



SURVIVAL FACTORS GROUP
CHAIRMAN'S FACTUAL REPORT
ATTACHMENT 4
AIRPORT TRAINING AFTER ACTION REPORT

REDACTED

Fatal Grade Crossing Accident
Midland, TX; 11/15/2012

HWY-13-MH-003
(14 Pages)

AFTER ACTION REPORT



Jurisdiction Requesting Exercise Credit	Midland County / City of Midland
EMPG Funded	Yes

Name of Person Submitting	<input type="text"/>
Position	Emergency Management Coordinator
Address	<input type="text"/>
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E-mail Address	<input type="text"/>

EXECUTIVE SUMMARY

Overview:

The Federal Aviation Regulation (FAR) Part 139.325 requires that the Midland International Airport conduct a full-scale exercise at least once every three years. This exercise is designed to test the response times and performances of area law enforcement, firefighting agencies, emergency medical personnel and other interested community organizations that would be involved in an actual airport emergency. This exercise also afforded the opportunity to local and regional hospitals to test their own mass casualty and surge capacity plans. Through this collaborative effort many individual organizations, both public and private, were able to utilize and test their skills.

Major Strengths Demonstrated:

During this exercise the conceptual idea of using multiple communications platforms, along with new technologies (WebEOC and EMSsystem), proved to be worthy assets. Some improvement and further developments need to be addressed to ensure efficient and reliable deployment during an emergency or disaster.

The demonstration of unquestioned cooperation amongst not only participating jurisdictions but also private partnerships (i.e., MISD, Midland Amateur Radio Club, K5PSA, Private ambulance companies) was evident during this exercise.

An IAP was developed to aid in establishing structure during this exercise. The 205 was a well thought out document taking into consideration who might show up during the event. Adaptation to equipment failures was swift and concise.

Areas of Improvement:

During this full scale exercise it was noted that not only were there some quick fixes that needed to be addressed, but also some long term solutions that need to be practiced faster for response.

- * Continued training for key personnel in the use of WebEOC.
- * Develop and implement WebEOC position specific permissioning.
- * Development of an emergency 205 to be distributed at staging to authorized responders.
- * Redundant internet capabilities with expanded internet bandwidth needed.
- * Further training needed in ICS structure and IAP development.

EXERCISE OVERVIEW

1	Exercise Name	<u>2012 Airport Disaster Drill</u>
2	Exercise Dates	<u>16-Jun-12</u> to <u>16-Jun-12</u>
3	Exercise Type	<u>Full-Scale</u>
4	Exercise Scenario	<u>Aircraft Incident</u>
4a	Lead Agency	<u>City of Midland Fire Department</u>
5	Exercise Location(s)	<u>Midland International Airport 9506 LaForce Midland, TX</u>

6 Organizations and Participants

6a Local Jurisdiction

Agency/Organization	EOP Partner	# of Participants
Midland County Emergency Management	Yes	3
Midland County Sheriff's Department	Yes	4
Midland County Crisis Intervention Unit	Yes	3
Midland International Airport MAF	Yes	20
Ector County Sheriff's Department	Yes	3
Odessa Police Department (Including communications trailer)	Yes	12
Midland Police Department (including airport and communications vehicle)	Yes	21
Medical Center Hospital Police Department	Yes	5
Department of Public Safety (including communications trailer)	Yes	9
Midland Fire Department (including ARFF)	Yes	26
Odessa Fire and Rescue	Yes	12
City of Midland Public Safety Communications Center (PSCC)	Yes	5
National Weather Service Midland Weather Forecasting Office	Yes	3
Region 18 Education Service Center	Yes	3
FBI Midland Field Office	Yes	2
U S Marshal's Service	Yes	1
Transportation Security Administration (TSA)	Yes	9
Southwest Airlines	Yes	6
American Eagle Airlines	Yes	2
Continental Express	Yes	2
Region 'J' Regional Advisory Council (JRAC)	No	2
Midland Memorial Hospital (including West Campus)	Yes	73
Medical Center Hospital (Odessa)	Yes	56
Odessa Regional Medical Center	Yes	47
Midland Independent School District	Yes	11
Northeast Volunteer Fire Department	Yes	3
Tac Med Ambulance (private)	Yes	6
Permian Ambulance Service (private)	Yes	4
Carol's Ambulance Service (private)	Yes	4

