

Worcester Improvement Plan Matrix

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
Communications	A.1.1.1 Worcester Communications has no formal SOP for general staff when responding to daily events or an MCI	1. Develop clear and comprehensive policies and SOPs detailing the specific actions and methodologies that communications personnel are to take during routine daily operations	1.1.1 Insert Corrective Action 1	Planning	Worcester Comms.	Worcester Comms. Director	TBD	TBD
		2. Develop clear and comprehensive policies and SOPs detailing the specific actions and methodologies that communications personnel are to take during non-routine operations such as those caused by large-scale events, major incidents, or disasters creating an unusual high call volume	1.2.1 Insert Corrective Action 1	Planing	Worcester Comms.	Worcester Comms. Director	TBD	TBD
		3. Coordinate and consult with both the Worcester Fire Department and the Worcester Police Department (and other departments where appropriate) when developing and formalizing any new policies or SOPs to identify potential or current weaknesses or gaps in emergency communications		Planing	Worcester Comms.	Worcester Comms. Director	TBD	TBD

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		dispatching regimes						
		4. Conduct suitable training on all new official policies and SOPs for all Worcester Communications personnel with regard to both routine and non-routine operations		Training	Worcester Comms.	Worcester Comms. Director	TBD	TBD
	A.1.1.2 Not all Worcester firefighters used radios while conducting response operations during Exercise Twin Strike	1. Ensure radios are available for all Fire Department participants during drills and exercises. While budgetary constraints might be difficult to overcome, all efforts should be made to prepare firefighters to practice as they would when responding to a real event		System/ Equipment	Worcester Fire	Worcester Fire Chief	TBD	TBD
		2. Consider entering into Memorandums of Agreement (MOA) with neighboring fire departments to borrow extra radios, if available, when conducting drills and exercises		Planning	Worcester Fire	Worcester Fire Chief	TBD	TBD
	A.1.1.3 There was a significant delay in notifying the NIAT / RCP from the Worcester ICP	1. Ensure that all Worcester first response agencies include the RCP phone number as part of their notification rosters. MDPH/RCP should develop flyers, posters, and stickers to disseminate to the response communities across Massachusetts		Alert and Notification	Worcester Fire Department Worcester Police Department MA DPH /	Worcester Fire Chief Worcester Police Chief Director, RCP	TBD	TBD

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					RCP			
		2. Continue to train first responders on the role and responsibility of the RCP during radiological events		Training	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief	TBD	TBD
	A.1.2.1 There was no EOC activation and operation during the exercise	1. Coordinate EOC activation protocols with all first response agencies in Worcester and West Boylston, including regional hospitals		EOC Operations	Worcester and West Boylston Public Officials	Worcester Mayor West Boylston Town Administrator	TBD	TBD
		2. Conduct exercises evaluating EOC operability and roles within the ICS framework. Ensure that liaisons from regional first responder agencies participate and understand their roles and responsibilities		EOC Operations	Worcester and West Boylston Public Officials	Worcester Mayor West Boylston Town Administrator	TBD	TBD
		3. Share EOC standard operating procedures with all regional first response and first receiver agencies for comment to ensure that they are adequately represented and understand what to expect from the EOC during an		EOC Operations	Worcester and West Boylston Public Officials	Worcester Mayor West Boylston Town Administrator	TBD	TBD

