

Cascadia Subduction Zone

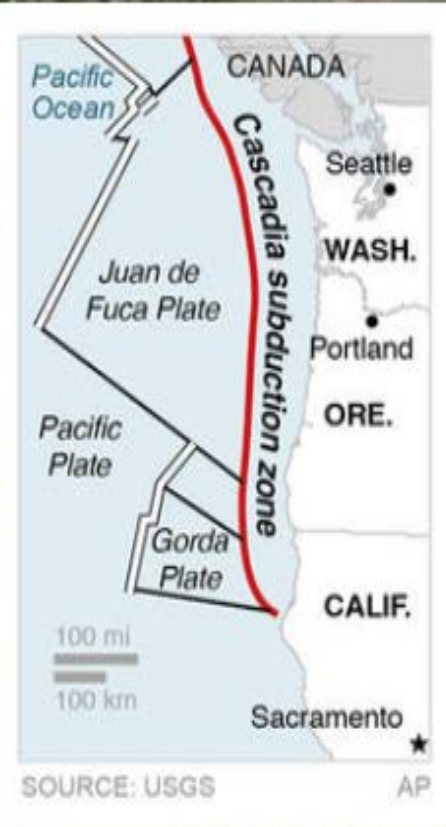
Vancouver Island

WA

OR

After-Action Report & Recommendations

From the *Cascadia Rising Solutions 2019*
full-functional exercise
Redmond WA, 18 & 19 October



Emergency Management Division



TABLE OF CONTENTS

CONTENTS

Executive Summary	3
Major Strengths	3
Primary Areas of Improvement	3
Exercise Background	4
Exercise Objectives	4
Exercise Design and Planning Approach	4
Exercise Goals	5
Policy Questions	6
Cascadia Rising Solutions 2019	6
Fuel	6
Lodging	7
Exercise Planning Assumptions	8
All Departments and Partners	8
City Department Planning Assumptions	9
EMD Volunteer Programs Planning Assumptions	11
Exercise Overview	13
Participating Organizations	14
Exercise Event Log	15
Exercise Out brief	17
Exercise Evaluation Forms Summary	18
Observations/Recommendations from Evaluators	24
Field Innovation Team (FIT) Recommendations	26
Final Recommendations	27
Acronyms	28
Handling Instructions and Signature Sheet	30

EXECUTIVE SUMMARY

A city-wide Disaster Preparedness Exercise, Cascadia Rising Solutions 2019, was conducted throughout key areas of the city of Redmond on October 18 & 19, 2019. Participants on the first day of the exercise consisted primarily of Redmond city employees. The second day of the exercise was a combination of Redmond city employees. 35 partner organizations participated on both days. An integral part of the exercise was to address gaps identified during the *Cascadia Rising 2016* exercise.

Major Strengths

- The Redmond police and fire departments provided excellent leadership by manning the Emergency Coordination Center's (ECC) Operations Section during both days of the exercise.
- 35 exercise partners, volunteers and the Redmond community were totally engaged in the exercise through coordination of the Field Innovation Team.
- Amateur Radio Emergency Service (ARES) and Community Emergency Response Team (CERT) members were committed to assisting the ECC throughout the exercise in both leadership and support roles.
- The use of ARES, drones, OWL Network and the KYMETA Satellite Communications System were instrumental in establishing and maintaining communications throughout the exercise.

Primary Areas for Improvement

- Additional disaster preparedness training is required for all city employees working in the Emergency Coordination Center during a disaster or exercise.
- The city needs to establish policies for how and when the following resources will be used during a disaster or any emergency response:
 - Drones
 - OWL Network
 - KYMETA - Satellite Communications System
- Extensive training is required for the following ECC areas:
 - The roles and responsibilities for each position in the ECC
 - Documenting Incident Action Plans (IAPs), Situation Reports (SIT Reps) and other key ICS Forms
 - Maintaining Unit Logs in every area of the ECC
- Address the lack of compliance with the Revised Code of Washington (RCW) 38.52070 demonstrating the responsibility to communicate response messaging to those who use English as an additional language.

EXERCISE BACKGROUND

Exercise Objectives

- Demonstrate the ability of all City of Redmond Departments to work with all response partners within the operational area and share critical information related to response operations for a catastrophic earthquake. (Situational Assessment and Common Operating Picture)
- Demonstrate the ability to continue ongoing communications from initial response operations through the beginning of a long-term recovery to an incident.
- Assess how damage to regional transportation routes will impact the ability of city employees to provide essential services to impacted Redmond residents.
- Evaluate the plans and processes of the Emergency Coordination Center (ECC) during response operations exercises.

Exercise Design and Planning Approach

The Cascadia Rising Solutions 2019 exercise was designed to be conducted over a two-day period. Each day included three operational periods. The first operational period had minimal resources. The second operational period had power in the ECC, but very little else. The final operational period had full capabilities for all areas. There was no ECC Command Staff available for the exercise, however the Operations Section on both days were led by Redmond police and fire personnel. After each operational period on both days an operational out brief and hot wash was conducted in the City Council Chambers. Locations for the exercise were City Hall, FS-11, FS-17 and Redmond High School. A Master Scenario Events List (MSEL) was used to provide injects in chronological order throughout the exercise.