EXERCISE SCENARIO EVENTS

On the morning of Saturday, June 16, 2012, a Fictitious Airlines Boeing 737, Flight #9506, with one hundred thirty-five (135) passengers and five (5) crew members will crash at MAF. During takeoff from Runway 10 the aircraft experiences a malfunction of the right engine. Debris from the engine damages the right main landing gear. Upon landing on Runway 10, the gear collapses and the aircraft comes to rest at the intersection of Runway 16L/34R and Runway 4/22 after sliding across Taxiway Charlie.

** SAFETY NOTE **

- The code word for a real world emergency will be "BEETLEJUICE". Volunteers will be advised to use this word if they need emergency assistance.
- If an actual emergency occurs during the Exercise the On-Duty ARFF Shift, Airport Police Sergeant, and Airport Operations Supervisor will respond. All remaining units will stand-by on the Deer Horn East Ramp until they have been dispatched to the emergency or until the incident has been cancelled.
- If required: An announcement will be made on all frequencies "Attention all MAF Exercise participants the Exercise has been (put on hold or cancelled) due to _____"

0615

An On-Duty Airport Police Officer will be located at Gate NV #14 (CAF main gate) to allow participants' access to the CAF Main Hangar.

0630 - 0820

- Volunteers will be checked in by Airport Operations staff and receive their moulage by medical staff. Breakfast will be provided by the Midland Citizens Fire Academy Alumni Association.
- A Midland Fire Department Ambulance will arrive and remain in the treatment area throughout the Exercise to respond to an actual emergency.
- Aircraft will be moved from CAF Ramp to the Crash site.
- ARFF trailer will be moved from Station #7 to the Crash site.

0820 - 0900

Volunteers will be transported by bus from the CAF Main Hangar to the Crash site.

Beginning of the Exercise will be initiated by the Crash Phone ringing down from the Air Traffic Control Tower to the AOCC where the Alert III will be toned out over the following frequencies: AIR OPS, AIR TAC, AIR PD, and AIR FD.

0900

- TWR will advise AOCC, via the Crash Phone, of a simulated Alert III in progress for MAF. "A Boeing 737 has crashed and come to rest at the intersection of RWY 16L/34R and RWY 4/22."

- On-Duty ARFF Shift will arrive on scene, activate Code 1000, and begin fire suppression and triage activities.
- On-Duty Airport Operations Supervisor will respond to crash site, simulate closure of the Airport via NOTAM and respond to ingress point with Emergency Badges and Checklist.
- Airport Police officers will be positioned at the ingress and egress points and at designated points requested by Lieutenant
- ARFF, MFD, and Airport Operations will coordinate the establishment of an Incident Command Post and Staging Area.
- The Director of Airports will activate the EOC.
- Texas JRAC will coordinate the activation of the RMOC with area medical facilities.
- Ambulances will begin transporting victims to area medical facilities as soon as possible.

1000-1100

- Walking wounded (greens) will be transported to area medical facilities via bus.
- Volunteer victim family members' will storm the Southwest Ticket Counters asking for information about their loved ones.
- Family members will be sequestered by Police and Southwest personnel into the Delta Room.
- A bus will transport family members to the Baymont Hotel for the reunification process with Southwest, CIU and BCA counselors.
- A select number of walking wounded will refuse medical treatment and will be transported by bus directly to the Baymont Hotel for reunification.
- Temporary Morgue will be set-up and an ambulance will simulate the transport of one deceased individual to the morgue.

1100-1200

- Buses will begin bringing back medically cleared "greens" to the Baymont Hotel where they will be reunified with their family members.
- Buses will then return to their designated Hospital to pick-up all remaining volunteer victims at the end of the Exercise.
- All Media personnel will be escorted out of the Secured Area by Maintenance Personnel no later than 1200L.
- ARFF and DPS will simulate preservation of the scene at the crash site; Airport Operations will simulate FSDO and NTSB being advised.

