CONTRA COSTA COUNTY

EOC EXERCISE

IMPROVEMENT PLAN 2024
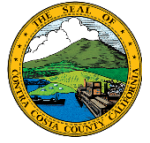
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EXECUTIVE SUMMARY

The Contra Costa County Office of Emergency Services hosts one functional exercise annually for all County Emergency Operations Center (EOC) personnel. Functional exercises provide opportunities to test systems, procedures, and communication while identifying areas for continued improvement. The six capabilities being tested come directly from FEMA's National Preparedness Goal. This document provides an overview from the May 2024 - Earthquake Functional Exercise (two-day event).

Strengths and challenges have been derived from evaluator commentary and player feedback. Improvement plans from the exercise and the actions that have been taken are explained in an attempt to improve EOC coordination in Contra Costa County.

On May 1-2, 2024, Contra Costa County Office of Emergency Services (OES) conducted a 2-day, large functional exercise. The scope of the scenario consisted of the first two 12-hour operational periods in response to a major earthquake. For this exercise, a major earthquake struck in the San Pablo Bay and radiated along the Hayward Faultline. The West end of Contra Costa County, along the Interstate-80 corridor, suffered severe damage and utility failures. During this exercise, the EOC was in Full Activation Status. Over 150 employees from more than 20 agencies and county departments collaborated to test the six core capabilities the exercise was designed to evaluate.

After-action reports are a crucial aspect of the exercise cycle that allows for process improvements. The observed strengths of this exercise were the increased collaboration and communication amongst and between sections as compared to previous exercises. EOC players who have attended local EOC trainings were more comfortable in their roles, but continued training and continuity planning will be vital for success.

Areas of improvement include the need for additional section-specific and WebEOC training. Increased depth and commitment to staff all positions in the EOC will further support an effective response during activation. Regular training and exercise with EOC staff will improve communications and efficiency during activations.

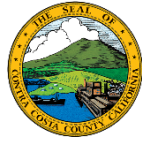# 2024 EXERCISE: TWO-DAY EARTHQUAKE SCENARIO

Operational Coordination

<u>STRENGTHS</u>

- It was beneficial to EOC staff that members of SO IT supported the entire exercise.

- It was obvious that those players who took WebEOC training with OES staff prior to the event were more effective in using the platform. This was especially obvious in the planning and logistics sections.

- The PIO team reviewed their assignments and divided up their duties to best fit each person's expertise. The PIO team ensured all social media, news releases, and information were documented. The PIO team consulted the job checklist regularly.

- Members of the JIC consistently checked WebEOC to understand the overall scenario, while focusing on more specific incidents. They were able to gather and disseminate information about specific incidents as they arose.

<u>CHALLENGES</u>

- The EOC Director is responsible for the overall management of the EOC. Although the day one EOC Director position was pre-assigned, the registrant was absent during the exercise. EOC Coordinators assumed the role of EOC Director for exercise purposes, which left a gap in the EOC Coordinator position. The lack of depth in EOC Directors causes cascading challenges as personnel have to be pulled from other positions when assigned EOC Directors are absent. Depth in this position will be especially crucial for extended activations. Additionally, EOC Coordinators support and provide guidance to all the other positions in an activation. The reassignment of an EOC Coordinator to EOC Director meant that there was one less person to support, train, and mentor other EOC personnel during the exercise.

- The following key roles were notably absent in the EOC during this exercise. It would be beneficial to have a training commitment from the correct county departments to expand their depth of knowledge.

    - Finance Section Chief
    - Security Officer
    - Liaison Officer
    - Equity Officer

- The GIS Unit creates maps and dashboards using incident information such as the number of evacuations, areas affected, and power outage information. On the first exercise day, the

GIS unit was not well utilized by the various sections. There is a lack of understanding by EOC staff on GIS capabilities. There is also a gap between GIS members and the rest of the planning section.
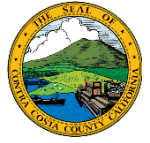
- There is a need for staffing clarity within the med health branch. Depending on the incident, varying CC Health departments may need to be involved (e.g. Hazardous Materials, Environmental Health, Behavioral Health, Public Health, or Health, Housing & Homeless Services). There is a need to establish a process for identifying the correct unit responsibilities.

- Public Works plays several important roles within the EOC. Within the logistics section, Public Works employees staff the Logistics Section Chief, Supply & Procurement Unit, Resource Tracking Unit, and the Facilities Unit. Public Works employees also fill positions in the construction & engineering branch of the operations section. There is a need to increase training and define those roles.

IMPROVEMENT PLAN

- Identify county personnel to assume the role of EOC Director. Conduct regular training build depth and support for the EOC Director position.

- Develop a standing agenda for the EOC Director to follow. This will support more efficient meetings throughout each operational period.

- Build relationships and develop training to increase commitment and depth of knowledge for the following roles:
    - Security Officer
    - Liaison Officer
    - Equity Officer
    - Safety Officer
    - Finance Section

- Develop position checklists for each role identified on the EOC organizational chart.

- Develop a request process for GIS development within the EOC.

- Establish a process for staffing the med health branch based on incident need.

- Establish training and support for the construction & engineering branch in the operations section, historically served by Public Works Employees.

ACTIONS TAKEN

- OES is working with County Finance to establish roles and responsibilities since May 2024. The CAO's office has identified personnel from various departments. Regular finance section training is set to begin in August of 2024.

- OES is working with GIS to establish a process for requesting GIS support in the EOC.

