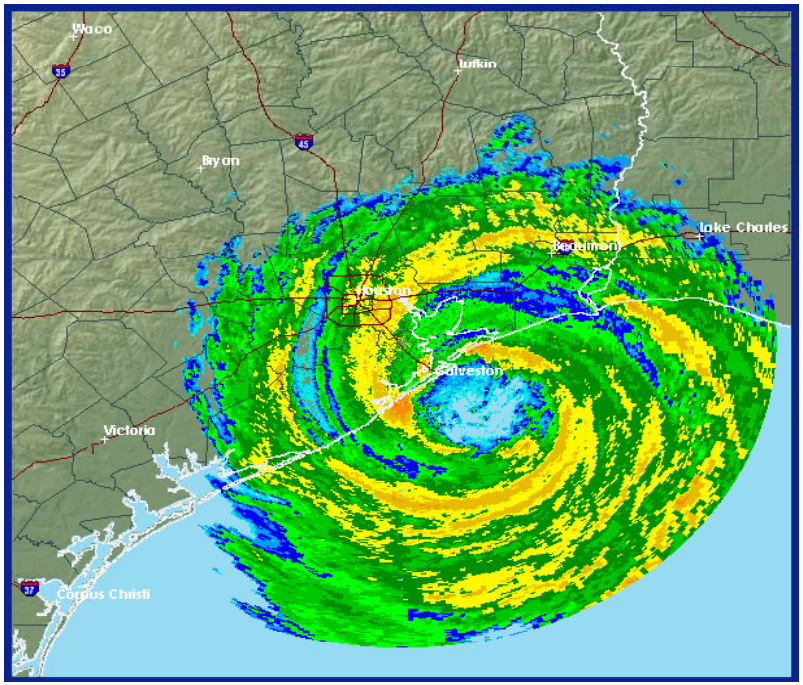
COMMENTS

Hurricane Ike Summary

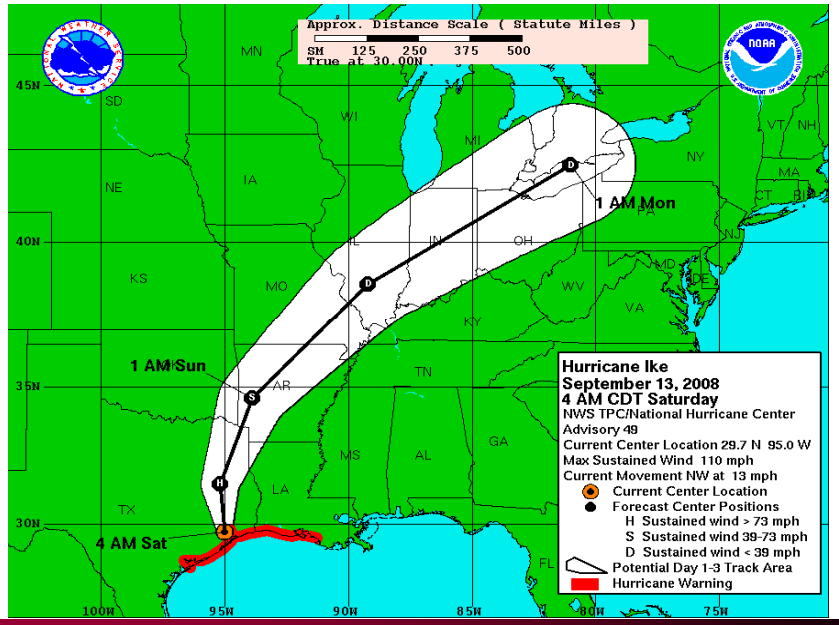
Hurricane Ike

Ike made landfall at 2:10 a.m. CDT at Galveston, Texas, with maximum sustained winds near 110 miles per hour.
Its minimum pressure was 951.6 millibars, reported by the barometer at the Galveston Pleasure Pier when the center passed overhead.





Ike was a hurricane for 9 days and 21 hours.



