



ORANGE COUNTY SHERIFF'S DEPARTMENT

SHERIFF-CORONER
SANDRA HUTCHENS

June 23, 2017

Honorable Charles Margines
Presiding Judge of the Superior Court
700 Civic Center Drive West
Santa Ana, CA 92701

Subject: Response to Orange County Grand Jury 2014-2015 report, "Orange County Emergency Operations."

Dear Judge Margines:

On August 13, 2015 the Orange County Sheriff's Department provided a response to the 2014-15 Grand Jury report entitled "Orange County Emergency Operations." Recommendation R.3 of the report states:

The Grand Jury recommends that regularly scheduled exercise drills be held to test the alternate Emergency Operations Center backup plan and train all participants in the procedures to be followed in the event of loss of the primary Emergency Operations Center at Loma Ridge.

The Sheriff's Department response indicated that the year following the creation of the Orange County Alternate Emergency Operations Center (EOC) Plan, training and an exercise to test this plan would be conducted with a deadline of June 30, 2017. Three training sessions were conducted with EOC Staff who are tasked with EOC activation functions: Introduction to the Alternate EOC Plan and two mock activation drills held at Loma Ridge. Attached is the Alternate EOC Exercise Plan and the After Action Report for the May 31, 2017 Orange County Alternate EOC Exercise.

The Alternate EOC Exercise provided an opportunity to test the Alternate EOC Plan and learn through the full-set up of an alternate location. The Exercise was held at the Brad Gates Building in Santa Ana, one of the 5 possible locations where the County could set up an Alternate EOC. The Alternate EOC was activated and fully operational in less than one hour from the arrival of staff and equipment at the facility, which included functioning computers and display boards, the establishment of redundant communications, and activation of EOC response personnel. Once the Alternate EOC was declared "Activated" notifications were made to external agencies and organizations. Strengths that were demonstrated during the Exercise included the detailed organization of the supply boxes and equipment which aided in the swift set up of the facility, trained staff who were knowledgeable on the facility set up procedures, and

Honorable Charles Margines

June 23, 2017

Page 2

interoperable equipment which allowed for standardized set up, matching the capability of the primary EOC. While the Alternate EOC Exercise was successful, areas for improvement included an identification of the requirement for a larger space, the need to develop a media monitoring capacity, the gap in capability related to quickly establishing a Public Information Hotline, and the need to expand operational voice and data capabilities.

Now that the County has created a sustainable Alternate EOC Plan, the document will regularly cycle through the defined emergency plan revision and exercise processes of the County.

Thank you for your interest in expanding our County disaster response capability.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Adam Powell', is written over a faint, illegible printed name.

Adam Powell, Assistant Sheriff
Field Operations and Investigative Services Command

AP/db

cc:

Members, Board of Supervisors
Frank Kim, County Executive Officer

May 2017 Alternate EOC Exercise

Exercise Plan
May 31, 2017

EXERCISE OVERVIEW

Exercise Name	Alternate EOC Exercise
Exercise Dates	May 31, 2017
Scope	This exercise is planned for six hours at two sites, including Loma Ridge in Silverado (2644 Santiago Canyon Road) and the Brad Gates Building in Santa Ana (320 N. Flower St.).
Mission Area	Response
Core Capabilities	<ul style="list-style-type: none">• Operational Coordination• Operational Communications
Objectives	<ol style="list-style-type: none">1. Test components of the recently approved County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure.2. Demonstrate ability to establish and support a Level 3 (low level) Alternate EOC activation with equipment and personnel, including laptops with email, WebEOC, and PrepareOC access and projectors and screens set up to display critical incident information.3. Demonstrate ability to use established EOC communication methods at the Alternate EOC site.4. Demonstrate ability to mobilize EOC staff to Alternate EOC using AlertOC.
Threat or Hazard	Storm/Debris Flow

Scenario

On Monday, May 29, the National Weather Service forecast significant rain and damaging wind for Orange County on Wednesday, May 31, in the late morning and early afternoon. Due to expected impacts from this weather system, the decision was made to activate the County of Orange and Operational Area Emergency Operations Center Wednesday Morning.