Operational Communications

STRENGTHS

- Overall EOC sections and activities felt more integrated than past exercises. Staff continually assessed / updated priorities and consistently checked in with each other. Information gathering and disseminating was well done.

- The EOC management team did a good job at engaging Section Chiefs for briefing. Section Chiefs were advised to pace and plan for 1-2 weeks of activation. It was excellent to put Section Chiefs into that mindset early. Meetings were well run, staff routinely assessed activities, and EOC coordination was at an all-time high.

- The planning section would gather information and provide the information back to their section. The Planning Section Chief was dynamic and very accessible, which made the unit very effective. The Planning Chief immediately embedded a staff member in the operations section to aid communication and information flow into the Situation Status Report and EOC Action Plan (EAP).

- The lead PIO assigned a PIO liaison to work with other sections of the EOC to gather clear and accurate information. The Lead PIO was great at communicating deadlines and goals and checking in with the Joint Information Center (JIC) team. JIC personnel made use of updated information on digital screens and whiteboards to ensure situational awareness & common operating picture (SACOP). According to player feedback, "We've built up our relationships and were able to fast-track reviews for crucial communications – from messaging to dissemination".

CHALLENGES

- Throughout every section of the EOC, information that was delivered verbally was not always written down or posted in WebEOC upon receipt. This caused some follow-up issues including missed information and duplication of efforts. Evaluators and controllers noted on both days of the exercise that follow-up issues were caused, including missed information and duplication of efforts. For example, the operations section received several injects that should have triggered alert & warning processes, but the information was not entered into WebEOC or relayed to other players or sections.

- The operations section is comprised of several disciplines, and the Operations Section Chief is responsible for leading all of them. The assigned Chiefs presented objectives in the context of fire and law only; there were no discussions regarding objectives for Public Works, Med Health, or Care & Shelter. There was also a silo effect that hindered communications between the branches within the operations section.
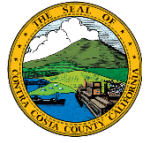
- There is a need to have regular training for each of the operations section branches. The following operations section branches do not currently conduct branch-specific EOC training:

    o Law enforcement
    o Fire service
    o Med health
    o Public Works

- EOC players need additional training in their EOC positions and with WebEOC functionality to increase communication and collaboration.

- There is a need to have job checklists available in the various sections. This could help players get acclimated quickly to their EOC role.

- To enhance communications and correspondence between shifts, group email addresses were requested by several sections (instead of relying on individual email accounts). When staff are off duty or away from the EOC, vital information can be missed or delayed. By sharing a general email address, EOC staff can have better situational awareness and continuity of operations. Historically, EOC staff have had access to group email accounts but the current internal SO IT policy does not allow for shared email accounts with Microsoft 365 licensing.

IMPROVEMENT PLAN

- Increase EOC training to include processes involving verifying, relaying, recording, and tracking pertinent incident information.

- Identify personnel within the county to serve as Operations Section Chief in the EOC. Develop operations section training for the Operations Section Chief position.

- Develop operations section training to increase depth and knowledge for each branch:

    o Law enforcement
    o Fire service
    o Med health
    o Public Works

- Throughout the EOC, develop job checklists for each position identified on the organizational chart.

- Update WebEOC training on how to more efficiently track information for better situational awareness.

- Work with DOIT or SO IT to establish general email addresses for various sections or groups within the EOC.

ACTIONS TAKEN

- Section-specific training is in progress for the planning and logistics sections, the JIC, and the care & shelter branch. OES is working with CC Health to establish a training program for the med health branch.

- OES staff are working with SO IT to reinstate general email addresses that can be shared among each section. Historically, EOC staff have had access to group email accounts but the current internal SO IT policy does not allow for shared email accounts with Microsoft 365 licensing.

- OES hosts quarterly WebEOC, EOC Introduction & EOC Fundamentals. The lesson plans are being modified to clarify information gathering and sharing processes.

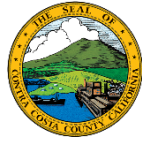# Situational Awareness

STRENGTHS

- There was excellent participation on both days of the exercise. This shows an enormous amount of dedication to readiness and eagerness to learn.

- The planning section developed a comprehensive EOC Action Plan (EAP) through collaboration with all EOC sections.

- EAP development was maintained throughout both operational periods. During the initial briefing on day two, the EAP from the previous operational period was distributed to EOC staff. This document provided useful information about incident conditions, ongoing actions, and outstanding needs for the incoming EOC shift.

- The PIO team identified the need for shift-change notes early in the shift. Notes were taken throughout day one to ensure smooth transition to the incoming shift.

CHALLENGES

- Staff who participated on both days were able to arrive and pick up where they had left off. The new staff on day two were not as well informed due to the lack of direct shift change processes. This challenge is partially due to exercise design and the incongruent schedule of events. During regular activations, shifts run consecutively which is beneficial for an in-person exchange of shift change information.

- The shelter map was confusing to some players. GIS staff have requested an ArcGIS plug-in for WebEOC to assist with map creation and updates. Currently the GIS unit has to manually transfer each piece of information in WebEOC into any data products they develop. This creates a significant burden for the unit and impedes their ability to develop new products efficiently. The plug-in would allow the unit to automatically pull information

from WebEOC ensuring that data products are always up to date with the most recent information.

- Numerous EOC staff reported confusion as to what information should be entered into WebEOC and where, including their ICS-214 forms. The correct forms were not utilized at the beginning of the exercise as some of the individuals did not know what an ICS-214 form was. The ICS-214 is a vital document to capture administrative information, including timestamps and completed tasks, from every member of the EOC staff which is used for tracking and cost recovery purposes. From the exercise, which hosted over 150 people,

  - 22 people used sign in/out board
  - 11 people entered ICS-214 forms
  - Many players used the Activity Log in WebEOC to track activities.

