



2023 Simulated Emergency Test

After-Action Report/Improvement Plan

October 15, 2023



Miami-Dade County



Broward County
ARES/RACES



American Red Cross
Greater Miami & The Keys
Chapter

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EXERCISE OVERVIEW

Exercise Name	2023 Simulated Emergency Test (S.E.T.)
Exercise Dates	October 7, 2023, 11:00 – 13:00
Scope	The 2023 SET was a two-hour On-Air Simulated radio Net held in Miami-Dade, Broward, and Monroe counties on multiple radio services.
Mission Area(s)	Response, Recovery
Core Capabilities	Planning; Intelligence and Information Sharing; Public Information and Warning
Objectives	Assess the interoperability capability between EOCs and community service organizations. Assess service organizations' abilities to log and pass traffic efficiently. Test station equipment readiness and capability.
Threat or Hazard	Severe Weather / Man-Made Disasters
Scenario	Net Control has been established for the coordination of resources and sharing of information between other EOCs and the community.
Sponsor	Miami-Dade County RACES
Participating Organizations	Miami-Dade County RACES Miami-Dade Dade ARES Dade Radio Club of Miami Everglades Amateur Radio Club Homestead Divisional EOC South Dade GMRS Club American Red Cross South Florida Latin Amateur Radio Club Coral Gables RACES Group Broward County ARES/RACES Group Conch Auxiliary Radio Emergency Services
Point of Contact	Julio Herrera Asst. RACES Officer Miami-Dade Emergency Management Julio.Herrera@Miami-Dade.gov (786) 402-3365

ANALYSIS OF CORE CAPABILITIES

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Assess the interoperability capability between EOCs and community service organizations.	Planning; Intelligence and Information Sharing; Public Information and Warning		S		
Assess service organizations' abilities to log and pass traffic efficiently.	Planning; Intelligence and Information Sharing; Public Information and Warning	P			
Test station equipment readiness and capability.	Planning		S		

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. The 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. The 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

Assess the interoperability capability between EOCs and community service organizations.

Planning

Strengths

The Partial capability level can be attributed to the following strengths:

Strength 1: Organizations came together to discuss operational plans.

Strength 2: Organizations were able to tailor resources to the area of operations,

Strength 3: Organizations continued to follow the planning P and assess their needs.

Areas for Improvement

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

Area for Improvement 1: The term “Drill” or “Test” should have been used more frequently.

Reference: Florida SS 365.172 - Emergency Communications - False emergencies

Analysis: A member of the public unaware of the drill may interpret the traffic they hear on the air as real.

Area for Improvement 2: Groups used repeaters for the entirety of the drill and failed to test simplex operations.

Reference: None

Analysis: It is a good idea to understand your station's ability and range for simplex operations. In the event of a repeater or link failure, the only means may be simplex.

Intelligence and Information Sharing

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Other stations jumped in and worked as relay stations.

Strength 2: Traffic was shared between Nets and radio services.

Strength 3: The transfer of Net Control was seamless.

Areas for Improvement

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

Area for Improvement 1: Some groups did not create inject traffic for their nets.

Reference: None

Analysis: The use of traffic Injects are “Curveballs” to simulate a real-life event such as a repeater failure or no-show of staff. Injects can force operators to think out of the box and get creative with solutions to problems.

Public Information and Warning

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Net controls announced information for other nets.

Strength 2: Stations were able to adapt and change on the fly.

Strength 3: The “Tag Team” method provided for no lapse in the acknowledgment of traffic.

Areas for Improvement

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

Area for Improvement 1: The Public may have not gotten the “Big Picture” with the lack of injected traffic.

Reference: None

Analysis: Injected traffic also can show the public that larger issues can be addressed and not just everyday issues. Injected traffic such as a repeater failure can show operators what can be done when a repeater fails.

Assess service organizations' abilities to log and pass traffic efficiently.

Planning

Strengths

The Full capability level can be attributed to the following strengths:

Strength 1: Groups had a “Backup” plan if issues arose.

Strength 2: Groups used a standard message format.

Strength 3: Net Controls has a contact list of all players.

Areas for Improvement

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

Area for Improvement 1: Some groups should have built out a committee for planning.

Reference: None

Analysis: Planning committees or groups can be beneficial in the planning of an event or drill. The experience of others can bring up issues that may have not been thought of by just one person.

Intelligence and Information Sharing

Strengths

The Full capability level can be attributed to the following strengths:

Strength 1: Organizations verified messages with operators before passing to EOC

Strength 2: Groups requested confirmation if the message was received by EOC.

Strength 3: Groups would request updates on requests that were previously sent.