EXERCISE GOALS

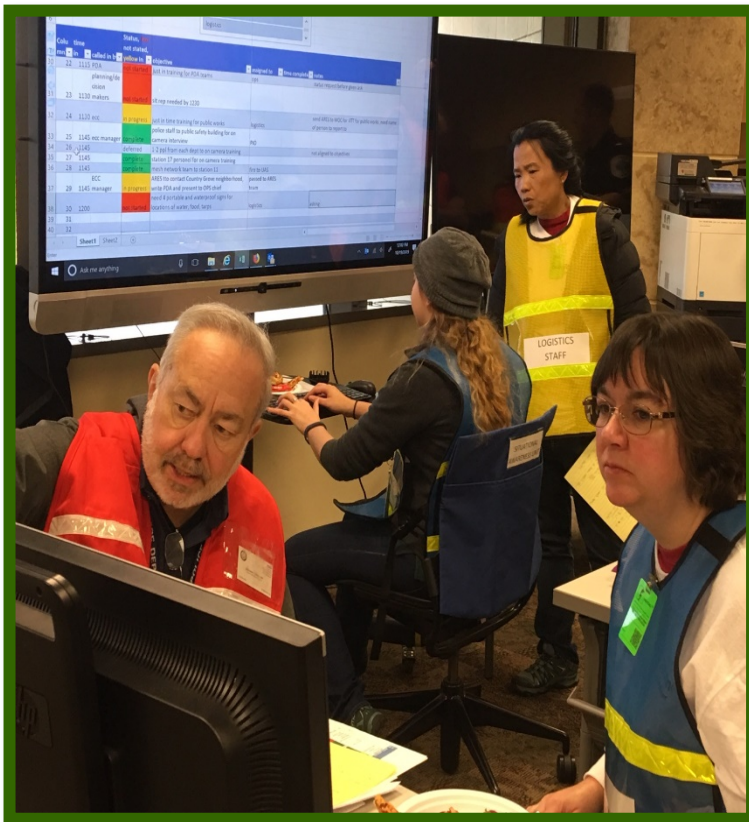
For the CRS 2019 functional exercise participants will address gaps identified from the Cascadia Rising 2016 (CR 2016) exercise to improve response operations in these three categories:

- Communication,
- Transportation,
- Situational Assessment and Common Operating Picture (COP)

and solve issues through,

- cooperation
- innovation
- and leadership

to provide accessible essential services for the whole community.



POLICY QUESTIONS

Cascadia Rising Solutions 2019

- **Fuel:** The Command and General Staff of the Emergency Coordination Center (ECC) is seeking a course of action on how to proceed in this particular situation that has been agreed upon by the Emergency Preparedness Council at the City of Redmond
 - **Problem Statement:** Among the many things the earthquake has caused damages to are the electric supply, bridges, and roads around the region. These circumstances compounded, lead the ECC to anticipate a significant fuel shortage in Redmond.
 - The emergency generators at the city pumps are working. The city currently has fuel for the next 72 hours at the present use rate for city vehicles.
 - County, State, and Federal agencies all agree that fuel will not be available for delivery via roads for at least two weeks.
 - Some private sector vendors have fuel and the general public is waiting in long lines to fill up vehicles and containers with gas. There are other private sector vendors that have closed because they have no capability to pump fuel from their tanks or staff available to do so.
 - There are abandoned and damaged vehicles throughout the City with fuel in their tanks.
 - **Policy Request:** The Incident Commander is requesting a *Fuel Plan* that can be operationalized in this incident, and is specifically seeking guidance on policy for determining:
 - Which city vehicles get priority on the existing fuel and how is that enforced?
 - Can fuel be taken from private abandoned and damaged vehicles for City use?
 - Is there a plan for finding, procuring, and transporting fuel from alternative sources and then distributing that fuel?

- **Lodging:** The Command and General Staff of the Emergency Coordination Center (ECC) is seeking a course of action on how to proceed in this particular situation that has been agreed upon by the Emergency Preparedness Council at the City of Redmond.
 - **Problem Statement:** Approximately 53% of all employees of the City of Redmond could work immediately following the earthquake. The response operation period is currently 24 hours comprised of 2, 12-hour shifts and should continue as such for the next week. The ECC Safety Officer has indicated that driving home would be a safety issue for 118 employees due to travel time causing them to be incapable of 8 hours rest, resulting in an unacceptable risk. MOUs with local lodging facilities with safe available space and provide 22 hotel rooms with two queen beds each. There are 30 bariatric cots (which can hold a weight load of 400 lbs.) available through the Emergency Management Division. *There is a lodging shortage for City employees.*
 - **Policy Request:** The Incident Commander is requesting a *Lodging Plan* that can be operationalized in this incident, and is specifically seeking guidance on policy for determining:
 - How will the 22 available hotel rooms be distributed (by need, by department, as first come/first served)?
 - Is it acceptable to utilize alternative housing such as Air B&B, staying with local families, staying with local volunteers, staying in local community shelters, sleeping in personal vehicles on City property, or using tents?
 - How will the City provide lodging for all 118 personnel?