- WebEOC login was an issue throughout the exercise. It appeared that many players waited until the day of the exercise to request an account or log in which caused delays while accounts were created, and passwords were reset. There is a continuous need for EOC staff to update the WebEOC database to ensure their WebEOC access.

- Some players questioned if information on WebEOC had been verified. The lack of a verification process for posted information created confusion amongst EOC staff. Verification of information is important to ensure SACOP and that information being distributed from the EOC is accurate and relevant.

IMPROVEMENT PLAN

- Develop procedures and functional checklists regarding shift-change to facilitate smoother transition between shifts.

- Work with GIS to facilitate more functional mapping. According to the vendor quote, the ArcGIS add-on will cost $26,000 to initially purchase and an additional $20,000 annually to maintain.

- Clarify procedure for ICS-214 submission.

- Update WebEOC training on how to more efficiently track information for better situational awareness.

- Develop information-sharing training on processes and follow-up procedures. There is a need for increased training for players to understand other sections' roles and responsibilities. This will increase coordination efforts.

ACTIONS TAKEN

- OES & GIS staff are working with Juvare to acquire the ArcGIS plug-in to facilitate more functional mapping in WebEOC. This endeavor is dependent on additional budgeting. Began June 2024.

- OES staff is working to update current WebEOC training to include ICS-214 form information and procedure.

- WebEOC training was reinstated in 2023. OES staff to update the presentation as necessary to support EOC staff in learning their roles.

- SACOP self-paced slideshow with narrative was created in October 2022. OES staff host various EOC-related trainings quarterly since January 2023.

Mass Care & Shelter

STRENGTHS

- The care & shelter unit did a great job of addressing access and functional needs (AFN), and pet/animal needs during play.

- The care & shelter unit made great connections with the Joint Information Center (JIC), the Geographic Information System (GIS) team, and the transportation unit to improve their effectiveness.

- Great participation by the Animal Services Department. The animal services representative was able to work with shelter staff to provide the animal-related service needs of the community.

CHALLENGES

- The absence of a Care & Shelter Branch Director on both exercise days had a negative impact on the team's ability to effectively respond to the scenario.

- There was a clear lack of understanding of roles, responsibilities, and shared resources among members/organizations of the care & shelter branch. This affected operations as players did not know who in the branch was responsible for key outcomes such as identifying locations, communicating with the jurisdictions, and tracking field operations.

- Some branch staff were unfamiliar with the American Red Cross (ARC) list of potential shelter sites or ARC's process of auditing these sites.

- The care & shelter branch initially focused only on school sites to establish shelter locations without considering if children in these unaffected areas were still in school. Staff had not accounted for the cascading effects of what to do with evacuees or students on site if the schools were open.

- There was a lack of communication and coordination between the care & shelter branch and the municipalities where the shelters were being established. Coordination with the impacted jurisdictions is vital to support SACOP.

IMPROVEMENT PLAN

- Develop clear position expectations and job checklists for the care & shelter branch staff, including leadership, for better knowledge and depth to support the branch.

- During care & shelter training, highlight how each agency within the care & shelter branch would respond during an EOC activation, including the American Red Cross. This will support improved coordination among the various care & shelter organizations.

- Additional branch-specific training and developing a formal care & shelter plan is necessary to increase knowledge and coordination between the represented organizations.

ACTIONS TAKEN

- OES is working with care and shelter staff to create position checklists.

- OES hosts monthly care & shelter training with: Employment & Human Services Department (EHSD); Health, Housing & Homeless Services (H3); Animal Services Department (ASD); American Red Cross (ARC); and Vistability. Training began in February 2023. Training includes annual refresher training for continuity purposes.

- The Care and Shelter Annex to the county's Emergency Operations Plan (EOP) is currently under development. The expected completion date is September 2025.
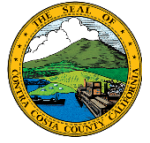
Logistics & Supply Chain Management

STRENGTHS

- Strong leadership in the logistics section created a supportive team atmosphere.

- The Logistics Chief was successful in getting the team fully engaged to take on tasks. Logistics section staff worked with the GIS team to create useful maps to support situational awareness.

- Although it was their first time in the EOC, the transportation unit worked well with each other and integrated into the logistics section quickly. The transportation unit is made up of organizations that provide and facilitate public transportation throughout the county. Unit staff regularly visited the care & shelter branch and other units to validate information.

CHALLENGES

- There was initial confusion about how WebEOC displayed the status of new resource requests. New requests were automatically logged as "assigned" by the WebEOC system. The logistics section players were able to work together to find a solution during the
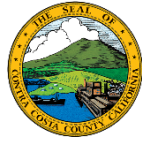
exercise. The logistics section has requested updates to some WebEOC boards and to implement the capability of a tracking number system.

- There was consistent feedback from EOC staff stating there were issues connecting to the EOC network. Persistent network connectivity issues during the early stages of play hampered the exercise. Due to network connectivity issues, EOC players had trouble connecting to printers and other technological functionalities of the EOC. During an activation, these delays would severely hinder staff's ability to access the network or provide the support that is expected from field units and residents. According to player feedback, "Having a tech support person there the whole time was crucial".