On Wednesday, May 31, at approximately 0200 hours, a large flatbed truck crashed into a Southern California Edison transformer and pole on Santiago Canyon Road near Loma Ridge Road, causing a small vegetation fire. The fire was quickly extinguished but not before two Southern California Edison poles burnt and fell over, interrupting power, data transmission and voice capabilities at Loma Ridge. The County of Orange and Operational Area Emergency Operations Center is not on the building uninterruptable power system (UPS) and both generators failed to start due to aging equipment failures. At 0730 hours, Southern California Edison advised it would be at least 24 hours to repair the lines due to the weather.

At 0700, County Emergency Manager Donna Boston made the determination to activate the County and Operational Area Alternate Emergency Operations Center and requested support from Operational Area jurisdictions and the Silverado Canyon Debris Flow Unified Command group.

Sponsor

Orange County Sheriff's Department, Emergency Management Division

Participating Organizations

This is a multi-agency exercise. Participating jurisdictions include the Orange County Sheriff's Department, the Orange County Fire Authority, Orange County Public Works, and the County Executive Office.

Point of Contact

Ethan Brown
714-628-3028
etbrown@ocsd.org

GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are critical elements necessary to achieve the specific mission areas. The objectives and aligned core capabilities were selected by the Exercise Planning Team.

Exercise Objective	Core Capability
Test components of the recently approved County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure.	Operational Coordination
Demonstrate ability to establish and support a Level 3 (low level) Alternate EOC activation with equipment and personnel, including laptops with email, WebEOC, and PrepareOC access and projectors and screens set up to display critical incident information.	Operational Coordination
Demonstrate ability to use established EOC communication methods at the Alternate EOC site.	Operational Communications
Demonstrate ability to mobilize EOC staff to Alternate EOC using AlertOC.	Operational Coordination

Table 1. Exercise Objectives and Associated Core Capabilities

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.
- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guides (EEGs).
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
- **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

- The exercise is conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- Exercise simulation contains sufficient detail to allow players to react to information and situations as they are presented as if the simulated incident were real.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

Artificialities

During this exercise, the following artificialities apply:

- Alternate EOC location has been inspected and deemed safe for occupancy and use.
- Alternate EOC equipment has been pre-loaded and is ready for deployment from Loma Ridge to the Alternate EOC location.
- Exercise communication and coordination is limited to exercise participants.
- Communication systems available for players include WebEOC, PrepareOC, AlertOC, phone, and e-mail.

EXERCISE LOGISTICS

Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- A Safety Officer at each exercise site is responsible for participant safety; any safety concerns must be immediately reported to the Safety Officer. The Safety Officer and Exercise Director will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.
- For an emergency that requires assistance, use the phrase “**real emergency.**” The following procedures should be used in case of a real emergency during the exercise:
 - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest controller, and, within reason and training, render aid.
 - The controller aware of a real emergency will initiate the “real emergency” broadcast and provide the Safety Officer, Lead Controller, and Exercise Director with the location of the emergency and resources needed, if any.
- Survey surrounding and immediate work areas for personal safety (be aware of what/who is around)
- Familiarize yourself with the facility layout, routes and restricted areas
- Know the evacuation plan, routes and assembly areas
- Know parking arrangements and routes to and from vehicles, “buddy” system is in effect
- Use appropriate equipment for moving equipment/supplies
- Partner when lifting items weighing more than 40 lbs. or lesser weight if necessary
- Use only County CEO Safety Office approved ladders with a partner when required
- Set-up and maintain a safe, neat and orderly work area (consider placement of equipment)
- Identify, resolve (if appropriate) and report any safety hazards (e.g. electrical cords/strips, open containers)
- Immediately report any injuries to your immediate supervisor
- Maintain set break, eating, sleep schedule
- Utilize Ergonomic techniques to relieve tasking fatigue
- Stay hydrated
- Consider and report any safety concerns of current and future situations

Site Access

Security

Each agency will control entry to their EOC and other exercise facilities. To prevent interruption of the exercise, access to exercise sites is limited to exercise participants. Players should advise a controller/evaluator at their venue of any unauthorized persons. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements.

Observer Coordination

Observers must coordinate with the lead organization of the site to request access. Observers will be escorted to designated areas and accompanied by an exercise controller at all times. The Observer Controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of observer presence and directed not to communicate with any non-players during exercise play.

Exercise Identification

Exercise staff are identified by vests to clearly display exercise roles.