EXERCISE PLANNING ASSUMPTIONS

ALL Departments and Partners

- A. Cascadia Rising Solutions 2019 exercise will use the Redmond Comprehensive Emergency Management Plan (CEMP) as the exercise foundation, aligned with the goal to enhance the revision of that document.
- B. Redmond Emergency Management Division (EMD) is the lead for safely coordinating all activities associated with the CRS2019 exercise.
- C. The Redmond Emergency Coordination Center (ECC) will be activated under the direction of an Incident Commander utilizing the Incident Command System.
- D. All exercise participants will work as a team under Unified Command supporting the incident objectives of the Incident Commander.
- E. Exercise play will be conducted in the ECC, other City facilities, and at several locations in the community.
- F. The design of this exercise will incorporate the abilities of all community members in response and recovery operations.
- G. Redmond may be isolated from surrounding communities and any resources or help. All segments of the population need a plan to respond to a disaster.
- H. This exercise will serve as a test to determine EMDs progress toward compliance with the Revised Code of Washington (RCW) 38.52070 demonstrating our responsibility to communicate response messaging to those who use English as an additional language.

City Department Planning Assumptions

- City Communications
 - Will be the trusted source of accurate data from the City to the community.
 - Ensure that all disaster-related information is compliant with the Americans with Disabilities Act (ADA).
 - Disseminate timely and accessible emergency public information using multiple methods (e.g., television, radio, Internet, sirens) to reach individuals with sensory, intellectual, and cognitive disabilities, as well as individuals with limited English proficiency.
 - Will establish a Joint Information Center (JIC) and partner with subject matter experts from government, the private sector, voluntary agencies, and academics as appropriate, to produce credible and comprehensive information about earthquake's impacts on the community.
 - Dispatch will be overwhelmed creating the need to for City Communications, Fire, and Police Departments to partner with the Virtual Operations Support Team (VOST) which will monitor social media for triage of emergency medical response and other public safety priorities.
- Finance
 - The Finance department will identify and protect all records essential for the continuity and preservation of the Redmond City government.
 - Has procedures in place to waive normal contracting practices, temporarily increase credit card limits, or approve emergency increase of department budgetary authority.
 - Has a cushion in the event of unanticipated revenue shortfalls and an emergency reserve fund designated for emergency expenditures that can be leveraged to support essential functions disrupted by an incident.

- Will be diligent in its contract review practices to ensure qualified contractors are selected for response and recovery operations.
- Work with the *volunteer work hours data* from Human Resources for use in the City's application for Federal funding and/or reimbursement.
- Document and track all incident related spending.
- Have data available about medically fragile members of the community reliant on electrical equipment.
- Will work with the Redmond Citizen Corps Council (RCCC) to direct public financial donations to its 501C3 *Redmond Recovery Fund*.
- Fire (RFD)
 - The incident will create limited resources with competing priorities for medical and emergency fire services.
 - The incident will create additional tandem events requiring additional response operations.
 - Dispatch will be overwhelmed creating the need for City Communications, Fire, and Police Departments to partner with the Virtual Operations Support Team (VOST) which will monitor social media for triage of emergency medical response and other public safety priorities.
 - Work under a Unified Command System to create an alternative *Communication Plan* for effective messaging between Police, Fire, and Public Works under austere conditions.
 - The RFD will need to provide emergency services to community members who will require them in languages other than English.
 - The impacted community will look upon Fire Stations as resources for information, first aid, specialized services, and points of distribution.
 - Emergency Management volunteers will act in a support capacity function at Fire Stations to deal with members of the public seeking assistance and information in multiple formats.
 - Coordinate with the Police and Planning Departments to determine building safety within the City and recommend evacuation as appropriate.
- Human Resources
 - Develop and maintain procedures for notifying family members/emergency contacts regarding the status of employees.
 - Provide for the recruitment, registration, mobilization, and demobilization of volunteers during the incident.
 - Working with the Redmond Citizen Corps Council (RCCC), HR will coordinate just in time training, identification, and personal protective equipment for all deployed volunteers.
 - Provide records of volunteer work hours to the Finance Department for use in application for Federal funding and/or reimbursement.
 - Provide the ECC an updated and operational list of communication capabilities of city employees to be utilized during the incident (e.g. foreign languages, American Sign Language [ASL]).
- Parks and Recreation
 - The interruption of critical infrastructure may require mass care services for city employees and the impacted population.
 - Provide coordination for all mass care and individual assistance.