- To enhance communications and correspondence between shifts, group email addresses were requested by several sections (instead of relying on individual email accounts). This has been a recurring request by veteran EOC staff. When staff are off duty or away from the EOC, vital information can be missed or delayed. By sharing a general email address, EOC staff can have better situational awareness and continuity of operations. Historically, EOC staff have had access to group email accounts but the current internal SO IT policy does not allow for shared email accounts with Microsoft 365 licensing. The email addresses used previously are:

    o Eoc.management@cccoes.us
    o Eoc.operations@cccoes.us
    o Eoc.plans@cccoes.us
    o Eoc.logistics@cccoes.us
    o Eoc.finance@cccoes.us
    o Eoc.documentation@cccoes.us
    o Eoc.jic@cccoes.us
    o Eoc.ops.law@cccoes.us
    o Eoc.ops.med-health@cccoes.us
    o Eoc.ops.fire@cccoes.us
    o Eoc.ops.care-shelter@cccoes.us

- The planning section expressed a need for PDF writers and editing capabilities on EOC laptops.

- There is a need for continued training regarding the supply / procurement and resource tracking roles and processes during an EOC activation.

- There is a need for training regarding the role of the transportation unit in the EOC.

- There was a lack of understanding / coordination between the care & shelter branch and the logistics section about who was responsible for monitoring a spontaneous donations site during the exercise.

IMPROVEMENT PLAN

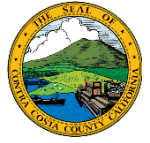- Update WebEOC to default new resource requests as "unassigned".

- Add the capability for a tracking number system in WebEOC for order/resource tracking purposes.

- Consult with DOIT to assess room functionality and provide feedback on how to improve systems for the county EOC. Correct network issues whether by updates to the existing system or researching alternative network options.

- Since most EOC staff are not Sheriff's Office employees, work with SO IT & DOIT to improve internet accessibility and printer access for all county users in the EOC.

- Work with DOIT or SO IT to establish general email addresses with Microsoft 365 (or equivalent) for various sections or groups within the EOC. The proposed email prefixes include:

  - Eoc.management@
  - Eoc.operations@
  - Eoc.plans@
  - Eoc.damage-assess@
  - Eoc.logistics@
  - Eoc.finance@
  - Eoc.documentation@
  - Eoc.management.jic@
  - Eoc.media-relations@
  - Eoc.ops.law@
  - Eoc.ops.med-health@
  - Eoc.ops.fire@
  - Eoc.ops.care-shelter@
  - Eoc.Recovery@

- Update the EOC laptops with PDF writers or PDF editing capabilities. There would be significant cost associated with updating every laptop in the EOC.

- Continue training for supply / procurement and resource tracking to support EOC staff in the logistics section.

- Increase training for the transportation unit to better integrate into the logistics section of the EOC.

- Develop training for donation and volunteer management to support depth and commitment. There is a need to solidify EOC and American Red Cross policies and procedures by creating job checklists and a formal plan for Volunteer and Donations Management.

ACTIONS TAKEN

- OES staff have made updates to WebEOC regarding new resource requests. The default for new requests is now set to 'unassigned'. Members of the logistics section are now able to

update the requests they are working on to increase SACOP. A tracking number has been added to the resource request page.

- OES staff are working with SO IT to reinstate general email addresses that can be shared among each section/branch. So far, these efforts have been unsuccessful. OES staff are also working with DOIT for potential alternatives.

- OES staff worked with SO IT to install PDF editing capabilities on two EOC laptops. The laptops have been labeled for use by planning section personnel.

- OES hosts monthly training for Public Works employees who have been identified as EOC logistics section staff. These roles include Logistics Section Chief, Supply/Procurement, Fuel/Utilities, Facilities, and Resource Tracking. Training began in February 2024.

- OES reinstated the transportation working group in May 2024. The working group is tasked with updating the Transportation Annex of the Emergency Operations Plan and supporting the coordination of transportation agencies and governing bodies in Contra Costa County.

Public Information & Warning

STRENGTHS

- The Public Information Officers (PIOs) only posted confirmed information in their press releases and on social media – they actively sought confirmation.

- The PIOs worked diligently to get out consistent, accurate, timely, clear messaging. Objectives were developed right away to keep the group on track. Priorities for messaging were discussed with the group as a whole and agreed upon for consistency.

- This was the first ever bilingual EOC exercise press conference thanks to the depth of bilingual JIC staff. It was confirmed that ASL translators were also available. Staff did a good job staying on message and following up with information they did not initially know.

CHALLENGES

- While situational awareness tools were utilized by the JIC, it was identified that PIOs had difficulty accessing and utilizing JIC technology.

- There is a need for additional translation and interpreting services to increase equity and access for all county residents.

- The press conference should include information about where the public can find more information or when additional information will be provided. The JIC staff would benefit from press conference training.

- There was no call/media log created in the JIC. While the group worked cohesively, a formal log can be helpful to keep the JIC media responses organized during a hectic activation.

- As the incident continues, consider a strategy for determining what information is shared and how – the talking points created in the JIC included all verified information that came in.

- Throughout every section of the EOC, information that was delivered verbally was not always written down or posted in WebEOC upon receipt. Evaluators and controllers noted on both days of the exercise that follow-up issues were caused, including missed information and duplication of efforts. For example, the operations section received several injects that should have triggered alert & warning processes, but the information was not entered into WebEOC or relayed to other players or sections. This breakdown of communications hindered the JIC/CWS' ability to adequately perform their duties. If this had occurred during a real-world activation, the public would not have been properly alerted to take protective actions in response to life-threatening situations.
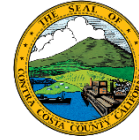
IMPROVEMENT PLAN

- Increase training with JIC staff to use technology in the EOC and other potential sites, including sound systems and video capabilities.

