



SETRAC
Off the Grid
Communications Drill
June 3, 2026

After-Action Report/Improvement Plan

June 3, 2026

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)	June 3, 2026
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 **June 3, 2026** from **1000 to 1100 hours**. The purpose of the drill was to ensure that amateur radio stations located at hospitals 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 **89** Agencies/Facilities participated in this drill.

HAM Radio or Digital Check-in – 56
Texting Platform - 70

The drill had a total of 19 facilities/agencies check and 36 radio operators.

Hospital / Emergency Response Agency (Tactical Call Sign if used)	Radio Operator Call Signs
Amateur Radio Emergency Communications organizations – ARES, RACES and others	AD5CQ: ARES D-14 KB5DTS: Walker Co. Amateur Radio Grp K4GLC: Races D-1 KJHMH N5KJN WA5ABR: Jersey Village CERT W5MAX: Montgomery Co. ARES
Galveston County EOC	WB5ZPK
Harris County Public Health	KI5SRC
Harris County Auxiliary Communications: WA5AUX	WA5LEE
Harris County ESD #8	KT3X
Houston Red Cross	N5WAJ
Ft. Bend County EOC	WM5N
Johnson Space Center Amateur Radio Club (W5RRR)	KB5PGY
Huntsville Memorial Hospital	WA2HRF relay from 147.000
League City EOC (K5LCG)	WB5ZPKWB KC5LAA WB5UZZ
Clarewood House	KJ5BOJ
Memorial Hermann TMC	KI5ROT
Methodist Continuing Care Hospital	KD5PQJ
Methodist West Hospital (KT5MW)	W5WMC
Methodist Willowbrook Hospital	W2JJB W0PCW

Encompass Health Rehabilitation Hospital Katy	KI5TKC KJ5PZB KJ5IRU
Roman Forest PD	KK5DO
Sweeney Community Hospital	KT4EMT KJ5GQD
Texas Children's Hospital Woodlands (K5TCH)	KG5EYW K1ATM
City of Wharton	KT4EMT
RADO – radio operators who facilitated the drill (not included in participant count)	N5KJN: Net Control K5GAC: Backup Net Control K5SEK: Comm-L

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 20 digital check-ins from 11 facilities/agencies.**

Hospital or Emergency Response Agency	Mode	Radio Operator Call Signs
Fort Bend County HS & EM	VHF Packet	WM5N (from home station)
Harris County ESD 8	HF VARA	KT3X
Harris County Auxiliary Communications: WA5AUX	VHF VARA	WA5LEE
Huntsville Memorial Hospital	Telnet	K5HMH
Johnson Space Center Amateur Radio Club (W5RRR)	HF VARA	KB5PGY
League City OEM	VHF Packet VHF VARA	WB5UZZ KC5LAA WB5ZPK
Methodist CCH	UHF VARA VHF VARA VHF Packet	KD5PQJ
Methodist West Hospital (KT5MW)	VHF VARA ICS 214	W5WMC
Methodist Willowbrook	VHF VARA x2 VHF Packet	W2JJB
UTMB	VHF VARA	K5OB
Walker County OEM (W5SAM)	VHF Packet	KB5DTS

In conclusion

During the drill band conditions were good and communications were clear.

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

**After-Action Report/
Improvement Plan (AAR/IP)**

Off the Grid Communications Drill

APPENDIX B: PARTICIPANTS

Appendix B: Participants

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Homeland Security Exercise and Evaluation Program (HSEEP)

AGENCY/ORGANIZATION	METHOD
1. 1st Accurate Home Health Service	T
2. Ace Healthcare Services Inc	T
3. Altus Lumberton Hospital	T
4. Amateur Radio Emergency Communications organizations – ARES, RACES and others	H
5. ARES STX District 1	T
6. Avir at North Houston	T
7. Avir at Spring Branch	T
8. Baptist Beaumont Hospital	T
9. Beacon Home Health Agency LLC	T
10. Beaumont Emergency Hospital	T
11. Beaumont Public Health Department	T
12. Children’s Memorial Hermann	T
13. Christus Hospital Orange	T
14. City of Seabrook	T
15. City of Wharton	H
16. Clarewood House	H
17. Cypress Creek Rehabilitation and Healthcare Center	T
18. Diboll Nursing & Rehab	T
19. Elite Hospice and Palliative Care	T
20. Encompass Health Rehabilitation Hospital Katy	H
21. Encompass Health Rehabilitation Hospital of Humble	T
22. Exceptional ER	T
23. Fort Bend County HS & EM	H
24. Fort Bend County EOC	H
25. Galveston County EOC	H
26. Global Dialysis Plus	T
27. Harris County Auxiliary Communications	H
28. Harris County ESD 8	H
29. Harris County Public Health	H
30. Hospice in the Pines	T

31. Houston Behavioral Health	T
32. Houston Hospice	T
33. Houston Methodist Sugar Land	T
34. Houston Red Cross	H
35. Huntsville Memorial Hospital	H
36. IPR Healthcare	T
37. Jasper Newton Police Health	T
38. Johnson Space Center Amateur Radio Club	H
39. Kindred Hospital Sugar Land	T
40. Kingwood Endoscopy	T
41. League City EOC	H
42. League City OEM	H
43. Legent North Houston Surgical	T
44. Lucky Health Care Services	T
45. Lyndon B. Johnson Hospital	T
46. MATSAN Health Services	T
47. Medical Center of Southeast Texas	T
48. Memorial Hermann Cypress	T
49. Memorial Hermann Northeast	T
50. Memorial Hermann Pearland	T
51. Memorial Hermann Rockets Orthopedic	T
52. Memorial Hermann Southeast	T
53. Memorial Hermann Sugar Land	T
54. Memorial Hermann Surgical Hospital Kingwood	T
55. Memorial Hermann The Woodlands	T
56. Memorial Hermann TMC	H
57. Houston Methodist Continuing Care Hospital	H
58. Houston Methodist West	H
59. Houston Methodist Willowbrook	H
60. MRC Retirement Community	T
61. Nacogdoches Memorial	T
62. Northwest Community Health	T
63. Nurses Night and Day	T
64. Oak Village Healthcare	T
65. OakBend Medical Center	T
66. Orange County Health Services	T
67. PAM Rehabilitation Hospital of Clear Lake South	T
68. Park Manor of Cyfair	T

69. RADO – radio operators who facilitated the drill (not included in participant count)	H
70. Rice Emergency Room	T
71. RiverKids Pediatric Home Health	T
72. Roman Forest PD	H
73. Silverado North Houston	T
74. St. Luke’s Health Memorial Livingston	T
75. Sun Valley Rehabilitation and Healthcare Center	T
76. Sweeny Community Hospital	H
77. Texas Children’s Hospital Woodlands	H
78. Thank You Nurses Ltd.	T
79. The Arboretum of Winnie	T
80. The Hallmark	T
81. Timberidge Nursing and Rehabilitation	T
82. TIRR Memorial Hermann	T
83. Tyler County Hospital	T
84. UC Ultimate Therapy Services Inc.	T
85. UTHealth Houston Behavioral Sciences	T
86. The University of Texas Medical Branch	H
87. Village Creek Rehab and Nursing	T
88. Walker County OEM	H
89. West Wynde Health Services	T

H = HAM Radio T = Text