1230

- Announcement will be made on all frequencies that the "Exercise has been completed".

- All ambulances will stop transporting victims and all ambulances carrying victims will be instructed to return to MAF and return volunteers to the CAF Main Hangar.
- Buses will return all volunteers to the CAF Main Hangar from the hospitals and the Baymont Hotel.
- Airport Operations personnel will begin checking out volunteers at the CAF Main Hangar where lunch will be provided by the Midland Citizens Fire Academy Alumni Association.
- Maintenance personnel will begin clean-up of the crash site.
- Aircraft will be repositioned from the crash site to the CAF Ramp.

Hot wash to be accomplished over lunch provided with an after action meeting 1300 June 22nd at MAF.

EXERCISE OBJECTIVE ANALYSIS

Target Capability: **Communications**

Communications were established on scene during this exercise with the aid of multiple regional and state assets. Command and transportation communications interoperability was established using the City of Midland Permian Basin Regional Communication Vehicle platform. Law Enforcement communications interoperability was established using the Department of Public Safety 'Lone Star Command' platform. Staging area communications interoperability was established using the Odessa Police Department interoperability trailer platform. Along with these platforms a few local interoperability and state simplex interoperability channels were utilized. These platforms were evaluated on the ease of initial technician setup, reliability of the patch and quality of voice transmissions. The local Public Safety Amateur Radio Club (KSPSA) along with the Midland Amateur Radio Club (MARC) were also involved and were tested on the ability to pass emergency traffic from the Incident command post (IC) to the EOC, RMOC and Individual MOC's and staging.

Observations & Discussion:

This exercise was another opportunity for the regional public safety communications professionals and the amateur radio operators to work closely together to provide emergency communications during a significant event. During the exercise the use of multiple interoperability platforms proved to be a wise decision. Not only did it help with such close channel spacing in frequencies utilized, but also provided for backup communications handoff when one of the platforms had electrical issues and had to be shut down to fix the problem and run at less than full capacity until repaired. The amateurs provided flawless communications throughout the exercise and were credited with passing critical information during the emergency shutdown of one interoperability platform. Some of the issues found during the exercise were attributed to lack of new employee training on the location of interoperability channels in specific radios, lack of exercise start notification and lack of personnel following the 205 and switching to unapproved channels.

Recommendations:

The need for developing a reminder card on how to find interoperability channel bank is needed for each radio type. Continue training with amateur radio groups. Continue training with new radio systems in the area.

Target Capability: EOC Management

The EOC was evaluated for timeliness of request dissemination and routing, information gathering and vetting, incident driven solution thinking, communication and coordination among EOC participants to effectively mitigate any problem that arises, use of newly introduced technologies and ease of identification throughout participants.

Observations & Discussion:

With increased use of new technology and position specific tasking it has come to light that the EOC at MAF is just not a large enough room to accommodate everyone. The center divider was opened allowing the designated "Media Room" to be utilized. WebEOC, while effective when working properly, had many hurdles (e.g., position specific permission, data entry problems, familiarity with last minute board changes) to cross during the first few hours of the drill. EOC Staff was well marked with tags to identify position specific roles leaving no question to who was responsible for what.

Recommendations:

Reevaluation of EOC setup and space needs to be of up most priority. Accommodations need to be made for the new technologies being used (e.g., WebEOC, EmSystem and other medical side needs), not only during a drill, but also in a real live event. More training needed for the EOC personnel on use of WebEOC.

Target Capability: Emergency Triage and Pre-Hospital Treatment

After the initial crash alert was initiated the ARFF crews were evaluated on their timeliness of accessing the situation, setup of a triage area in a safe manner, timeliness of initial patient triage, separating the levels of triage and timeliness of transporting the patients.