- Consider translating public information into the Contra Costa County threshold languages to improve equity countywide.

- Develop procedures regarding information release for social media, press releases, press conferences, etc.

- Consider developing a media log template to track and respond to media inquiries.

- Consider developing a JIC guide to include processes on information-sharing.

- Incorporate CWS staff into JIC training for more aligned alerts and messaging.

- Develop training for operations section staff to understand CWS integration within the JIC and to appropriately request alert and warning during EOC activations.

ACTIONS TAKEN

- Training with JIC staff regarding technology in the EOC, the JIC, and the Sheriff's Office Auditorium began in Jan 2024.

- OES staff are working with the Sheriff's Office Fiscal Department to develop a contract for emergency translation between CCC and Excel Interpreting & Translation.

- Development of the Public Information / JIC guide. Expected completion date is September 2024 and put to practice during a tabletop exercise scheduled for late 2024.

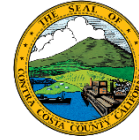CONTRA COSTA COUNTY
OFFICE OF EMERGENCY SERVICES

AFTER ACTION REPORT & IMPROVEMENT PLAN SPREADSHEET

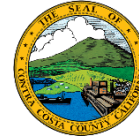| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
Op. Coord.	The EOC Director is responsible for the overall management of the EOC. Although the day one EOC Director position was pre-assigned, the registrant was absent during the exercise. EOC Coordinators assumed the role of EOC Director for exercise purposes, which left a gap in the EOC Coordinator position. The lack of depth in EOC Directors causes cascading challenges as personnel have to be pulled from other positions when assigned EOC Directors are absent. Depth in this position will be especially crucial for extended activations. Additionally, EOC Coordinators support and provide guidance to all the other positions in an activation. The reassignment of an EOC Coordinator to EOC Director meant that there was one less person to support, train, and mentor other EOC personnel during the exercise.	•Identify county personnel to assume the role of EOC Director. Conduct regular training build depth and support for the EOC Director position. •Develop a standing agenda for the EOC Director to follow. This will support more efficient meetings throughout each operational period.	CCC OES, CCCSO, Con Fire	Oct 2024	Mar 2025	

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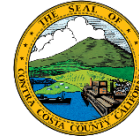| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	The following key roles were notably absent in the EOC during this exercise. It would be beneficial to have a training commitment from the correct county departments to expand their depth of knowledge. o Finance Section Chief o Security Officer o Liaison Officer o Equity Officer	•Build relationships and develop training to increase commitment and depth of knowledge for the following roles: o Security Officer o Liaison Officer o Equity Officer o Safety Officer o Finance Section •Develop position checklists for each role identified on the EOC organizational chart.	CCC OES, Finance	Aug 2024	June 2025	OES is working with County Finance to establish roles and responsibilities. The CAO's office has identified personnel from various departments. Regular finance section training is set to begin.
	The GIS Unit creates maps and dashboards using incident information such as the number of evacuations, areas affected, and power outage information. On the first exercise day, the GIS unit was not well utilized by the various sections. There is a lack of understanding by EOC staff on GIS capabilities. There is also a gap between GIS members and the rest of the planning section.	Develop a request process for GIS development within the EOC.	CCC OES, GIS	Jun 2024	Dec 2025	OES is working with GIS to establish a process for requesting GIS support in the EOC.

AFTER ACTION REPORT & IMPROVEMENT PLAN SPREADSHEET

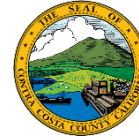| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	There is a need for staffing clarity within the med health branch. Depending on the incident, varying CC Health departments may need to be involved (e.g. Hazardous Materials, Environmental Health, Behavioral Health, Public Health, or Health, Housing & Homeless Services). There is a need to establish a process for identifying the correct unit responsibilities.	Establish a process for staffing the med health branch appropriately based on incident need.	CCC OES, CC Health	Apr 2025	Jan 2026	
	Public Works plays several important roles within the EOC. Within the logistics section, Public Works employees staff the Logistics Section Chief, Supply & Procurement Unit, Resource Tracking Unit, and the Facilities Unit. Public Works employees also fill positions in the construction & engineering branch of the operations section. There is a need to increase training and define those roles.	Establish training and support for the construction & engineering branch in the operations section.	CCC OES, PW	Jan 2025	Mar 2026	

AFTER ACTION REPORT & IMPROVEMENT PLAN SPREADSHEET

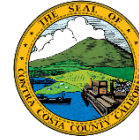| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
Op. Comm.	Throughout every section of the EOC, information that was delivered verbally was not always written down or posted in WebEOC upon receipt. This caused some follow-up issues including missed information and duplication of efforts. For example, the operations section received several injects that should have triggered alert & warning processes, but the information was not entered with WebEOC or relayed to other players or sections.	Increase EOC training to include processes involving verifying, relaying, recording, and tracking pertinent incident information.	CCC OES,	Jul 2024	Dec 2025	OES hosts quarterly WebEOC, EOC Introduction & EOC Fundamentals. The lesson plans are being modified to clarify information gathering and sharing processes.
	The operations section is comprised of several disciplines, and the Operations Section Chief is responsible for leading all of them. The assigned Chiefs presented objectives in the context of fire and law only; there were no discussions regarding objectives for Public Works, Med Health, or Care & Shelter. There was also a silo effect that hindered communications between the branches within the operations section.	Identify personnel within the county to serve as Operations Section Chief in the EOC. Develop operations section training for the Operations Section Chief position.	CCC OES,	Jan 2025	Jan 2026	