Group	Color
Controllers/Evaluators	White
Emergency Management Support Staff	Black
Policy	Yellow
Operations	Red
Logistics	Orange
Finance	Green
Planning & Intelligence	Blue

Table 2. Exercise Identification

POST-EXERCISE AND EVALUATION ACTIVITIES

Hot Wash

At the conclusion of exercise play, controllers/evaluators facilitate a hot wash to allow players to discuss strengths and areas for improvement, as well as to seek clarification regarding player actions and decision-making processes. The hot wash is a **no-fault** opportunity for players to voice their opinions on the exercise and their own performance while the events are still fresh in their minds. The hot wash should not last more than 20 minutes. Controllers will take notes during the hot wash and include these observations in their evaluation analysis.

Participant Feedback Forms

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms will be collected at the conclusion of the hot wash.

Evaluation

Exercise Evaluation Guides

Exercise Evaluation Guides (EEGs) assist controllers/evaluators in collecting relevant exercise observations. EEGs document exercise objectives and aligned core capabilities, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs, coupled with Participant Feedback Forms and hot wash notes, are used to evaluate the exercise and compile the After Action Report (AAR).

After Action Meeting

The After Action Meeting (AAM) is a meeting held among decision- and policy-makers from the exercising organizations, as well as the Lead Controller/Evaluator and members of the Exercise Planning Team, to debrief the exercise and to review and refine the draft AAR and Improvement Plan (IP).

After Action Report

The AAR is the culmination of the May 2017 Alternate EOC Exercise. The report summarizes key information related to evaluation by focusing on the analysis of core capabilities, including capability performance, strengths and areas for improvement. The AAR will also include the timeline, executive summary, scenario description and outcomes.

Improvement Plan

The Improvement Plan identifies how recommendations will be addressed, including what actions will be taken, who is responsible and the timeline for completion. It is created by the key stakeholders attending the AAM.

PARTICIPANT INFORMATION AND GUIDANCE

Exercise Rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise players will comply with real-world emergency procedures, unless otherwise directed by the control staff.

Players Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

Before the Exercise

- Review appropriate organizational plans, procedures, and exercise support documents.
- Be at the appropriate site at least 30 minutes before the exercise starts. Wear the appropriate uniform and/or identification item(s).
- Sign in when you arrive.
- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.
- Read your Player Information Handout, which includes information on exercise safety.

During the Exercise

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
- If you do not understand the scope of the exercise, or if you are uncertain about an organization's participation in an exercise, ask a controller.
- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise's trusted agents to balance realism with safety and to create an effective learning and evaluation environment.

- All exercise communications will begin and end with the statement **“This is an exercise.”** This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.
- Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller/evaluator.

After the Exercise

- Participate in the Hot Wash at your venue with controllers and evaluators.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

Simulation Guidelines

Because the exercise is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by simulators or controllers.

APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	Location
May 31, 2017			
8:30 a.m.	Emergency Management Division and Exercise Staff	<ul style="list-style-type: none"> Initial Briefings Safety Briefing 	Loma Ridge
9:00 a.m.	Emergency Management Division and Exercise Staff	Start Ex <ul style="list-style-type: none"> Transport Equipment and EMD personnel to Alternate EOC Location Set-up and activation of Alternate EOC 	Loma Ridge/Brad Gates Building
11:00 a.m.	All	<ul style="list-style-type: none"> Launch drill activation via AlertOC and request response from designated personnel EMD staff initiate activation notifications when the Alt. EOC is functional with appropriate contact information. Brief and transition positions to responding personnel 	Brad Gates Building
12:00 p.m.	All	<ul style="list-style-type: none"> Continue Transition Briefings Lunch for Alternate EOC Personnel 	Brad Gates Building
12:30 p.m.	All	End Ex <ul style="list-style-type: none"> Demobilization/Deactivation 	Brad Gates Building
1:00 p.m.	Emergency Management Division and Exercise Staff	<ul style="list-style-type: none"> Transportation of equipment to OA EOC 	Brad Gates Building/Loma Ridge
2:00 p.m.	Emergency Management Division and Exercise Staff	<ul style="list-style-type: none"> Store and secure Alternate EOC equipment in designated storage location Hotwash for EMD Staff 	Loma Ridge

