

FLIGHT 93

PENTAGON



HONOR THE PAST  
TRAIN FOR THE FUTURE



2015  
**URBAN SHIELD**

ALAMEDA COUNTY SHERIFF'S OFFICE

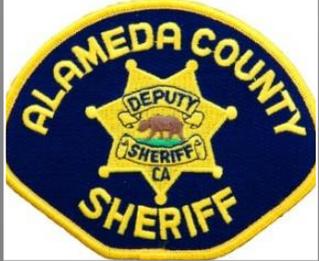


# URBAN SHIELD 2015

- Largest disaster preparedness/tactical training exercise in the nation for law enforcement, fire, EMS, EOD and EOC personnel
- Full scale exercise at critical infrastructure locations throughout five counties and in 58 realistic scenarios
- Capabilities and equipment evaluated for an After Action Report and Improvement Plan
- Activation of 20 EOCs over 9 Northern California Counties



# AREA COMMANDS



Black Command

Alameda County Sheriff's Office



Green Command

San Francisco Police Department



Blue Command

Alameda County Sheriff's Office



Silver Command

San Mateo County Sheriff's Office



Gold Command

Alameda County Sheriff's Office



Orange Command

Alameda County Sheriff's Office



Red Command

San Jose Fire Department



White Command

Alameda County Sheriff's Office



Yellow Command

Regional Catastrophic Preparedness Team

# SCENARIO SUMMARY

- 32 Tactical Scenarios
- 16 Fire Scenarios (HAZMAT/USAR/MARITIME)
- 4 EOD Scenarios
- 3 Emergency Medical Services Scenarios (EMS)
- 2 Unified Command Scenarios (Yellow Command)
- 4 Medical Checkpoints





**TACTICAL: 35 Teams**  
Core capabilities: interdiction and disruption

**FIRE: 34 Teams (USAR, HAZMAT, Maritime)**  
Core capabilities: mass search and rescue, environmental response safety and health

**EOD: 6 Teams**  
Core capabilities: on-scene security and protection

**UNIFIED COMMAND: 30+ local, state, and federal agencies**  
Core capabilities: public information and warning, critical transportation, situational assessment

**\*\* All scenarios tested operational coordination and operational communications**

# AREA COMMANDS

## Exercise Goal:

Test and evaluate operational coordination; establish and maintain a unified and coordinated structure and process, which appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

## Identified Strengths:

The EOC/DOC managed by the Alameda County Sheriff's Office is a high-functioning team, which has institutionalized ICS and NIMS.

## Area for Improvement:

Not all of the EOCs participating in the video-conferencing have the same level of technical capabilities as the Alameda County EOC.

## Recommendations:

- Integrated training and shadowing of the Alameda County EOC by Bay Area partners
- Enhance incident management and response capabilities
- Position-specific training to appropriate levels

# EMERGENCY MEDICAL SERVICES (EMS)

## Exercise Goal:

To increase the capability of integrating with law enforcement response to acts of violence for the purpose of delivering appropriate care to victims and mitigating loss of life.

## Identified Strengths:

The use of an integrated checklist during pre-planning facilitated better communication between law enforcement and emergency medical service teams.

## Area for Improvement:

The location of Casualty Collection Points could be better planned to take advantage of spaces that were more easily accessible and manageable for resources at hand.

## Recommendation:

Integration with EMS and tactical teams has improved; however, this should remain a focus so it does not falter.

# EXPLOSIVE ORDNANCE DISPOSAL (EOD)

## Exercise Goal:

Evaluate regional Bomb Squads' core capabilities to conduct threat assessments, determine the danger posed by the explosive device or the risk of a secondary device in a hazardous/WMD environment, while utilizing proper personal protective equipment (PPE) and disarmament operations.

## Identified Strengths:

Scenarios were well planned and challenged EOD teams to develop and execute a plan of action in order to save human lives.

## Area for Improvement:

Teams had difficulty deploying basic equipment, which led to unnecessary loss of time.

## Recommendations:

- Build inert devices and exchange them with other regional bomb squads.
- Share this technical knowledge to ensure members are well-rounded and prepared in all aspects of the making and functioning of explosive devices.

# HAZARDOUS MATERIALS RESPONSE (HAZMAT)

## Exercise Goal:

Test and evaluate regional HazMat teams' ability to respond to the uncontrolled release of toxic industrial chemicals being used as weapons of mass destruction.

## Identified Strengths:

Teams that followed the Incident Objectives had the most success when encountering the chemical agent device.

## Area for Improvement:

All teams were able to retrieve a chemical sample as directed, but none of the teams attempted to mitigate the incident.

## Recommendation:

HazMat teams should continue training in public safety WMD response.

# MARITIME – WATER RESCUE

## Exercise Goal:

Assess regional Fire water rescue teams' ability to search, rescue, and provide aid for persons in a maritime environment.

## Identified Strengths:

All teams showed an understanding of basic navigational skills in both the classroom and practical application portions.

## Area for Improvement:

Several teams struggled to recover victims due to lack of familiarity with boat based swimmer operations.

## Recommendation:

Create standardized training, practices, and testing in the maritime discipline

# URBAN SEARCH AND RESCUE (USAR)

## Exercise Goal:

Evaluate regional US&R teams' ability to search, provide initial medical stabilization, and rescue trapped victims utilizing specialized training and equipment.

## Identified Strengths:

Teams demonstrated tactical management and coordination, given the restrictions and parameters of the scenario.

## Area for Improvement:

Allotted time for resetting scenario and travel time was noted by both teams and site personnel as being too limited.

## Recommendation:

Incorporate time to account for a dry run by site personnel in order to ensure all aspects of anticipated tasks are manageable and meet designated objectives.

# LAW ENFORCEMENT TACTICAL

## Exercise Goal:

Assess the regional capabilities of law enforcement to deploy, communicate, and use specialized equipment and training in coordination with other agencies for the successful search and interdiction of terrorists, and the rescue and treatment of any hostages.

## Identified Strengths:

Even with minimal information, team leaders were able to establish and communicate the mission objectives, rescue essential personnel, and establish scene security.

## Area for Improvement:

Tactical teams showed differing levels of proficiency maintaining areas of responsibility, causing a breakdown in the duties encountered therein, including the loss of a rear guard and the breakdown of 360 degree coverage.

## Recommendations:

- More training with ownership of areas of responsibility and assigned roles
- Improve target identification amidst dynamically evolving situations and shooting on the move and from oblique angles

# UNIFIED COMMAND

## Exercise Goals:

- Connect live tactical exercise to EOCs
- Test Bay Area Regional Joint Information System (JIS)
- Exercise Regional Mass Transportation and Evacuation Plan
- Test radio and satellite phones interoperability
- Utilize the Region's THIRA scenario
- Prepare for Super Bowl 50

## Identified Strengths:

Successful regional common operating picture, coordination calls, interoperability, and activation of the Regional JIS.

## Area for Improvement:

Clarify roles and responsibilities and use protocols

## Recommendations:

- Develop use protocols for WebEOC/CalEOC and Cal COP
- Clarify roles and responsibilities for CalOES REOC Transportation Branch, MTC, and WETA
- Develop a Bay Area Regional Joint Information System Plan