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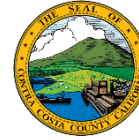| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	There is a need to have regular training for each of the operations section branches. The following operations section branches do not currently conduct branch-specific EOC training: o Law enforcement o Fire service o Med health o Construction & Engineering	•Develop operations section training to increase depth and knowledge for each branch: o Law enforcement o Fire service o Med health o Construction & Engineering •Throughout the EOC, develop job checklists for each position identified on the organizational chart.	CCC OES, CC Health, Con Fire, PW, CCSO	Jan 2025	Jan 2026	
	EOC players need additional training in their EOC positions and with WebEOC functionality to increase communication and collaboration.	Update WebEOC training on how to more efficiently track information for better situational awareness.	CCC OES	Nov 2024	Jan 2026	Section-specific training is in progress for the planning and logistics sections, the JIC, and the care & shelter branch. OES is working with CC Health to establish a training program for the med health branch.
	There is a need to have job checklists available in the various sections. This could help players get acclimated quickly to their EOC role.	Throughout the EOC, develop job checklists for each position identified on the organizational chart.	CCC OES	Jan 2025	May 2025	

CONTRA COSTA COUNTY
OFFICE OF EMERGENCY SERVICES

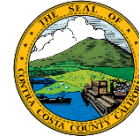## AFTER ACTION REPORT & IMPROVEMENT PLAN SPREADSHEET

Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	To enhance communications and correspondence between shifts, group email addresses were requested by several sections (instead of relying on individual email accounts). When staff are off duty or away from the EOC, vital information can be missed or delayed. By sharing a general email address, EOC staff can have better situational awareness and continuity of operations. Historically, EOC staff have had access to group email accounts but the current internal SO IT policy does not allow for shared email accounts with Microsoft 365 licensing.	Work with DOIT or SO IT to establish general email addresses for various sections or groups within the EOC.	CCC OES, DOIT, SO IT	Jan 2024	May 2025	OES staff are working with SO IT to reinstate general email addresses that can be shared among each section. Historically, EOC staff have had access to group email accounts but the current internal SO IT policy does not allow for shared email accounts with Microsoft 365 licensing.
Situational Aware-ness	Staff who participated on both days were able to arrive and pick up where they had left off. The new staff on day two were not as well informed due to the lack of direct shift change processes. This challenge is partially due to exercise design and the incongruent schedule of events. During regular activations, shifts run consecutively which is beneficial for an in-person exchange of shift change information.	Develop procedures and functional checklists regarding shift-change to facilitate smoother transition between shifts.	CCC OES	June 2024	Mar 2025	

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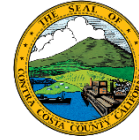| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	The shelter map was confusing to some players. GIS staff have requested an ArcGIS plug-in for WebEOC to assist with map creation and updates. Currently the GIS unit has to manually transfer each piece of information in WebEOC into any data products they develop. This creates a significant burden for the unit and impedes their ability to develop new products efficiently. The plug-in would allow the unit to automatically pull information from WebEOC ensuring that data products are always up to date with the most recent information.	Work with GIS to facilitate more functional mapping. According to the vendor quote, the ArcGIS add-on will cost $26,000 to initially purchase and an additional $20,000 annually to maintain.	CCC OES, GIS	June 2024	Dec 2025	OES & GIS staff are working with Juvare to acquire the ArcGIS plug-in to facilitate more functional mapping in WebEOC. This endeavor is dependent on additional budgeting.

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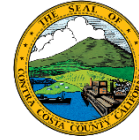| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	Numerous EOC staff reported confusion as to what information should be entered into WebEOC and where, including their ICS-214 forms. The correct forms were not utilized at the beginning of the exercise as some of the individuals did not know what an ICS-214 form was. The ICS-214 is a vital document to capture administrative information, including timestamps and completed tasks, from every member of the EOC staff which is used for tracking and cost recovery purposes. From the exercise, which hosted over 150 people, o 22 staff used sign in/out board o 11 staff enter ICS-214 forms o Many players used the Activity Log in WebEOC to track activities.	Clarify procedure for ICS-214 submission.	CCC OES	June 2024	Jan 2025	OES staff is working to update current WebEOC training to include ICS-214 form information and procedure.

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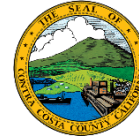| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	WebEOC login was an issue throughout the exercise. It appeared that many players waited until the day of the exercise to request an account or log in which caused delays while accounts were created and passwords were reset. There is a continuous need for EOC staff to update the WebEOC database to ensure their WebEOC access.	Update WebEOC training on how to more efficiently track information for better situational awareness.	CCC OES	June 2024	Apr 2025	WebEOC training was reinstated in 2023. OES staff to update the presentation as necessary to support EOC staff in learning their roles.
	Some players questioned if information on WebEOC had been verified. The lack of a verification process for posted information created confusion amongst EOC staff. Verification of information is important to ensure SACOP and that information being distributed from the EOC is accurate and relevant.	Develop information-sharing training on processes and follow-up procedures. There is a need for increased training for players to understand other sections' roles and responsibilities. This will increase coordination efforts.	CCC OES	Jan 2023	Apr 2025	SACOP self-paced slideshow with narrative was created in October 2022. OES staff host various EOC-related trainings quarterly.
Mass Care & Shelter	The absence of a Care & Shelter Branch Director on both exercise days had a negative impact on the team's ability to effectively respond to the scenario.	Develop clear position expectations and job checklists for the care & shelter branch staff, including leadership, for better knowledge and depth to support the branch.	CCC OES, EHSD	June 2024	Oct 2024	OES is working with care and shelter staff to create position checklists.