Areas for Improvement

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

Area for Improvement 1: Groups did not apply past learning experiences to SET.

Reference: None

Analysis: The knowledge gained by past experience can be a tremendous benefit to a planning group or during an event. Lessons learned before can prevent future mistakes from occurring.

Area for Improvement 2: Groups should keep traffic brief and effective.

Reference: None

Analysis: Sometimes operators may think they know how an agency should handle a call, but an operator's main focus should be to deliver the message as brief and effectively as possible. The decision of units or apparatus for response should be made by the responding agency.

Public Information and Warning

Strengths

The Full capability level can be attributed to the following strengths:

Strength 1: Groups would actively call out on frequency to show the frequency is monitored.

Strength 2: Net Controls were patient with new operators that never checked in before.

Strength 3: Net Controls were calm and collected while receiving and logging traffic.

Areas for Improvement

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

Area for Improvement 1: The term Drill or Test should have been used more frequently.

Reference: Florida SS 365.172 - Emergency Communications - False emergencies

Analysis: A member of the public unaware of the drill may interpret the traffic they hear on the air as real.

Test station equipment readiness and capability.

Planning

Strengths

The Partial capability level can be attributed to the following strengths:

Strength 1: Organizations were able to list what repeaters and frequencies were available to them.

Strength 2: Organizations were able to understand what recourse would be better suited for operations.

Strength 3: Stations programmed frequencies not listed on ICS205 on the fly.

Areas for Improvement

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

Area for Improvement 1: A sweep of feedlines and antennas was not conducted prior to SET.

Reference: None

Analysis: Equipment should be tested and serviced at regular intervals. An effort should be made before the start of hurricane season.

Area for Improvement 2: There was no updated documentation of radio profiles for positions.

Reference: None

Analysis: Documentation of stations should be created and regularly updated. An analysis of currently programmed frequencies should try to match a current communications plan.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Miami-Dade County as a result of the Simulated Emergency Test conducted on October 7, 2023.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability Planning	1: The term “Drill” or “Test” should have been used more frequently	SOP will be updated to mandate the use of the terms.	Planning	MD RACES SD GMRS Club	J Herrera LRodriguez	10/22/23 10/22/23	11/01/23 01/01/24
	2: A sweep of feedlines and antennas was not conducted prior to SET.	A station inspection checklist will be conducted quarterly.	Planning and Equipment	MD RACES	J Herrera	11/01/23	01/01/24
	3: There was no updated documentation of radio profiles for positions.	A station information binder will be made and maintained quarterly.	Planning and Equipment	MD RACES	J Herrera	11/01/23	01/01/24

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ²	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability Public Information and Warning	1: The term “Drill” or “Test” should have been used more frequently	SOP will be updated to mandate the use of the terms.	Planning, Training and Exercise	MD RACES SD GMRS Club	J Herrera L Rodriguez	10/22/23 10/22/23	01/01/24 11/01/23
	2: Groups should keep traffic brief and effective	A SOP should be written on traffic management.	Planning, Training and Exercise	SD GMRS	L Rodriquez	11/01/23	01/01/24
	3: The Public may have not gotten the “Big Picture” with the lack of injected traffic.	A planning group should be created to design future exercises.	Planning, Training and Exercise	SD GMRS	L Rodriquez	11/01/23	01/01/24

² Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ³	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Intelligence and Information Sharing	1: Some groups did not create inject traffic for their nets.	SOP will be updated to mandate the use of the terms.	Planning, Training and Exercise	MD RACES SD GMRS Club	J Herrera L Rodriguez	10/22/23 10/22/23	01/01/24 11/01/23
	2: Groups did not apply past learning experiences to SET.	A planning group should be created to design future exercises with past experiences in mind	Planning, Training and Exercise	SD GMRS	L Rodriguez	11/01/23	01/01/24

³ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
National
American Red Cross - Eduardo Rodriguez KC4CFK
Miami-Dade County
Miami-Dade County RACES - Julio Herrera KK4KMO
Miami-Dade Dade ARES - Ryan Krenzischek W4NTR
Dade Radio Club of Miami - Robert Hernandez KM4JAT
Everglades Amateur Radio Club - Lidiette Lacalle KQ3Q
Homestead Divisional EOC - Stephen Taylor W1HQL
South Dade GMRS Club - Luis Rodriguez KO4UHC
South Florida Latin Amateur Radio Club - Robert Cruz W4THM
Coral Gables RACES Group - David Fernandez AA1DF
Broward County
Broward County ARES/RACES Group - Jeff Stahl K4BH
Monroe County
Conch Auxiliary Radio Emergency Services - William Appleton KG2CS