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		emergency						
Emergency Public Information and Warning	A.2.1.1 At the Worcester incident site, the Incident Commander did not assign a dedicated Public Information Officer (PIO) to manage media relations and to develop a coordinated event message.	1. Train Incident Commanders on the role of the PIO within the ICS framework. Ensure that Incident Commanders understand the unique roles as set forth by NIMS		Training	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief	TBD	TBD
		2. Conduct future exercises that include more media / public affairs injects to stress the role of the PIO and to influence the development and conduct of a press briefing		Training	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief	TBD	TBD
Firefighting Operations and Support	A.3.1.2 Information sharing between firefighter and Fire Command needs improvement	1. Review and update Worcester Fire Department standard operating procedures to ensure units properly position themselves when first arriving on-scene. Utilize NFPA best practices for determining the Department's procedures		Planning	Worcester Fire Department	Worcester Fire Chief	TBD	TBD
		2. Continue training personnel on what they report during initial response activities. In general, more information is better than less		Training	Worcester Fire Department	Worcester Fire Chief	TBD	TBD
On-Site Incident Management	A.4.1.2 Respective leaders recognized the need to transfer	1. Train potential Incident Commanders from both the Worcester Police and Fire		Training	Worcester Fire Department	Worcester Fire Chief	TBD	TBD

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	command from the Fire Department to the Police, however, this process happened slowly without a clear, decisive change in authority	Departments on the importance of conducting brief situational update meetings attended by a few select representatives of each organization at regular time intervals. These meetings create a forum for quickly sharing information, updating the Common Operating Picture, and collaborating on the next steps to be taken			Worcester Police Department	Worcester Police Chief		
		2. Include the plan for the decisive transfer of incident command or the establishment of Unified Command if the situation requires or more than one agency has key roles, in Police and Fire standard operating procedures		Planning	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief	TBD	TBD
	A.4.2.1 A command structure, compliant with the Incident Command System (ICS), was quickly established	1. Train Incident Commanders on situations when Unified Command establishment will benefit overall response operations. Through a Unified Command, first responder communications, coordination, and objective achievement is improved		Training	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief		

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	A.4.2.2 The ICS frameworks established by the Worcester police and fire department did not facilitate information sharing and ultimately did not materialize into a functional unified command	1. Familiarize personnel--through training, exercises, and use at smaller events—in the establishment and benefits of a unified command. In this exercise some of the benefits that could have been expected from a functional unified command include developing a unified and more realistic site assessment, better prioritization of activities, better communications flow and delegation of authority		Training	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief		
	A.4.2.3 Interoperable communications between first responder agencies at the Worcester incident site were not conducted successfully	1. Establish common radio frequencies for all Worcester first response agencies, including those provided by the State		Systems/ Equipment	Worcester Fire Department Worcester Police Department NIAT / RCP HAZMAT CST	Worcester Fire Chief Worcester Police Chief Director, NIAT / RCP Department of Fire Services Chief, CST	TBD	TBD
		2. Ensure that interoperable communications devices are utilized during emergency responses		Systems/ Equipment	Worcester Fire Department	Worcester Fire Chief Worcester	TBD	TBD

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					Worcester Police Department NIAT / RCP HAZMAT CST	Police Chief Director, NIAT / RCP Department of Fire Services Chief, CST		
		3. For the RCP, acquire interoperable communications devices that will allow strike teams to coordinate their activities with local responders and other State agencies		Systems/ Equipment	RCP	Director, RCP		
		4. Train all first responders on programming radios and conducting effective incident communications		Training	Worcester Fire Department Worcester Police Department NIAT / RCP HAZMAT CST	Worcester Fire Chief Worcester Police Chief Director, NIAT / RCP Department of Fire Services Chief, CST	TBD	TBD
	A.4.3.1 No formal IAP was developed	1. Continue to train Worcester Incident		Training	Worcester Fire	Worcester Fire Chief	TBD	TBD