APPENDIX B: MAPS

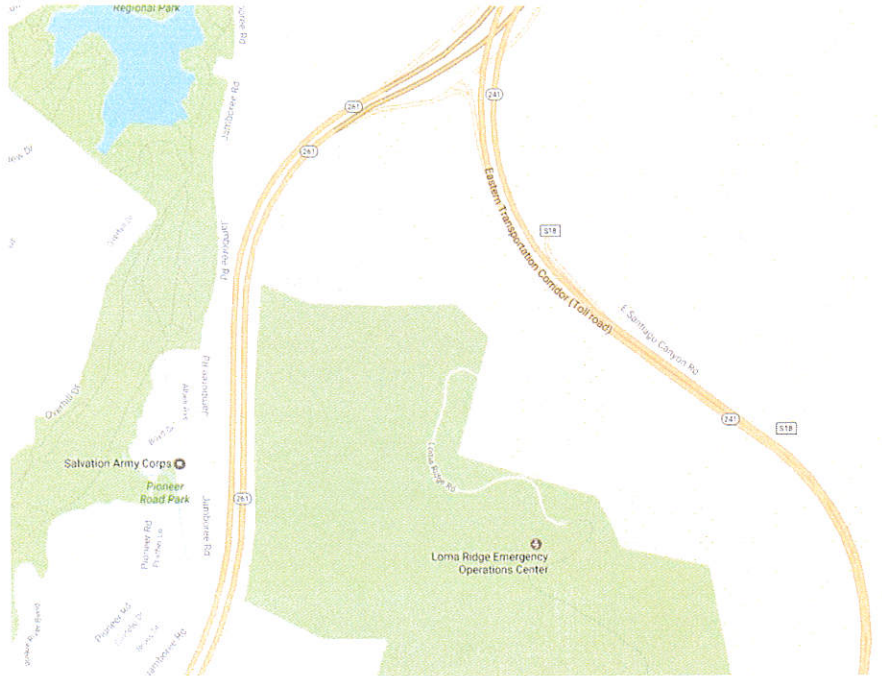


Figure 1: Loma Ridge / Orange County Emergency Operations Center (2644 Santiago Canyon Road, Silverado 92676)

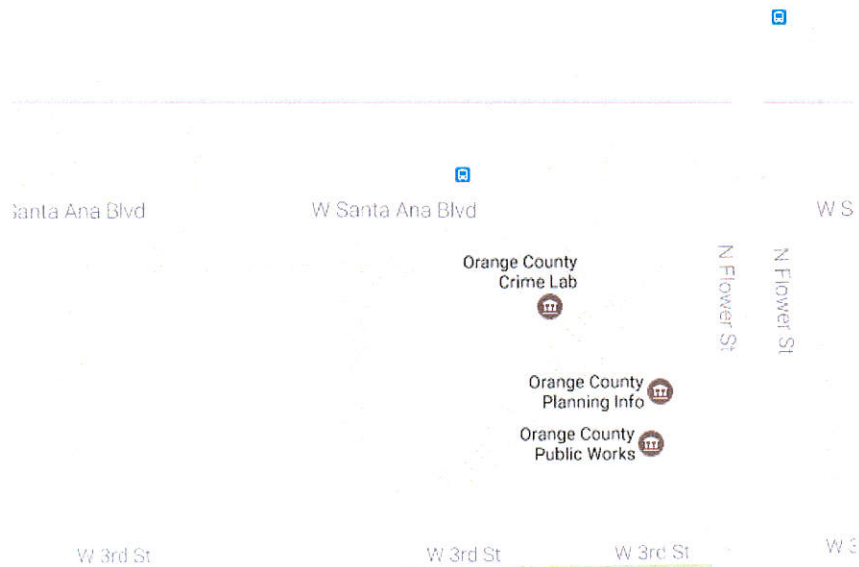


Figure 2: OCSD Brad Gates Building (320 N. Flower St., Santa Ana 92703)

May 2017 Alternate EOC Exercise

After-Action Report/Improvement Plan
May 31, 2017

EXERCISE OVERVIEW

Exercise Name	Alternate EOC Exercise
Exercise Dates	May 31, 2017
Scope	This exercise took place over six hours at two sites, including Loma Ridge in Silverado (2644 Santiago Canyon Road) and the Brad Gates Building in Santa Ana (320 N. Flower St.).
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Objectives	<ol style="list-style-type: none">1. Test components of the recently approved County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure.2. Demonstrate ability to establish and support a Level 3 (low level) Alternate EOC activation with equipment and personnel, including laptops with email, WebEOC, and PrepareOC access and projectors and screens set up to display critical incident information.3. Demonstrate ability to use established EOC communication methods at the Alternate EOC site.4. Demonstrate ability to mobilize EOC staff to Alternate EOC using AlertOC.
Threat or Hazard	Storm/Debris Flow

Scenario

On Monday, May 29, the National Weather Service forecast significant rain and damaging wind for Orange County on Wednesday, May 31, in the late morning and early afternoon. Due to expected impacts from this weather system, the decision was made to activate the County of Orange and Operational Area Emergency Operations Center Wednesday morning.