Hurricane Ike

FCCs on Alert

FCCs Activated

VA FCCs

Dallas

Louisville

Nashville

Little Rock

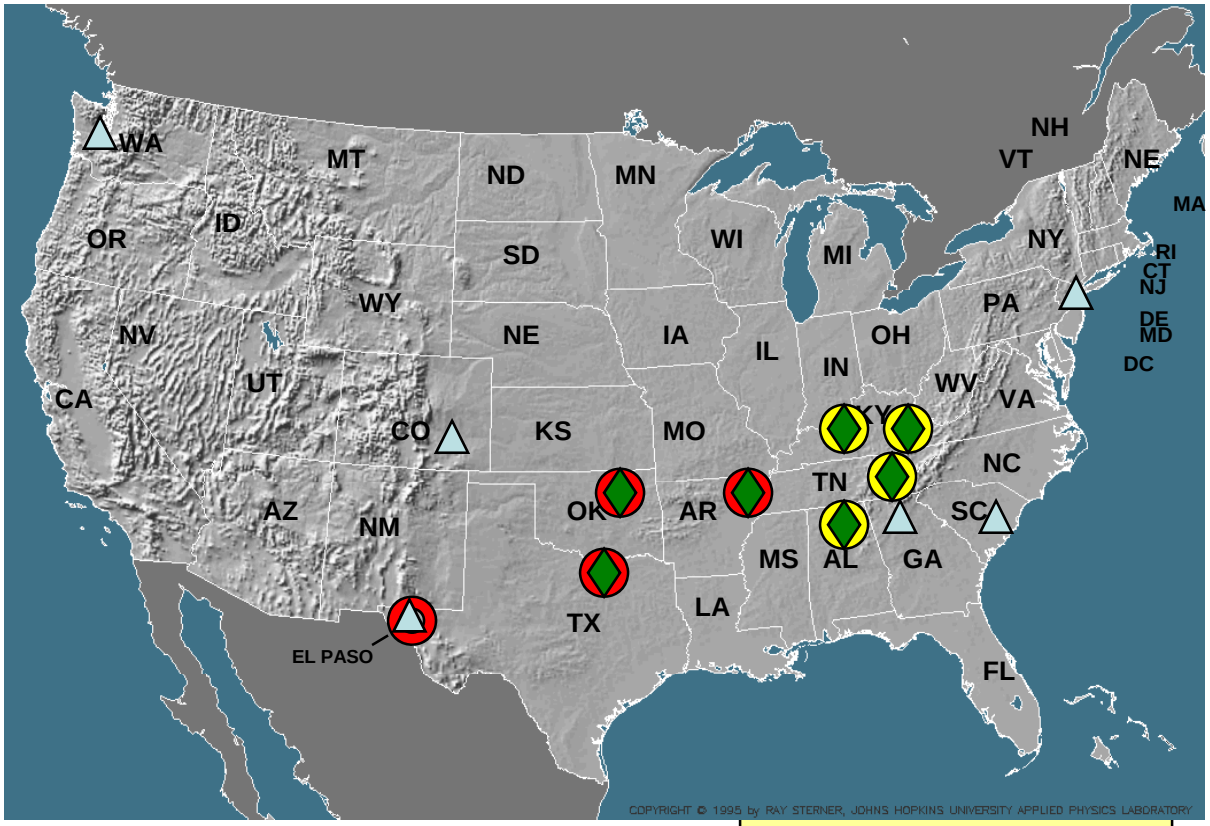
Birmingham

Lexington

Oklahoma City

DOD FCCs

El Paso



ARMY FCC | AF FCC | VA FCC | NAVY FCC

DOD FCC ALERTED FOR IKE

DOD FCC ACTIVATED FOR IKE

The El Paso/Las Cruces FCC was activated ISO of Hurricane Ike.

CONCLUSION SLIDE

- **Overall the activation of both Hurricane Gustav and Hurricane Ike allowed the El Paso/Las Cruces Federal Coordination Center, the City of El Paso Emergency Management Team, and the Fort Bliss Installation Operation Center to develop and improve a Unified Command Post.**

- **Lessons learned from the activation of Hurricane Gustav were successfully implemented during the activation of the NDMS/FCC in support of Hurricane Ike**