

COVID-19 Pandemic Response

Real-World Incident After-Action Report/Improvement Plan

[Date]

The After-Action Report/Improvement Plan (AAR/IP) aligns objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and EMPG guidance.

**Instructions: Delete these instructions once AAR/IP is completed.**

This AAR/IP may be used to request a full-scale or triennial full-scale EMPG credit.

Please follow the 2020 EMPG guidance:

An actual, **Real-World Incident** response maybe credited to the jurisdiction as an operational exercise credit. In addition to the full-scale exercise requirements, the After-Action Report and Improvement Plan should include documentation that a minimum of three (3) of the following conditions were met during the incident response.

1. The jurisdiction’s **chief elected official** or a designated representative, identified in the jurisdiction’s emergency management plan participated;

2. At a minimum, **four (4) Core Capabilities** were evaluated (**addressing at least one (1) of the Priority Core Capabilities**);

3. A **declaration of local disaster** was issued; and

4. The emergency response involved **resources from outside the jurisdiction**.

Fill in your jurisdictional information in all areas shaded in gray.

Delete items that do not apply.

# Incident Overview

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| **Real-World Incident Name** |  | COVID-19 Pandemic Response | |
| **Response Dates** |  |  | |
| **Date of Jurisdiction’s**  **Emergency Declaration** |  |  | |
| **Type** |  | Real-World Incident | |
| **Jurisdiction** |  | City/County: | |
| **Scope** |  | This is a snapshot of the response to the COVID-19 Pandemic of 2020 real-world incident.  Number of Cases within Jurisdiction: \_\_\_\_\_  Number of Deaths within Jurisdiction: \_\_\_\_\_ | |
| **Mission Area(s)** |  | Prevention, Protection, Response, Recovery | |
| **Core Capabilities**  (check a minimum of four Core Capabilities) |  |  | ﻿﻿Critical Transportation | |
|  | Economic Recovery | |
|  | Environmental Response/Health and Safety | |
|  | Fatality Management Services | |
|  | Health and Social Services | |
|  | Logistics and Supply Chain Management | |
|  | Mass Care Services | |
|  | On-scene Security, Protection, and Law Enforcement | |
|  | Operational Communications | |
|  | Operational Coordination | |
|  | Planning | |
|  | Public Health, Healthcare, and Emergency Medical Services | |
|  | Public Information and Warning | |
|  | Risk Management for Protection Programs and Activities | |
|  | ﻿Screening, Search, and Detection | |
|  | Situational Assessment | |
|  | Supply Chain Integrity and Security | |
|  | Other (Add your own) | |
| **Objectives**  (these are sample objectives; you can adopt all or some of these or delete and write your own) |  | 1. Conduct testing and bio surveillance to protect life and health of the community. 2. Coordinate with the whole responder community support a rapid and effective response. 3. Collect and disseminate accurate incident information to improve decision-making. 4. Accurately track incident costs associated with assigned resources for cost recovery. 5. Assess and expand bed capacity across the jurisdiction. 6. Develop alternative care sites to support local governments and the health care systems. 7. Acquire supplies/equipment to support health care and testing. 8. Protect vulnerable populations by promoting mitigation strategies with partners and the public. 9. Ensure visibility on progression of the disease along with timely and actionable information to stakeholders and the public. 10. Set communications messaging for the event based of science and the circumstances. | |
| **Threat or Hazard** |  | Pandemic | |
| **Scenario** |  | The Public Health Emergency began in January 2020 with the first Corona Virus infection in the United States. Going forward the infection spread to every state. Hospitals in many, especially urban areas, were overwhelmed with patients seeking care for this highly contagious respiratory disease. Shortages of acute care beds, ventilators, personal protective equipment, and testing to identify the disease prompted the largest local, state and federal response in the history of the United States. | |
| **Jurisdiction’s Chief Elected Official** |  | Name:  Title:  Phone:  Email: | |
| **Point of Contact** |  | Name:  Title:  Phone:  Email: | |

# Incident Summary

The Public Health Emergency began in January 2020 with the first Corona Virus infection in the United States. Going forward the infection spread to every state. Hospitals in many, especially urban areas, were overwhelmed with patients seeking care for this highly contagious respiratory disease. Shortages of acute care beds, ventilators, personal protective equipment, and testing to identify the disease prompted the largest local, state and federal response in the history of the United States.

(Enter your local story here.)

# Analysis of Core Capabilities

Aligning response objectives and core capabilities provides a standard for evaluation to support preparedness reporting and trend analysis. Table 1 includes the response objectives, aligned core capabilities, and performance ratings for each core capability as observed during the response and determined by the evaluation team.

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| **Response**  **Objective** | **Core Capability** | **Performed without Challenges (P)** | **Performed with Some Challenges (S)** | **Performed with Major Challenges (M)** | **Unable to be Performed (U)** |
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| **Ratings Definitions:**   * **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. * **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. * **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. * **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). | | | | | |

**Table 1. Summary of Core Capability Performance**

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

**Instructions: Delete this area after AAR/IP is completed.**

These core capabilities are all applicable to the COVID-19 response. Your jurisdiction may want to use some of these to document your response. Choose the Core Capabilities that are appropriate and applicable for your response. **Delete** the ones you do not want to use.

Enter your **Objective** associated with the core capability in the space provided**.**

List the strengths.

In the areas for improvement, enter your observations and make a recommendation for the improvement.

Enter the recommendation into the Improvement Plan in Appendix A.

**Core Capability**

**﻿Critical Transportation**

Mission Area: Response

Description: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Economic Recovery**

Mission Area: Recovery

Description: Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿Environmental Response/Health and Safety**

Mission Area: Response

Description: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Fatality Management Services**

Mission Area: Response

Description: Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Health and Social Services**

Mission Area: Recovery

Description: Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Logistics and Supply Chain Management**

Mission Area: Response

Description: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿Mass Care Services**

Mission Area: Response

Description: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿On-scene Security, Protection, and Law Enforcement**

Mission Area: Response

Description: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Operational Communications**

Mission Area: Response

Description: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Operational Coordination**

Mission Areas: All

Description: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿Planning**

Mission Areas: All

Description: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿﻿Public Health, Healthcare, and Emergency Medical Services**

Mission Area: Response

Description: Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Public Information and Warning**

Mission Areas: All

Description: Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Risk Management for Protection Programs and Activities**

Mission Area: Protection

Description: Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Screening, Search, and Detection**

Mission Areas: Prevention, Protection

Description: Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Situational Assessment**

Mission Area: Response

Description: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

**Core Capability**

**﻿﻿Supply Chain Integrity and Security**

Mission Area: Protection

Description: Strengthen the security and resilience of the supply chain.

**Objective**:

**Strengths**

**Areas for Improvement**

Observations:

Recommendation:

# Resources from Outside the Jurisdiction

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| **Resource** | **Place of Origin** |
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**COVID-19 Pandemic Response**

**After-Action Report/ Improvement Plan (AAR/IP)**

**Appendix A: Improvement Plan**

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| --- | --- | --- | --- | --- | --- |
| **Core Capability** | **Issue/Area for Improvement** | **Corrective Action** | **Primary Responsible Organization** | **Start Date** | **Completion Date** |
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**After-Action Report/ Improvement Plan (AAR/IP)**

**COVID-19 Pandemic Response**

# Appendix B: Response Agencies

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| **Local, State, Federal Organizations** | |
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