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Sponsor

Orange County Sheriff's Department, Emergency Management Division

Participating Organizations

This was a multi-agency exercise. Participating jurisdictions included the Orange County Sheriff's Department, Orange County Public Works, and the County Executive Office.

Point of Contact

Ethan Brown
714-628-3028
etbrown@ocsd.org

ANALYSIS OF CORE CAPABILITIES

Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Rating
Test components of the recently approved County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure.	Operational Coordination	P
Demonstrate ability to establish and support a Level 3 (low level) Alternate EOC activation with equipment and personnel, including laptops with email, WebEOC, and PrepareOC access and projectors and screens set up to display critical incident information.	Operational Coordination	S
Demonstrate ability to use established EOC communication methods at the Alternate EOC site.	Operational Communications	S
Demonstrate ability to mobilize EOC staff to Alternate EOC using AlertOC.	Operational Coordination	P

Table 1. Summary of Core Capability Performance

<p>Ratings Definitions:</p> <ul style="list-style-type: none"> ▪ Performed without Challenges (P): The critical tasks associated with the core 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 was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. ▪ Performed with Some Challenges (S): The critical tasks associated with the core 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 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 critical tasks associated with the core 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; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. ▪ Unable to be Performed (U): The critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

Objective 1:

Test components of the recently approved County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure.

Core Capability: Operational Coordination

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The Alternate EOC Standard Operating Procedure worked well, allowing efficient decision making and identification of goals and objectives.

Strength 2: Pre-exercise training for OCSO Emergency Management Division staff on the Alternate EOC Standard Operating Procedure enabled rapid and efficient set up of the facility and equipment.

Areas for Improvement

The following areas require improvement:

Area for Improvement 1: Additional planning is needed to prepare for setting up an alternate EOC with a smaller team.

Reference: County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure

Analysis: During this exercise, nearly the entire staff of the Emergency Management Division was available to assist in the mobilization, deployment and set up of the Alternate EOC. While this led to a very successful exercise, several participants identified having that many staff available in a real world situation could be unrealistic. Duties assigned to specific positions should also be assessed.

Area for Improvement 2: Identified Alternate EOC sites, including the Brad Gates Building, would not accommodate a fully staffed Alternate EOC or support an extended, multi-day activation.

Reference: County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure

Analysis: The sites identified in the Alternate EOC Standard Operating Procedure would struggle to support a large or long-term activation, lacking the breakout rooms needed for a large policy group/management section and a dedicated but easily accessible responder feeding and break space.

Area for Improvement 3: Alternate EOC site descriptions in Standard Operating Procedure need additional information such as availability of backup power, seating capacity, etc.

Reference: County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure

Analysis: Site descriptions in Standard Operating Procedure contain only the most basic information and could benefit for more specific description of the available space at the site and other information that could prove helpful when deciding where to stand up an Alternate EOC location.

Objective 2:

Demonstrate ability to establish and support a Level 3 (low level) Alternate EOC activation with equipment and personnel, including laptops with email, WebEOC, and PrepareOC access and projectors and screens set up to display critical incident information.

Core Capability: Operational Coordination

Strengths

Strength 1: The Alternate EOC equipment cache is well organized, well packaged, and easy to deploy and set up.

Strength 2: Staff assistance from the OCSD Systems and Property-Evidence Bureaus played a key role in successful Alternate EOC deployment and set up.

Strength 3: Staffing of Safety Officer for Alternate EOC operations worked well and helped ensure responder safety. No injuries were reported during the exercise.