- Provide personnel to coordinate overall logistical support and resource management.
- Provide personnel and Parks equipment for priority use in response operations as determined by Incident Command.
- Ensure that all city-run shelter facilities are compliant with the Americans with Disabilities Act.
- Assume primary responsibility for coordination and provision of assistance to populations with access and functional needs and non-English speaking populations.
- Planning and Community Development
 - Leads the teams that conduct initial and subsequent damage assessments to both public and private properties.
 - Provide just-in-time training to all city staff and volunteers assigned to PDA teams.
 - Utilize the best available technology to facilitate and expedite PDAs.
 - Work with whole community partners deployed to support incident response.
 - Provide initial preliminary damage assessment (PDA) data and staff assistance to the TIS and other ECC staff to evaluate and prioritize the disaster information gathered.
 - Update demographic data on the number of individuals in the community with disabilities and others with access and functional needs, including the number of children and where they tend to be (e.g., schools, daycare facilities).
 - Coordinate with the Police and Fire Departments to determine building safety and accessibility within the City and recommend evacuation as appropriate.
 - Act as the City Liaison to community-based, faith-based, and voluntary organizations active in disasters (VOAD) to address human service needs of the whole community.
 - Work with the Redmond Citizen Corps Council to establish a Long-Term Recovery Committee.
- Police (RPD)
 - The incident will create limited resources with competing priorities for public safety services.
 - The incident will create additional tandem events requiring additional response operations.
 - Work under a Unified Command System to create an alternative *Communication Plan* for effective messaging between Police, Fire, and Public Works under austere conditions.
 - Dispatch will be overwhelmed creating the need to for City Communications, Fire, and Police Departments to partner with the Virtual Operations Support Team (VOST) which will monitor social media for triage of emergency medical response and other public safety priorities.
 - The RPD will need to provide emergency services to community members who will require them in languages other than English.
 - Coordinate with the Planning and Fire Departments to determine building safety and accessibility within the City and recommend evacuation as appropriate.
 - Provide just-in-time training to emergent volunteers to supplement and enhance lower priority public safety issues.

- **Public Works**
 - Work under a Unified Command System to create an alternative *Communication Plan* for effective messaging between Police, Fire, and Public Works under austere conditions.
 - Access to the impacted areas may be dependent upon the re-establishment of ground routes, so emergency road repairs will be given top priority to support immediate lifesaving emergency response activities.
 - The City is responsible for its own emergency repairs and restoration of services. All requests for assistance are processed through incident command at the ECC.
 - Coordinate and control incident related traffic in conjunction with the Redmond City Police Department.
 - Notify all appropriate departments, agencies, and impacted individuals on a regular basis of roadway conditions.
 - Set up a temporary sewer system as requested (e.g. Sani can, portable pottys etc.).
 - Provide training and supervision for employees and volunteers assigned to PW for the purpose of incident response.
- **Technology and Information Services (TIS)**
 - Will protect and safeguard its systems to maintain critical information and technology services in support of City operations.
 - Provide Geographic Information System (GIS) mapping services to enhance EOC operations and response operations.
 - Work with Amateur Radio Emergency Service (ARES) volunteers to supplement and enhance TIS communications system at the onset of the incident.
 - Work with whole community partners deployed to support incident response.
 - Utilize the best available technology to facilitate and expedite data collected by Planning from the Preliminary Damage Assessments.
 - Utilize technology to support whole community efforts to establish stakeholder networks that encourage community engagement in response operations.

EMD Volunteer Programs Planning Assumptions

- **Amateur Radio Emergency Service (ARES)**
 - Workable amateur radio equipment will be stored and available for use at each Fire Station in Redmond.
 - ARES members will deploy to their pre-assigned Fire Station as soon as it is safe for them to travel.
 - There will be food, water, and sleeping equipment/supplies provided for ARES members by the CERT Station Support team for 12-hour deployments.
 - ARES will establish two-way communications via HF, UHF, VHF, CW, RTTY, Packet, and Winlink in support of the IC Mission and ECC manager.
 - ARES members serve as force multipliers for critical messaging for the whole community.
- **Community Emergency Response Team (CERT)**
 - CERT leadership team will deploy to the ECC as soon as it is safe for them to travel.

- CERT leadership team is capable of contacting and communicating with all CERT trained members of the community who can then connect with their distinct community members.
- Under the direction of EMD CERT members will be assigned to support a variety of mission specific objectives.
- CERT teams will create multiple channels of communication with a variety of community members acting as liaisons to a wide range of social, cultural, service, education, and faith-based organizations.
- **Medical Reserve Corps (MRC)**
 - Under the direction of the EMD members will be assigned to support a variety of mission specific objectives at a variety of locations.
 - MRC members will focus on supporting essential services to medically fragile and more vulnerable populations in the community.
- **Redmond Citizen Corps Council (RCCC)**
 - Immediately following the onset of an incident, the RCCC will establish a Long-Term Recovery Committee and work with local, county, state, tribal, and federal governments as-well-as community, service, and faith-based community groups on the long-term recovery plan for the City of Redmond.
 - Will establish, maintain, and manage the 501C3 Long term recovery fund for the Redmond community working in tandem with the City Finance Department.
 - Working with the City Human Relations Department, the RCCC will support just in time training, identification, and personal protective equipment for all deployed volunteers.
- **Virtual Operations Support Team (VOST)**
 - The VOST supporting Redmond will be comprised of national and international partners monitoring social media to support local operations.
 - Dispatch will be overwhelmed creating the need to for City Communications, Fire, and Police Departments to partner with the VOST, which will monitor social media for triage of emergency medical response and other public safety priorities.
 - The Disaster Medicine Project will provide analysis of social media posts that may require medical triage. The VOST will expedite that data to City Communications working in partnership with the Police and Fire Departments for appropriate response operations.



