

# OVERVIEW OF THE “REDBIRD-2005” FULL SCALE EXERCISE

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Toby C. Dusha, EMP. Chittenden Co. RPC.

- CONDUCTED:** Burlington International Airport. July 23, 06:45 to 12:30 hrs.
- EMPHASIS:** Homeland Security, WMD/Terrorism (funding stream priority)
- ATTENDANCE:** 27 agencies. 250+ individuals.
- GOALS:** To exercise specific components of the Airport Emergency Plan.

**OBJECTIVES:**

- Activate Airport Emergency Plan
- Perform Fire and Rescue operations
- EMS to perform “MCI” operations
- Police to establish site security.
- Airport to establish on-site escort operation
- Hospital to perform triage and “DECON”.
- Air Carrier to establish “Crisis Response Program”.

**OUTCOME:**

- Variations and misuse of the Incident Command System.
- Staging system deficiencies.
- Radio communications issues.
  - Channel overload
  - Lack of Communications Plan
  - Misdirected communication flow
  - Lack of command structure communications flow
  - Improper Communications flow with Hospital
- “MCI Plan.”
  - Delayed implementation of Triage, Treatment, Transport
  - Improper communications flow with the hospital

**FOLLOW UP:**

- Develop an After Action Report (AAR) with Improvement Plan.
- Identify the strengths and weaknesses
  - Systemic issues
  - Root cause for weaknesses
  - Players will define the improvement plan and schedule.

**CONCLUSION:**

Exercises sometimes create artificialities that often deter the proper or logical performance of tasks. Although that was somewhat applicable in this exercise, the same major issues that were observed in the tabletop exercises surfaced again in this exercise. Basic training in the understanding and use of ICS must be achieved. Communications plans and procedures must be established to address all level of events. The “MCI” plan must be updated, procedures must be developed and the plan must be distributed, training provided and an exercise schedule must be established.