

BAY AREA UASI

2022 GOLDEN EAGLE EXERCISE

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After Action Report/Improvement Plan



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EXECUTIVE SUMMARY

The 2022 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. Approximately 400 exercise players participated in the exercise. The exercise was designed to test seven core capabilities and included eight objectives as summarized in the below tables.

Through observations of 19 activated local Emergency Operations Centers (EOCs), 13 activated transportation EOCs, the State Operations Center (SOC) and Coastal Regional Emergency Operations Center (REOC), 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 below and in the tables that follow.

When juxtaposed against the 2021 Golden Eagle Exercise which used the same exercise scenario and critical transportation focus some overarching improvements were observed during the 2022 Golden Eagle Exercise. Those observations include:

- A greater understanding and performance of EOC positional roles and responsibilities,
- Improved EOC workflow, coordination, and information sharing,
- Increased EOC responder proficiency with using emergency management information systems, and
- Better integration of and collaboration with transit agency personnel assigned to local EOCs

Additional highlights worth noting from the 2022 Golden Eagle Exercise include:

- Exercise play connected and exercised the mass care capabilities built through 2017 and 2018 UASI investments
- The exercise allowed for concurrent disaster scenario play to include wildland fire and pandemic requirements for transportation, care, and sheltering operations
- The development and use of a Transportation Service Plan (TSP) was a long-known gap and proved to be effective during the exercise. The Bay Area now has recommendations for how to formalize TSP development.

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. Moreover, a separate, but complementary transportation-focused After-Action Report was developed by the Metropolitan Transportation Commission.



Summary of Notable Strengths and Improvement Recommendations

Core Capability: Critical Transportation; Operational Communications	
<p>Objective 1: Activate local government plans to support critical transportation operations.</p> <p>Objective 2: 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.</p> <p>Objective 3: Evaluate critical transportation full-scale exercise play throughout the region.</p>	
Strengths	Improvement Recommendations
<ul style="list-style-type: none"> Activated Transportation Branch/Units within EOCs, coordinated across transit agencies to evacuate survivors and animals. The 2022 Golden Eagle Exercise was the first regionwide emergency communications exercise which included volunteer amateur radio operators from throughout the Bay Area. 	<ul style="list-style-type: none"> Continue development or updates of local Critical Transportation/Evacuation Plans including integration of Access and Functional Needs populations, commodity distribution (last mile), movement of people across jurisdictions, mutual aid, and reimbursement requirements. Make emergency communications a standing exercise objective/component of the Golden Eagle Exercise.

Core Capability: Operational Coordination	
<p>Objective 4: Activate and operate EOCs to coordinate critical transportation operations between the State, local governments, and transportation agencies.</p>	
Strengths	Improvement Recommendations
<ul style="list-style-type: none"> Critical transportation partners and new staff were successfully integrated into EOC operations at the State and OA levels 	<ul style="list-style-type: none"> Continue to codify the workflow associated with resource management, situation report development, and information management.

Core Capability: Situational Assessment	
<p>Objective 5: Utilize regional information sharing and management processes and systems to share essential elements of information and establish a regional common operating picture.</p>	
Strengths	Improvement Recommendations
<ul style="list-style-type: none"> Exercise participants demonstrated a level of emergency management information systems proficiency not seen in previous exercises. Some agencies explored new capabilities such as the integration of Zonehaven and Everbridge systems. 	<ul style="list-style-type: none"> Continue efforts to develop essential elements of information (EEI) for critical transportation operations and other emergency support functions. Consider the development and use of a common situation report template throughout the Bay Area UASI region.



Core Capability: Logistics and Supply Chain Management	
Objective 6: Utilize resource requesting processes among transit agencies and across multiple levels of government.	
Strengths	Improvement Recommendations
<ul style="list-style-type: none"> Exercise participants demonstrated an increased proficiency in using their information management systems to request resources from transit agencies and across multiple levels of government. The onsite Cal OES Emergency Services Coordinators (ESCs) were beneficial to the process. 	<ul style="list-style-type: none"> Codify the jurisdictional resource management process and graphically depict the jurisdictional resource management processes. Consider the assignment of “loop closers” within jurisdictional EOC sections to ensure resource requests are fulfilled and closed out.

Core Capability: Public Information and Warning	
Objective 7: Utilize the established Bay Area Joint Information System processes and tools to coordinate public messaging among local Joint Information Centers.	
Objective 8: Exercise jurisdictional alert and warning capabilities and plans to simulate the delivery of reliable and actionable information to 6,000,000 affected people including those with access and functional needs.	
Strengths	Improvement Recommendations
<ul style="list-style-type: none"> Public information activities were better integrated with the EOC than in prior exercises. Several jurisdictions successfully sent alerts via their alert and warning systems. New capabilities in Zonehaven were tested such as developing smaller zone areas and coordinating evacuation messaging. 	<ul style="list-style-type: none"> Update the JIS Framework, continue training on JIS documents and use of JIS tools (Google Drive, Slack). Identify specific DAFN messaging needs and practice/evaluate the capability. Continue to increase membership within the JIS, specifically public health and transit PIOs including private sector partners

For questions or for more information on the 2022 Golden Eagle Exercise, contact:

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