EXERCISE OVERVIEW

Exercise Start Date

Friday, October 18, 2019

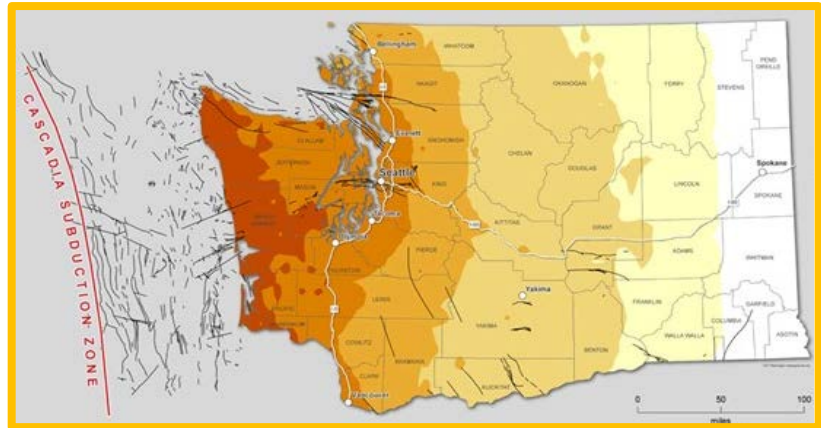
Exercise End Date

Saturday, October 19, 2019

Threat and Scenario

Catastrophic Earthquake - 9.0 rip

rupture of the Cascadia Subduction Zone resulting in aftershocks, tsunamis, and seiche with significant impact on life and safety.



Type of Event

This was a functional exercise conducted on Friday and Saturday with field play on both days.

Mission Area

Redmond Emergency Control Center

Response Core Capabilities

- Communication
- Transportation
- Situational Assessment and Common Operating Picture

Exercise Locations

- Redmond City Hall
- Fire Station 11
- Fire Station 17
- Redmond City High School

PARTICIPATING ORGANIZATIONS:

Support from the private sector, faith-based and community-based organizations, Redmond city departments, Field Innovation Team and emergency management volunteers.

Participants:

1. American Red Cross
2. Amateur Radio Emergency Service (ARES)
3. Bainbridge Prepares
4. Bascome Jay Wilson - Communications Support and Emergency Management Consultant
5. Community Emergency Response Team (CERT)
6. City of Bellevue Emergency Management
7. Clark Regional Emergency Services Agency (CRESA)
8. Disaster Medicine Project
9. Don Biesecker - Exercise Evaluation and After-Action Report (AAR) Consultant
10. Epicenter Deployment Support Unit
11. English as a Second Language (ESL) Talk Time
12. Everything Life Safety
13. Field Innovation Team (FIT)
14. Geo Collaborate
15. Google
16. Hope Animal Assisted Crisis Response
17. Imagining in Flight
18. King County Emergency Management Public Information Officers
19. Kymeta
20. Lake Washington School District
21. Microsoft
22. NORCOM
23. Project OWL
24. Pierce County Emergency Management
25. Red Elm
26. Redmond Citizen Corps Council
27. Redmond United Methodist Church
28. Social Simulator
29. Walt Disney Emergency Management Division
30. Tzu Chi Buddhist Foundation
31. Vancouver British Columbia Emergency Management
32. WA Civil Air Patrol
33. WA State Independent Living Council - Coalition on Inclusive Emergency Management
34. Whittington & Associates
35. Zone 1 - Emergency Management Coordinator

EXERCISE EVENTS LOG

EVENT DATE	EVENT TIME	EVENT ACTION
October 18	8:00 AM	Chief Operating Officer Opens Exercise
	8:30 AM	Exercise begins - Involving Redmond City Staff and 35 Participating organizations over a two-day period.
	8:30 AM	1 st Operational Period starts, with periodic injects to the ECC via Sim Cell
	10:30 AM	End of 1 st Operational Period. Command Staff Meeting and Planning Section conducts Operations Briefing
	11:00 AM	2 nd Operational Period starts, with periodic injects to the ECC via Sim Cell
	1:00 PM	End of 2 nd Operational Period Ends. Command Staff Meeting and Planning Section conducts Operations Briefing
	1:30 PM	3 rd Operational Period starts, with periodic Injects to the ECC via Sim Cell
	3:30 PM	End of 3 rd Operational Period Ends. Command Staff Meeting and Planning Section conducts Operations Briefing
October 19	8:30 AM	1 st Operational Period starts, with periodic injects to the ECC via Sim Cell

	10:30 AM	End of 1 st Operational Period. Command Staff Meeting and Planning Section conducts Operations Briefing
	11:00 AM	2 nd Operational Period starts, with periodic injects to the ECC via Sim Cell
	1:00 PM	End of 2 nd Operational Period Ends. Command Staff Meeting and Planning Section conducts Operations Briefing
	1:30 PM	3 rd Operational Period starts, with periodic Injects to the ECC via Sim Cell
	3:30 PM	End of 3 rd Operational Period Ends. Command Staff Meeting and Planning Section conducts Operations Briefing



EXERCISE OUT BRIEF

Overall, the Cascadia Rising Solutions 2019 exercise proved to be very worthwhile. It identified the City of Redmond's strengths in responding to a major disaster: flexibility, outstanding City and community engagement, and professionalism from all participating partners.