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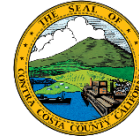| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	There was a clear lack of understanding of roles, responsibilities, and shared resources among members/organizations of the care & shelter branch. This affected operations as players did not know who in the branch was responsible for key outcomes such as identifying locations, communicating with the jurisdictions, and tracking field operations.	Develop clear position expectations and job checklists for the care & shelter branch staff, including leadership, for better knowledge and depth to support the branch.	CCC OES, EHSD, ARC	June 2024	Oct 2024	OES is working with care and shelter staff to create position checklists.
	Some branch staff were unfamiliar with the American Red Cross (ARC) list of potential shelter sites or ARC's process of auditing these sites.	During care & shelter training, highlight how each agency within the care & shelter branch would respond during an EOC activation, including the American Red Cross. This will support improved coordination among the various care & shelter organizations.	CCC OES, EHSD, ARC	Feb 2023	Dec 2025	OES hosts monthly care & shelter training with: Employment & Human Services Department (EHSD); Health, Housing & Homeless Services (H3); Animal Services Department (ASD); American Red Cross (ARC); and Vistability. Training includes annual refresher training for continuity purposes.

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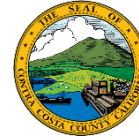| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	The care & shelter branch initially focused only on school sites to establish shelter locations without considering if children in these unaffected areas were still in school. Staff had not accounted for the cascading effects of what to do with evacuees or students on site if the schools were open.	Additional branch-specific training and developing a formal care & shelter plan is necessary to increase knowledge and coordination between the represented organizations.	CCC OES, EHSD, ARC	May 2024	Sept 2025	The Care and Shelter Annex to the county's Emergency Operations Plan (EOP) is currently under development.
	There was a lack of communication and coordination between the care & shelter branch and the municipalities where the shelters were being established. Coordination with the impacted jurisdictions is vital to support SACOP.	Additional branch-specific training and developing a formal care & shelter plan is necessary to increase knowledge and coordination between the represented organizations.	CCC OES, EHSD, ARC	May 2024	Dec 2025	•OES hosts monthly care & shelter training with: Employment & Human Services Department (EHSD); Health, Housing & Homeless Services (H3); Animal Services Department (ASD); American Red Cross (ARC); and Vistability. Training includes annual refresher training for continuity purposes. • The Care and Shelter Annex to the county's Emergency Operations Plan (EOP) is currently under development.

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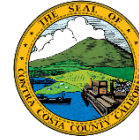| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
Logistics & Supply Chain Mgmt.	There was initial confusion about how WebEOC displayed the status of new resource requests. New requests were automatically logged as "assigned" by the WebEOC system. The logistics section players were able to work together to find a solution during the exercise. The logistics section has requested updates to some WebEOC boards and to implement the capability of a tracking number system.	•Update WebEOC to default new resource requests as "unassigned". •Add the capability for a tracking number system in WebEOC for order/resource tracking purposes.	CCC OES	May 2024	June 2024	OES staff have made updates to WebEOC regarding new resource requests. The default for new requests is now set to 'unassigned'. Members of the logistics section are now able to update the requests they are working on to increase SACOP. A tracking number has been added to the resource request page.

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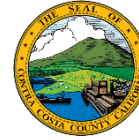| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	There was consistent feedback from EOC staff stating there were issues connecting to the EOC network. Persistent network connectivity issues during the early stages of play hampered the exercise. Due to network connectivity issues, EOC players had trouble connecting to printers and other technological functionalities of the EOC. During an activation, these delays would severely hinder staff's ability to access the network or provide the support that is expected from field units and residents. According to player feedback, "Having a tech support person there the whole time was crucial".	•Consult with DOIT to assess room functionality and provide feedback on how to improve systems for the county EOC. Correct network issues whether by updates to the existing system or researching alternative network options. •Since most EOC staff are not Sheriff's Office employees, work with SO IT & DOIT to improve internet accessibility and printer access for all county users in the EOC.	CCC OES, DOIT, SO IT	June 2020	June 2025	

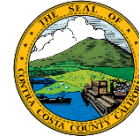|					
	To enhance communications and correspondence between shifts, group email addresses were requested by several sections (instead of relying on individual email accounts). This has been a recurring request by veteran EOC staff. When staff are off duty or away from the EOC, vital information can be missed or delayed. By sharing a general email address, EOC staff can have better situational awareness and continuity of operations. Historically, EOC staff have had access to group email accounts but the current internal SO IT policy does not allow for shared email accounts with Microsoft 365 licensing. The email addresses used previously are: EOC.management@cccoes.us EOC.operations@cccoes.us EOC.plans@cccoes.us EOC.logistics@cccoes.us EOC.finance@cccoes.us EOC.documentation@cccoes.us EOC.jic@cccoes.us EOC.ops.law@cccoes.us EOC.ops.med-health@cccoes.us EOC.ops.fire@cccoes.us EOC.ops.care-shelter@cccoes.us	Work with DOIT or SO IT to establish general email addresses with Microsoft 365 (or equivalent) for various sections or groups within the EOC. The proposed email prefixes include: EOC.management@ EOC.operations@ EOC.plans@ EOC.damage-assess@ EOC.logistics@ EOC.finance@ EOC.documentation@ EOC.management.jic@ EOC.media-relations@ EOC.ops.law@ EOC.ops.med-health@ EOC.ops.fire@ EOC.ops.care-shelter@ EOC.recovery@	CCC OES, DOIT, SO IT	Jan 2024	May 2025	OES staff are working with SO IT to reinstate general email addresses that can be shared among each section/branch. So far, these efforts have been unsuccessful. OES staff are also working with DOIT for potential alternatives.
	The planning section expressed a need for PDF writers and editing capabilities on EOC laptops.	Update the EOC laptops with PDF writers or PDF editing capabilities. There would be significant cost associated with updating every laptop in the EOC.	CCC OES, SO IT	May 2024	July 2024	OES staff worked with SO IT to install PDF editing capabilities on two EOC laptops. The laptops have been labeled for use by planning section personnel.

