



SETRAC

Off the Grid

Communications Drill

December 3, 2025

After-Action Report/Improvement Plan

December 3, 2025

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EXERCISE OVERVIEW

Exercise Name	Off the Grid Communications Drill
Exercise Date(s)	December 3, 2025
Purpose	The purpose of this drill was to evaluate the effectiveness of the Regional Healthcare Preparedness Coalition (RHPC) to communicate with partners during a region-wide communications disruption.
Mission Area(s)	Preparedness, Response and Recovery
HPP HPP Capabilities	HPP Capability 2 - Health Care and Medical Response Coordination
Objectives	Assess the ability of the Regional Healthcare Preparedness Coalition (RHPC) to establish communications with the CMOC in the event of a region-wide disruption of communications.
Threat or Hazard	Region-wide Communication Outage
Scenario	A cyber-attack has disrupted several communications functions across Southeast Texas, redundant backup communications systems are unavailable.
Participating Organizations	See Appendix B
Point of Contact	Timothy Chapman 832-570-2162 Timothy.chapman@setrac.org

ANALYSIS OF HPP CAPABILITIES

Aligning exercise objectives and HPP capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned HPP capabilities, and performance ratings for each HPP capability as observed during the exercise and determined by the evaluation team.

Objective	HPP Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Assess the ability of the Regional Healthcare Preparedness Coalition (RHPC) to establish communications with the CMOC in the event of a region-wide disruption of communications.	Health Care and Medical Response Coordination	X			
<ul style="list-style-type: none"> Performed without Challenges (P): The targets and critical tasks associated with the HPP 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 HPP 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 HPP 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 HPP capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of HPP Capability Performance

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

Objective 1 – Assess the ability of the Regional Healthcare Preparedness Coalition (RHPC) to establish communications with the CMOC in the event of a region-wide disruption of communications.

Overview

The amateur radio component of the SETRAC Off the Grid Drill was conducted on 12/03/2025 from 1000 to 1100 hours. The purpose of the drill was to ensure that amateur radio stations located at hospital and health care facilities as well as emergency response agencies were operational. Communications equipment like radios, cables, and antennas were tested through participation in the net.

This was a directed net with the primary frequency 145.170 using the KA5QDG repeater with Net Control operating from the home station of net control.

In all 70 Agencies/Facilities participated in this drill. Several agencies/facilities utilized multiple means of transmission for this drill.

HAM Radio or Digital Check-in – 23 Texting Platform - 60

With the increased emphasis of redundant communications from SETRAC and the hosting of several HAM radio training and licensing courses we have identified an increased usage and capabilities across the region on the HAM and Digital operations and check-ins. Continuing this effort will greatly enhance and better our regional communication capabilities region wide.

A total of 14 facilities and 23 radio operators checked in on the net.

1. Check-ins from hospital facilities

7 hospitals checked in with a total of 9 radio operators. Signals were good to strong and clearly audible.

Hospital	Radio Operator Call Signs
Huntsville Memorial Hospital	KJ5LCI
Matagorda Regional Medical Center	KJ5ESO
Methodist Continuing Care Hospital	KD5PQJ
Methodist West Hospital (KT5MW)	W5WMC, K5SEK
Tomball Regional Medical Center	K5TRS
Texas Children’s Hospital Main Campus (K5TCH)	WB5HJV
Texas Children’s Hospital Woodlands (K5TCH)	KG5EYW, K1ATM

2. Check-ins from emergency response agencies

6 emergency response agencies checked in with a total of 13 radio operators. Signals were good to strong and clearly audible.

Agency / Tactical Call Sign (opt)	Radio Operator Call Signs
ARES and RACES	AD5CQ, AG5QR, N5RIV, KA9IKK, W5MMI
Atascocita Fire Dept.	KF5VIK
City of Manel EOC	K5DBL
Galveston County	WB5ZPK
League City EOC	KC5LAA, WB5UZZ, WB5ZPK, KF5MED
SETRAC	K5JSN

An optional digital check-in was included in the drill for those facilities with radios capable of digital communications. For the digital check-in, a Winlink message was sent to an email address. The message could be sent in either VHF/UHF or telnet modes. **There were 10 digital check-ins from 7 facilities/agencies.**