The exercise was conducted twice simulating three 12-hour operation periods each day. Friday's exercise was staffed primarily by Redmond city employees and participating partners. In the year prior to the exercise, city employees received 24-hours of disaster response training but limited hands on experience in the ECC. Overall communications and coordination throughout the internal organization was good, however, documentation and tracking of the goals and objectives were weak and, in most cases, non-existent. Overall communication to the impacted community was conducted exclusively in English, with missed opportunities to engage those who require response messaging in other languages including American Sign Language.

Saturday's exercise was staffed primarily by volunteers totally committed to their assigned positions. They had a better understanding of ECC operations and performed well. Like on Friday's exercise, they had difficulty documenting and tracking goals and objectives. Volunteers with a variety of language capabilities were present but formal communications from the City failed to capitalize the resources.

It should be noted that the Redmond Police and Fire Departments staffed the Operations Section on both days and did an outstanding job with the information they had available to them. Other partners in the exercises such as the Red Cross, CRESA, ARES, CERT, the Field Innovation Team (FIT) and the drone operators provided excellent support, allowing the ECC staff to gather the information they needed to accomplish their tasks.

On Friday there were nine evaluators who completed a total of forty-six Exercise Evaluation Forms that documented both positive observations, weaknesses and analysis of the actions they observed.

On Saturday there were four evaluators who completed a total of twenty-nine forms. All Exercise Evaluation Forms have been turned into the Redmond Emergency Management Division for their review.

EXERCISE EVALUATION FORMS SUMMARY

Seventy-five Exercise Evaluation Forms were completed by the nine evaluators over the course of the exercise. Key findings from the evaluation forms are summarized below.

Friday, October 18, 2019

Operational Period: 8:30 – 10:30 AM

Strengths:

- The ECC and ARES did an excellent job identifying the required backup frequencies
- Simulating no power available ARES went to battery backup
- The PDA Teams, once formed, received a detailed safety briefing and identify potential hazards they could encounter while in the field
- CERT established Volunteer Reception Center with HR Dept.
- Observed excellent teamwork between the ECC and ARES on mission requirements and communications
- Director's Team addressed and communicated City policy issues to Operations Section in a succinct and timely fashion

Weaknesses:

- ARES had difficulties in programming radios due to the lack of available computers
- There was a lack of documentation in all areas
- HR/Check-In was not tracking resources by "Type"
- The Operations Period briefing was weak, as each section did not brief out as required

Recommendations:

- The HR/Check-In Unit needs to develop or use a process for tracking resources by "Type"
- A plan needs to be developed for relay stations and antennas for ARES
- The ECC needs to better utilize easels and white boards in developing documentation and tracking objectives when power is not available
- Training is required for all participants in tracking activities, documentation and Unit Log use

Friday, October 18, 2019

Operational Period: 11:00 AM - 1:00 PM

Positive Actions:

- The use of the Organization, Whereabouts & Logistic (OWL) Network was excellent
- The Field Innovation Team (FIT) addressed processes to identify points of contact for major businesses
- The Public Information Officer (PIO) received excellent training on interview skills

Weaknesses:

- All sections within the ECC should have used written messages when giving direction
- The Public Information Officer had difficulties in receiving updated information
- The Planning Sections Situation Unit had difficulties receiving information and did not document the information received
- There was no Situation Report (SIT Rep) developed or presented at the Operation Briefing

Recommendations:

- The Planning Sections Situation Unit needs to use a checklist for gathering information for the SIT Report
- Training for all participants in tracking activities, documentation and Unit Log use

Friday, October 18, 2019

Operational Period: 1:30 - 3:30 PM

Positive Actions:

- Drone Operations were excellent in all locations which included City Hall, FS-11, FS-17 and Redmond High School
- The Field Innovation Team had excellent work arounds and use of local media to notify residents (e.g. dropping leaflets and flying banners)

Weaknesses:

- There was only one individual in the ECC that knew how to log in and use the WEB EOC. Usage of the system was minimal at best
- The JIC and PIO have only communicated to the community in English with a missed opportunity to address the needs of an engaged partner who used American Sign Language

Recommendations:

- Need to identify who has access and is trained to use the WEB EOC and have them assigned to the ECC during future exercises or actual incidents
- City employees need to receive additional training on specific roles and responsibilities when assigned to work in the ECC, which should include documenting and tracking critical actions and activities, including all required ICS Forms and documenting actions on Unit Logs
- Address the lack of compliance with the Revised Code of Washington (RCW) 38.52070 demonstrating the responsibility to communicate response messaging to those who use English as an additional language.