Observations & Discussion:

The initial responders were able to access the situation quickly and started separating the 'greens' from the more seriously wounded. A triage area was set up in a timely manner and transportation of critical "Red" and "Yellow" patients started almost immediately after sufficient crews arrived. All viable patients were either transported by bus or ambulance. Each patient was entered into the tracking system utilized by the regional hospitals. ALL patients were accounted for during this entire process.

Recommendations:

There was a noticeable lack of litter and backboard teams. A reevaluation of manpower requirements and procedures needs to be done to ensure efficient patient transfer. Lack of communications with private ambulance companies was a hindrance to both the transport officer and the hospital. Having an available cache of interoperable radios on hand would have been preferred.

CONCLUSIONS

As always there are unforeseen problems that arise during an exercise of this magnitude. Any problems that were found during the exercise were quickly evaluated with solutions being provided by the proper agency involved. Through cooperative and forward thinking of all agencies involved throughout this exercise, disaster response was adjusted accordingly to reflect these solutions. The continued cooperation of all responding agencies involved during this full scale exercise proved the effectiveness of continuous training.

By all means of the word this exercise was deemed successful.

ACRONYMS PAGE

Acronym or Abbreviation	Definition or Term
MISD	Midland Independent School District
K5PSA	Permian Basin Public Safety Amateur Radio Operators
IAP	Incident Action Plan
205	Communications Plan
ICS	Incident Command System
MAF	Midland International Airport FAA Designation
TSA	Transportation Security Administration
JRAC	Region 'J' Regional Advisory Council
ARFF	Airport Rescue and Fire Fighting
CAF	Confederate Air Force
AOCC	Airport Operations Control Center
RWY	Runway
NOTAM	Notices to Airmen
MFD	Midland Fire Department
EOC	Emergency Operations Center
RMOC	Regional Medical Operations Center
CIU	Midland Sheriff Department Crisis Intervention Unit
BCA	Behavioral Centers of America (Private Partner)
DPS	Department of Public Safety
FSDO	Flight Standards District Office
NTSB	National Transportation Safety Board
MARC	Midland Amateur Radio Club
MOC	Medical Operations Center
IC	Incident Command

CORRECTIVE ACTION / IMPROVEMENT PLAN

Objective	Recommendation	Improvement / Corrective Action	Responsible Party/Agency	Projected Completion Date
Communications	The need for developing a reminder card on how to find interoperability channel bank for each radio type.	A collaborative effort will be made with all responsible parties to develop and initiate training	Joint project - Midland County City of Midland Communications Department of Public Safety Communications Office Midland Odessa Police Department Permian Basin Regional Planning Commission	1-Mar-13
Communications	Continue training with amateur radio groups.	Include amateur radio groups in upcoming exercises and provide ICS training as applicable	Joint project - Midland County City of Midland Communications Department of Public Safety Communications Office Midland Odessa Police Department Permian Basin Regional Planning Commission	ongoing
Communications	Continue training with new radio systems in the area.	Develop and implement region wide training on new radio systems	Permian Basin Regional Planning	Ongoing

			Commission	
EOC Management	Reevaluation of EOC setup and space needs	Redesign of usable EOC space and possible relocation of media room.	EOC Partners	1-Mar-13
EOC Management	More training needed for the EOC personnel on use of WebEOC.	Schedule WebEOC training classes	WebEOC Trainers Group	ongoing
EOC Management	Accommodations need to be made for the new technologies	Through redesign of EOC space room will be made for equipment	EOC Partners	1-Mar-13
Emergency Triage and Pre-Hospital Treatment	Lack of litter and backboard teams.	Reevaluate procedures in the triage area to find more litter and backboard teams	Midland Fire Department	1-Apr-13
Emergency Triage and Pre-Hospital Treatment	Lack of communications with private ambulance companies	Have available cache of portables available to hand out during transport window	Joint project - Midland County City of Midland Communications Department of Public Safety Communications Office Midland Odessa Police Department Permian Basin Regional Planning Commission	2-Apr-13

When complete, submit to TDEM Exercise Unit at TDEM.Exercises@dps.texas.gov.