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	and only the most fundamental incident objectives were discussed	Commanders on the ICS structure and the need for delegating authority to Operations, Planning, and Logistics Officers			Department Worcester Police Department	Worcester Police Chief		
		2. Review Worcester Police and Fire standard operating procedures to ensure that the development of an ICS-201 and an IAP is included and the appropriate steps for completion are outlined		Planning	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief	TBD	TBD
Public Safety Security and Response	A.5.1.1 During the exercise, emergency responders were delayed or did not act on defining or announcing “hot zone”, “warm zone”, or “cold zone.”	1. Provide training to the emergency responders covering site safety, and demarcation of perimeters of an incident involving hazardous materials		Training	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief	TBD	TBD
		2. Conduct cross-training of agencies to provide better understanding of what safety and security considerations need to be taken, and whose responsibility it is to do so		Training	Worcester Fire Department Worcester Police Department	Worcester Fire Chief Worcester Police Chief	TBD	TBD
		3. Educate response agencies indirectly involved in the immediate incident area on the policies and procedures of those first-in agencies, so they have a thorough		Training	Worcester Fire Department Worcester Police	Worcester Fire Chief Worcester Police Chief	TBD	TBD

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		understanding of what safety and security procedures need to be established and why			Department			
		4. Include and enforce zone requirements through the use of an IAP (ICS 201 for initial response actions)		Training	Worcester Fire Department	Worcester Fire Chief		
Responder Safety and Health	A.6.1.2 Strike Team members from RCP/NIAT did not have the appropriate PPE for entrance into the impacted area	1. Ensure RCP/NIAT Strike Teams possess appropriate PPE to gain entry into radiological hot zones. Train all Strike Team members on PPE donning and doffing procedures		Equipment Training	DPH RCP/NIAT	Director, RCP/NIAT		
Triage and Pre-Hospital Treatment	A.7.1.1 At no time during the drill was gross triage of the victims performed, which would prioritize the order of victim removal. Victims as they were removed were simulated going through RAM decontamination as they were delivered to the cold zone triage area	1. Provide gross triage training to all Worcester firefighters. Consider utilizing “hands-on” training techniques in consultation with local EMS and Ambulance companies		Training	Worcester Fire Department, including EMS	Worcester Fire Chief	TBD	TBD
		2. Conduct future exercises requiring the implementation of gross triage procedures for all Worcester firefighters		Training	Worcester Fire Department, including EMS	Worcester Fire Chief	TBD	TBD

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	A.7.1.2 Worcester firefighters did not account for victims on the scene while transporting them from the "hot zone" to the treatment area.	1. Ensure that all triage systems used during an emergency response are backed up by a redundant system to account for all site victims		Systems/ Equipment	Worcester Fire / EMS	Worcester Fire Chief	TBD	TBD
		2. Train all Worcester first responders on proper victim accountability procedures to ensure that everyone is on the same page at the outset of an incident		Training	Worcester Fire / EMS	Worcester Fire Chief	TBD	TBD
	A.7.1.3 The triage, treatment, and transport zones were too close to one another leading to confusion and difficulty tracking patients	1. Review training for Worcester EMS in relation to establishing the various EMS Branch Sections within the ICS		Training	Worcester EMS	Worcester EMS Director	TBD	TBD
		2. Focus training sessions on the physical set up of triage, treatment and transport staging areas to ensure they do not interfere with other response operations		Training	Worcester EMS	Worcester EMS Director	TBD	TBD
		3. Coordinate EMS Branch Section location with other response agencies within the ICS framework		Training	Worcester EMS	Worcester EMS Director	TBD	TBD
	A.7.2.1 Communications between the EMS loading officer and CMED worked effectively and led	1. Train transportation officers to remain as close to one area as possible while discharging patients in order to best facilitate the patient transportation activities		Training	Worcester EMS	Worcester EMS Director	TBD	TBD

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	to the efficient transport of patients							
WMD-HM Response and Decontamination	A.8.1.1 Proper protocol for incidents involving hazardous materials were not followed in approaching an incident, and establishing zones to prevent contamination and cross contamination	1. Conduct training for all Worcester firefighters to develop proficiency in zone establishment priorities and procedures when responding to a HAZMAT event		Training	Worcester Fire	Worcester Fire Chief	TBD	TBD
		2. Coordinate with regional HAZMAT teams to develop effective HAZMAT response protocols and training programs		Training	Worcester Fire Department of Fire Services	Worcester Fire Chief	TBD	TBD