

BAY AREA UASI

# 2021 GOLDEN EAGLE EXERCISE

November 3, 2021

## AFTER ACTION REPORT/IMPROVEMENT PLAN



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## EXECUTIVE SUMMARY

The 2021 Golden Eagle Exercise was designed as an operations-based exercise to promote collaboration and response coordination among Bay Area jurisdictions and agencies. Focused on critical transportation operations following a catastrophic earthquake on the Hayward Fault, exercise participants included multiple Bay Area counties and cities, regional transit agencies, California Governor’s Office of Emergency Services, California Department of Transportation, California Department of General Services, and non-governmental organizations/community groups, among others, who participated in various levels of functional and full-scale exercise play. The exercise was designed around seven core capabilities (with six formally evaluated) and included eleven objectives (with nine formally evaluated) as summarized in the below tables.

Through observations of three activated local EOCs, a full-scale C-POD site, the State Operations Center, and activities of the Bay Area Joint Information System—supplemented with post-exercise debrief conversations and a review of participant feedback forms—exercise evaluators identified several strengths and areas for improvement. A summary of notable strengths and improvement recommendations are included in this executive summary.

A comprehensive analysis and a Regional Improvement Plan are presented in the full After-Action Report which is designated “for official use only” and available to participating jurisdictions.

<b>Core Capability: Critical Transportation</b>	
<b>Objective 1:</b> Activate local government plans to support critical transportation operations.	
<b>Objective 2:</b> Coordinate response efforts between State, local governments, transportation agencies, and critical transportation stakeholders to simulate the evacuation of 200,000 people across the region, including 20,000 people with access and functional needs.	
<b>Strengths</b>	<b>Improvement Recommendations</b>
<ul style="list-style-type: none"> <li>Counties and cities coordinated well with transportation and public works agencies through the activation of an EOC Transportation Branch/Unit.</li> </ul>	<ul style="list-style-type: none"> <li>Local jurisdictions should continue development or updates of local Critical Transportation/Evacuation Plans, ensure these plans are socialized, and provide related training for EOC responders.</li> </ul>

<b>Core Capability: Operational Coordination</b>	
<b>Objective 3:</b> Activate and operate EOCs to coordinate critical transportation operations between the State, local governments, and transportation agencies.	
<b>Strengths</b>	<b>Improvement Recommendations</b>
<ul style="list-style-type: none"> <li>EOCs established communications with relevant transportation agencies to successfully coordinate many transportation response operations.</li> <li>For the first time, all modes of transportation (surface, air, rail)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore, reflect in emergency plans, and train on the roles, responsibilities, and coordination with State ESFs and GeoOps.</li> <li>Codify and graphically depict local EOC workflow, especially associated with resource management, situation report</li> </ul>



collaborated in the State Operations Center (SOC), through ESF-1.	development, and information management.
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**Core Capability: Situational Assessment**

**Objective 4:** Utilize regional information sharing and management processes and systems to share essential elements of information and establish a regional common operating picture.

Strengths	Improvement Recommendations
<ul style="list-style-type: none"> <li>Exercise participants successfully conducted and participated in two Cal OES-led regional coordination calls, two MTC-facilitated transportation coordination calls, and the three Bay Area JIS public information coordination calls.</li> </ul>	<ul style="list-style-type: none"> <li>Local EOCs should develop information management procedures that define how information is handled, stored, and displayed within the EOC, and should consider regular usage of EOC information systems to maintain proficiency.</li> </ul>

**Core Capability: Logistics and Supply Chain Management**

**Objective 5:** Utilize resource requesting processes among transit agencies and across multiple levels of government.

**Objective 6:** Evaluate the ability to establish and operate commodity points of distribution in accordance with local plans.

Strengths	Improvement Recommendations
<ul style="list-style-type: none"> <li>Resource request processes, and the allocation and movement of resources, was well-coordinated.</li> <li>Cal OES Emergency Services Coordinators deployed to EOCs provided just-in-time training for inputting resource requests.</li> </ul>	<ul style="list-style-type: none"> <li>Local EOCs should codify jurisdictional resource management processes, develop, or update job aids, and ensure that EOC software systems align with documented processes.</li> <li>Local jurisdictions should more formally integrate community preparedness groups into their C-POD operations and conduct C-POD plan familiarization workshops with key stakeholders involved with C-POD operations.</li> </ul>

**Core Capability: Community Resilience**

**Objective 7:** Integrate community preparedness organizations into regional response operations. *[Not evaluated]*

Key Takeaways
<ul style="list-style-type: none"> <li>Though this objective was not formally evaluated, various community and non-governmental organizations participated in the exercise and strengthened simulated response operations.</li> </ul>



Core Capability: Public Information and Warning	
<p><b>Objective 8:</b> Activate the Regional Joint Information System.</p> <p><b>Objective 9:</b> Exercise jurisdictional alert and warning capabilities and plans to simulate the delivery of reliable and actionable information to 6,000,000 affected people.</p>	
Strengths	Improvement Recommendations
<ul style="list-style-type: none"> <li>Local jurisdictions and transit agencies coordinated public information messaging through the Bay Area Joint Information System.</li> <li>Participating jurisdictions followed established processes to prepare a test emergency message and submitted those messages to the IPAWS Test Lab.</li> </ul>	<ul style="list-style-type: none"> <li>The Bay Area JIS should consider changes to the JIS Framework (leadership structure, emergency activations, coordination team roles) as documented to reflect operational realities.</li> </ul>

Core Capability: Operational Communications	
<p><b>Objective 10:</b> Stand up and test alternate communications at a C-POD site to provide ad-hoc wireless internet for C-POD staff and members of the public. <i>[Not evaluated]</i></p> <p><b>Objective 11:</b> Test communication mediums to include MTC satellite phones, Cal OES OASIS or MOSES, and amateur radio operators.</p>	
Strengths	Improvement Recommendations
<ul style="list-style-type: none"> <li>Local jurisdictions utilized well-trained Radio Amateur Civil Emergency Service (RACES) teams and other amateur radio operators to relay pertinent incident information during the exercise.</li> </ul>	<ul style="list-style-type: none"> <li>EOCs should work with CalOES to conduct testing of the OASIS system.</li> <li>Plans should be updated to reflect all available alternate communications systems/methods.</li> </ul>

For questions or for more information on the 2021 Golden Eagle Exercise, contact:

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