Strength 4: Responders were able to access EOC email accounts, send email and access critical documents in PrepareOC.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Exercise participants identified several additional pieces of equipment needed in the Alternate EOC equipment cache, including:

- Wi-Fi hotspot
- Printer with Wi-Fi connectivity
- Dedicated printer for PIO
- Media monitoring equipment (Televisions, AM/FM radios, etc.)
- Sign-in boards
- Printed maps (County basemap, transportation systems, etc.)
- Printed "Planning P" Diagram
- Additional laptops
- Monitors to facilitate dual screen capability
- Tripod for clock
- Sign-in sheets that capture responder cell phone numbers

Reference: County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure

Analysis: While the Alternate EOC equipment cache did provide a baseline set of materials for EOC responders, a number of additional needed items were identified, most related to improving connectivity, media monitoring, or to needs specific to certain Alternate EOC positions.

Objective 3:

Demonstrate ability to use established EOC communication methods at the Alternate EOC site.

Core Capability: Operational Communications

Strengths

Strength 1: WebEOC, Orange County's Crisis Information Management System, worked well in the modified environment of the Alternate EOC.

Strength 2: EOC Responders successfully made contact with Control One via the 800 MHz radio system.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No Public Information Hotline capability available in the Alternate EOC.

Reference: County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure

Analysis: While a critical capability available at the Primary Operational Area Emergency Operations Center and Loma Ridge, there is not equipment or procedures available for activating a Public Information Hotline in the Alternate EOC.

Area for Improvement 2: No integrated telephone capability available in the Alternate EOC.

Reference: County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure

Analysis: While EOC responders were able to use cell phones to fill this gap, no deployable phone system is available for use in the Alternate EOC. This is a critical gap that would be crippling during a large or long-term Alternate EOC activation.

Objective 4:

Demonstrate ability to mobilize EOC staff to Alternate EOC using AlertOC.

Core Capability: Operational Coordination

The full capability level can be attributed to the following strengths:

Strength 1: Alternate EOC decision makers and Section Chiefs successfully received and responded to AlertOC mobilization message.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: An AlertOC message was sent to an email alias rather than to a group in the Everbridge system or to each individual contact.

Reference: AlertOC Standard Operating Procedure

Analysis: The Everbridge system treats email addresses pointing to distribution lists as a single contact. This prevented the user from receiving detailed information about message receipt confirmation from each individual person being mobilized.

APPENDIX A: IMPROVEMENT PLAN

Objective / Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination <i>Objective One: Test components of the recently approved County of Orange and Orange County Operational Area Alternate Emergency Operations Center Standard Operating Procedure.</i>	Additional planning is needed for setting up an alternate EOC with a smaller team.	Develop contingency staffing plans for inclusion in Alternate EOC SOP.	Planning	OCSD/EMD	Charlie Volkel	July 2017	June 2018
	Identified Alternate EOC sites would not accommodate a fully staffed EOC or support an extended activation.	Find additional Alternate EOC sites that would better accommodate a full EOC activation.	Planning	OCSD/EMD	Charlie Volkel	July 2017	June 2018
	Alternate EOC site descriptions in Standard Operating Procedure need additional information such as availability of backup power, seating capacity, etc.	Gather additional information on available sites and include in Alternate EOC SOP.	Planning	OCSD/EMD	Charlie Volkel	July 2017	June 2018

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Objective / Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination <i>Objective Two: Demonstrate ability to establish and support a Level 3 (low level) Alternate EOC activation with equipment and personnel, including laptops with email, WebEOC, and PrepareOC access and projectors and screens set up to display critical incident information.</i>	Additional equipment needed in the Alternate EOC equipment cache.	Identify and procure needed equipment.	Equipment	OCSD/EMD	Charlie Volkel	July 2017	June 2018
Operational Communications <i>Objective Three: Demonstrate ability to use established EOC communication methods at the Alternate EOC site.</i>	No Public Information Hotline capability available in the Alternate EOC.	Identify and procure needed equipment or service.	Equipment	OCSD/EMD	Charlie Volkel	July 2017	June 2018
Operational Coordination <i>Objective 4: Demonstrate ability to mobilize EOC staff to Alternate EOC using AlertOC.</i>	No integrated telephone capability available in the Alternate EOC.	Identify and procure needed equipment.	Equipment	OCSD/EMD	Charlie Volkel	July 2017	June 2018
	An AlertOC message was sent to an email alias rather than to a group in the Everbridge system or to each individual contact.	Update AlertOC Standard Operating Procedure.	Planning	OCSD/EMD	Pricilla Cotton	July 2017	June 2018