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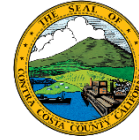| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	There is a need for continued training regarding the supply / procurement and resource tracking roles and processes during an EOC activation.	Continue training for supply / procurement and resource tracking to support EOC staff in the logistics section.	CCC OES, PW	Feb 2024	Mar 2025	OES hosts monthly training for Public Works employees who have been identified as EOC logistics section staff. These roles include Logistics Section Chief, Supply/Procurement, Fuel/Utilities, Facilities, and Resource Tracking.
	There is a need for training regarding the role of the transportation unit in the EOC.	Increase training for the transportation unit to better integrate into the logistics section of the EOC.	CCC OES, Transp. Partners	May 2024	May 2025	OES reinstated the transportation working group in May 2024. The working group is tasked with updating the Transportation Annex of the Emergency Operations Plan and supporting the coordination of transportation agencies and governing bodies in Contra Costa County.
	There was a lack of understanding / coordination between the care & shelter branch and the logistics section about who was responsible for monitoring a spontaneous donations site during the exercise.	Develop training for donation and volunteer management to support depth and commitment. There is a need to solidify EOC and American Red Cross policies and procedures by creating job checklists and a formal plan for Volunteer and Donations Management.	CCC OES, ARC	July 2024	Dec 2025	

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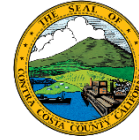| Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
Public Info. & Warning	While situational awareness tools were utilized by the JIC, it was identified that PIOs had difficulty accessing and utilizing JIC technology.	Increase training with JIC staff to use technology in the EOC and other potential sites, including sound systems and video capabilities.	CCC OES, JIC	Jan 2024	Dec 2024	Training with JIC staff regarding technology in the EOC, the JIC, and the Sheriff's Office Auditorium.
	There is a need for additional translation and interpreting services to increase equity and access for all county residents.	Consider translating public information into the Contra Costa County threshold languages to improve equity countywide.	CCC OES	Sep 2023	Dec 2024	OES staff are working with the Sheriff's Office Fiscal Department to develop a contract for emergency translation between CCC and Excel Interpreting & Translation.
	The press conference should include information about where the public can find more information or when additional information will be provided. The JIC staff would benefit from press conference training.	Develop procedures regarding information release for social media, press releases, press conferences, etc.	CCC OES, JIC	June 2024	June 2025	
	There was no call/media log created in the JIC. While the group worked closely together, a formal log can be helpful to keep the JIC media responses organized during a hectic activation.	Consider developing a media log template to track and respond to media inquiries.	CCC OES, JIC	Dec 2024	Dec 2025	

AFTER ACTION REPORT & IMPROVEMENT PLAN SPREADSHEET

Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	As the incident continues, consider a strategy for determining what information is shared and how – the talking points created in the JIC included all verified information that came in.	Consider developing a JIC guide to include processes on information-sharing.	CCC OES, JIC	Jan 2024	Dec 2024	Development of the Public Information / JIC guide. Expected completion date is September 2024 and put to practice during a tabletop exercise scheduled for late 2024.

AFTER ACTION REPORT & IMPROVEMENT PLAN SPREADSHEET

Capability	Issue/Area for Improvement	Corrective Action	Responsible Organization	Start Date	End Date Goal	Actions Taken
	Throughout every section of the EOC, information that was delivered verbally was not always written down or posted in WebEOC upon receipt. Evaluators and controllers noted on both days of the exercise that follow-up issues were caused, including missed information and duplication of efforts. For example, the operations section received several injects that should have triggered alert & warning processes, but the information was not entered into WebEOC or relayed to other players or sections. This breakdown of communications hindered the JIC/CWS' ability to adequately perform their duties. If this had occurred during a real-world activation, the public would not have been properly alerted to take protective actions in response to life-threatening situations.	•Incorporate CWS staff into JIC training for more aligned alerts and messaging. •Develop training for operations section staff to understand CWS integration within the JIC and to appropriately request alert and warning during EOC activations.	CCC OES, CWS	June 2024	June 2025	

APPENDIX A: ACRONYMS

AAR-IP: After-Action Report & Improvement Plan

AFN: Access & Functional Needs

ASD: Animal Services Department

ARC: American Red Cross

ArcGIS: WebEOC plug-in application to improve mapping and other GIS function.

ASL: American Sign Language

DOIT: Department of Information Technology

EAP: EOC Action Plan

EHSD: Employment & Human Services Department

EOC: Emergency Operations Center

GIS: Geospatial Information System

H3: Health, Housing & Homeless Division of CC Health

ICS: Incident Command System

JIC: Joint Information Center

JIS: Joint Information System

OES: Office of Emergency Services

PIO: Public Information Officer

SACOP: Situational Awareness & Common Operating Picture

SO IT: Sheriff's Office Information Technology

WebEOC: Online situational awareness platform used to track and share information.