Saturday, October 19, 2019

Operational Period: 8:30 - 10:30 AM

Positive Actions:

- HR/Check-In did an excellent job responding to Logistics requests for individuals to perform PDA's
- Once again, the PDA teams were provided excellent training before being deployed
- ARES performed outstanding in responding to communication requests from all areas of the disaster
- The Human Resources & Finance Section did an outstanding job of collecting volunteer hours for the Operational Period

Weaknesses:

- There was nobody assigned to FS-11 who knew how to record Public Service Announcements

Recommendations:

- Training for all participants in tracking activities, documentation and using Unit Logs
- Ensure specific city employees are identified and trained on recording Public Service Announcements

Saturday, October 19, 2019

Operational Period: 11:00 AM - 1:00 PM

Positive Actions:

- ARES did an outstanding job in completing field assessments
- ARES did an excellent job providing Just-In-Time training for Public Works (PW)
- The Field Innovation Team did an outstanding job establishing the OWL Network with a white board that was used to track deployments
- A good attempt was made to use the ECC Smart Board to setup the Situation Status display and keeping the information up to date
- The ARES Network was interfered with by a non-player in the exercise, and immediate action was taken to correct the problem
- CERT volunteer reception center was organized and safety focused tracking all exercise participants

Weaknesses:

- The ECC Safety Officer needs to monitor all areas for potential safety hazards, such as tripping hazards with electrical wires and cables in the ECC
- ARES communications to and from City Hall was difficult, and at times unreliable because an outside or rooftop antenna was not available. The workaround use of an additional relay station, while viable, slowed communications and would not have supported the message throughput needs of a major event.

Recommendations:

- Training for all participants in tracking activities, documentation, and Unit Log use

Saturday, October 19, 2019

Operational Period: 1:30 PM - 3:30 PM

Positive Actions:

- Operations and Planning conducted a good operational out brief at the end of the final Operations Period
- FIT provided excellent structure for a Long-Term Recovery Committee (LTRC) to be established through the Redmond Citizen Corps Council



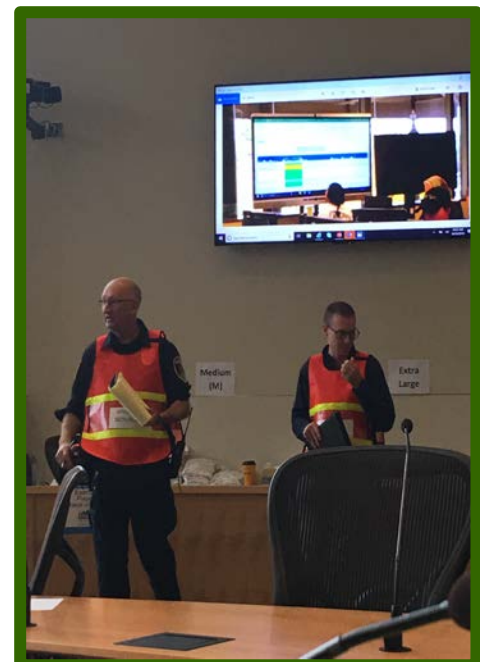
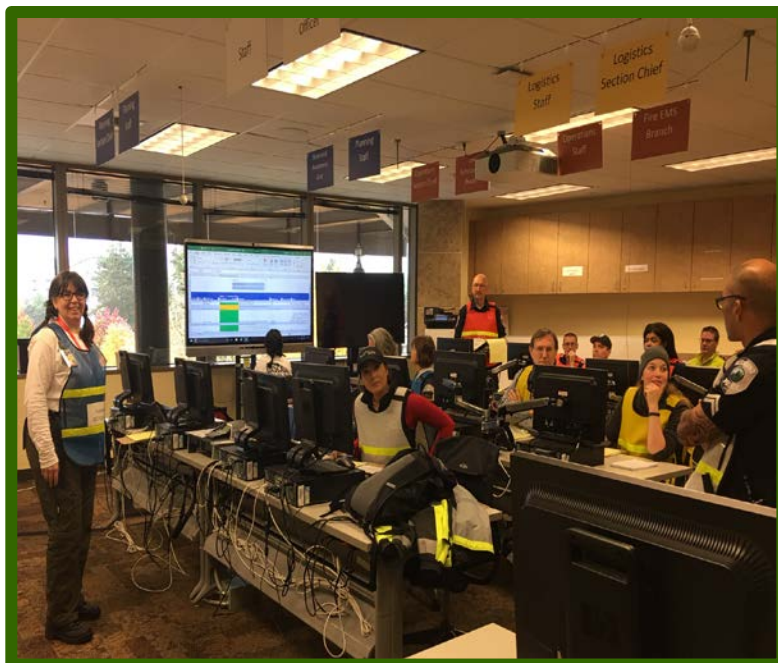
Weaknesses:

- The Finance/Administration Section misunderstood a request from the Operations Section to provide updates on Long Term Recovery strategies, which never received follow up action
- A change to the Redmond City E-Mail server blocked phone and video attachments sent from the field by the drome team



Recommendations:

- Training for all participants in tracking activities, documentation and Unit Log use
- Integrate a LTRC into Emergency Management Plans



OBSERVATIONS/RECOMMENDATIONS FROM EVALUATORS

Number 1:

Observation: The exercise focused on activities of the Emergency Coordination Center and supporting units. The exercises did not employ an Incident Commander or Unified Command, and the MSEL did not provide a simulated command team in the SIM Cell.

Impact: The ECC was not provided with the Incident Commander's Priorities and Objectives, and the SIM Cell was not staffed to provide them. In order for the exercise to proceed, exercise evaluators made up a list of priorities and objectives, but they may not have been realistic or consistent with those identified by a true Incident Commander or Redmond City Policy.

Recommendation: Future exercises will benefit from having a Unified Command element, preferably with participants from responsible agencies. Lacking that, the SIM Cell should be prepared to issue realistic and coordinated command guidance regarding the ECC Incident Action Plan.