Hospital or Emergency Response Agency	Mode	Radio Operator Call Signs
Amateur Radio Emergency Service	VHF Vara VHF Vara VHF	AD5CQ KA9IKK K5PRS
Atascocita Fire Dept.	Telnet	KF5VIK
Ft Bend County EOC	VHF Vara	WM5M
Huntsville Memorial Hospital	Telnet	KJ5LCI
Methodist CCH	Telnet	KD5PQJ
Methodist West Hospital (KT5MW)	UHF VARA ICS 214	W5WMC
Walker County OEM	VHF Packet	KB5DTS

APPENDIX A: IMPROVEMENT PLAN

HPP Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Health Care and Medical Response Coordination	Education	Continue to hold training sessions for HAM Radio licensing and Advance HAM training due to turnover and hospital visitation policies of external vendors being permitted access during pandemic operations.	SETRAC	SETRAC Training	Ongoing	Ongoing

APPENDIX B: PARTICIPANTS

Appendix B: Participants

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SETRAC

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Homeland Security Exercise and Evaluation Program (HSEEP)

AGENCY/ORGANIZATION	METHOD
1. Acadian EMS	T
2. Atascocita Fire Dept.	H
3. Avir at Spring Branch	T
4. Baytown OEM	T
5. Beacon Home Health Agency LLC	T
6. Beaumon Emergency Hospital	T
7. Better Care Matters	T
8. Bio Home Health Services	T
9. City of Manel EOC	H
10. City of Wharton	T
11. Cypress Creek Rehabilitation and Healthcare Center	T
12. Cypress Woods Care Center	T
13. Dedicated Home Health	T
14. Elite Hospital Kingwood	T
15. Fall Creek Rehabilitation and Healthcare Center	T
16. Forest Cove Assisted Living	T
17. Fort Bend County HHS	T
18. Ft Bend County EOC	H
19. Galveston County EOC	H
20. HCA Houston Healthcare Kingwood	T
21. Heart to Heart Hospice of Gulf Coast	T
22. Houston Methodist Continuing Care Hospital	H
23. Houston Methodist Sugar Land Hospital	T
24. Houston Methodist West Hospital	H
25. Huntsville Memorial Hospital	T,H
26. Kindred Hospital Sugar Land	T
27. League City EOC	H
28. Legacies Nursing & Rehabilitation	T
29. Legent North Houston Surgical Hospital	T
30. Lone Star Behavioral Health	T
31. Matagorda Regional Medical Center	H
32. MATSAN Health Services	T
33. Memorial Hermann Cypress Hospital	T

34. Memorial Hermann Katy Hospital	T
35. Memorial Hermann Memorial City Hospital	T
36. Memorial Hermann Northeast Hospital	T
37. Memorial Hermann Pearland Hospital	T
38. Memorial Hermann Rockets Orthopedic Hospital	T
39. Memorial Hermann Southwest Hospital	T
40. Memorial Hermann Sugar Land Hospital	T
41. Montgomery County Public Health Department	T
42. Ocean Behavioral Hospital Lufkin	T
43. Orange County Health Services	T
44. PAM Rehabilitation Hospital of Clear Lake South	T
45. Park Manor of Cyfair	H
46. Pax Et Vita Home Care LLC	T
47. Pax Et Vita Hospice Agency LLC	T
48. Premier Care Group, Inc.	T
49. Ridgewood at The Woodlands	T
50. RiverKids Pediatric Home Health	T
51. RollingBrook Rehabilitation and Healthcare Center	T
52. Sabine County Hospital	T
53. SETRAC	H
54. St. Joseph Medical Center	T
55. St. Luke's Health Memorial Livingston	T
56. St. Luke's Health Memorial San Augustine	T
57. St. Luke's Memorial Lufkin	T
58. St. Luke's Patients Medical Center	T
59. Texas Children's Hospital Main Campus	H
60. Texas Children's Hospital Woodlands	H
61. The Hallmark	T
62. The Heights On Valley Ranch	T
63. The Shoal	T
64. Timberidge Nursing and Rehab	T
65. TIRR Memorial Hermann	T
66. Tomball Regional Medical Center	H
67. TruCare Hospice and Palliative Services	T
68. UTHealth Behavioral Sciences Campus	T
69. Walker County OEM	T,H
70. Woodland heights Medical Center-Lufkin	T

H = HAM Radio T = Text