Number 2:

Observation: Participants in the Emergency Coordination Center did not use ICS Forms, even when prompted by evaluators.

Impact: ICS Forms are intended to streamline and standardize organization, communications and record keeping. Many of the difficulties within the ECC resulted from these weaknesses. Subsequent shifts would have no way to verify previous actions, commitments and issues, and the city would have lacked critical legal and financial documentation.

Examples:

- Messages to and from ARES radio room were almost all verbal, leading to a high probability of error in transmission and relay. Additionally, communications of major decisions such as priorities, objectives and allocation of resources were sent out without any record of authentication. Use of ICS Form 213 resolves this issue. Lacking an ICS Form, any written document would be better than none.
- Units within the ECC did not keep any form of a Unit Log. For an extended event, this would have resulted in extreme confusion. ICS Form 214 provides a log for each unit to record its actions, decisions and communications

Recommendations: ECC staff needs refresher training on ICS with emphasis on usage of key forms. Future exercises should require participants to use written documentation, preferably on ICS Forms. Lacking ICS Forms, even the consistent use of steno pads to keep unit logs will suffice.

FIELD INNOVATION TEAM INPUTS/RECOMMENDATIONS

Common Operating Picture (COP)

GeoCollaborate showed the City of Redmond and the Emergency Coordination Center (ECC) how situation awareness could be accomplished with data map layers including infrastructure. The city needs to establish policies for how and when the following resources will be used during a disaster or actual emergency response:

- Drones
- Owl Network
- KYMETA - Satellite Communications System, live traffic cameras, and damage assessment reports using collector to show a common operating picture.

Alternate Communications

To improve communications between Fire Station 11 and City Hall, an OWL Network, utilizing 4 ducks, one in FS-11, one in City Hall and 2 outside connecting them to a chain. Two mesh networks surrounding FS-11 and FS-14 were activated so city residents could make contact with the ECC regarding emergencies or situational awareness.



FINAL RECOMMENDATIONS

It is highly recommended that the City of Redmond conduct an additional city-wide exercise comprised of Redmond City employees and volunteers who have received additional training for specific positions within the Emergency Coordination Center.

The exercise should cover a minimum of two operational periods that are 3-hours in duration with an Incident Commander or Unified Command in a separate location, who will provide the initial incident objectives and a minimum of two updates or changes in objectives for each of the two operational periods. A Joint Information Center should be a part of that exercise.

Redmond is a diverse community with many residents and visitors who speak a variety of languages in addition to English. When the JIC is set up for the Exercise it is imperative to produce emergency notification (response) messages in the five top languages represented in the community, and in American Sign Language. The ramifications of not complying with RCW 38.52070 can place community members in danger and the City at risk as well.

The exercise should be developed so participants will have opportunities to use all available ECC resources to support the incident objectives. The documents developed should include as a minimum an Incident Action Plan (IAP), Sit Reps, Unit Logs and all ICS Forms required to document the exercise objectives. At the completion of the exercise there should be a thorough out brief with all participants that identifies the strengths and weaknesses that were identified.

The Emergency Coordination Center “**Position Checklists**” dated October 2019 should be used as a key document for training, disaster preparedness exercises and actual disasters. It provides detailed information for each Section in the ECC including organization structure and a checklist for each position.

A final recommendation is that ARES works directly with the Redmond Fire Department to validate the operability of radio equipment installed in all city fire stations, and jointly develop a Communications Preplan to be used for future exercises and/or actual emergencies.

DISASTER PREPAREDNESS EXERCISE

ACRONYMS

AAR	After Action Report
ADA	Americans with Disabilities Act
ARES	Amateur Radio Emergency Services
ASL	American Sign Language
CEMP	Comprehensive Emergency Management Plan
CERT	Community emergency Response Team
COAD	Community Organizations Active in Disasters
COP	Common Operating Picture
CRESA	Clark Regional Emergency Service's Agency
CRS	Cascadia Rising Solutions
CSZ	Cascadia Subduction Zone
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EMD	Emergency Management Division
EOC	Emergency Operations Center
ESL	English as a Second Language
FIT	Field Innovation Team
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
GIS	Geographic Information System
HR	Human Resource
JIC	Joint Information Center
KYMETA	KYMETA Satellite Communications System
MESL	Master Exercise Scenario List
MOU	Memorandum of Understanding
MRC	Medical Reserve Corp
NORCOM	US Northern Command
OEM	Office of Emergency Management
OWL	Organization, Whereabouts & Logistics

PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RCCC	Redmond Citizens Corps Council
RCW	Revised Code of Washington
RFD	Redmond Fire Department
RPD	Redmond Police Department
SA/COP	Situational Assessment and Common Operating Picture
TIS	Technology and Information Services
VOAD	Voluntary Organizations Active in Disasters
VOST	Virtual Operations Support Team
WANG	Washington Army National Guard

HANDLING INSTRUCTIONS

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REVIEW AND APPROVAL

The After-Action Report and Recommendations was reviewed and approved by the following individuals. Every effort was made to develop this report to accurately reflect the experiences and observations common to most of the Cascadia Rising Solutions 2019 exercise participants.

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