



Hood River County IEMC out brief press conference Dec 15, 2016 by Hood River County Administrator Jeff Hecksel.

Hood River County, Oregon

Integrated Emergency Management Course (IEMC)

December 12 – 15, 2016

After Action Report / Improvement Plan

Published June 30, 2017



IC/EOC interface, Hood River County IEMC day one module attracted 87 community attendees Dec. 12, 2016



A rare honor – a limited number of IEMC courses have been delivered nationally. Here, banners on the wall at the FEMA Emergency Management Institute in Emmitsburg, MD now list 2017 course recipients including Hood River County.



Hood River County IEMC Unit 4 - Case study Mosier Train derailment Dec 12, 2016 – facilitated workshop with Hood River Sheriff English, WyEast Fire Chief Greg Barton, ODOT Gorge Area Manager Patrick Cimmiyotti, Mosier City Manager Kathy Fitzpatrick and Assistant Chief Deputy State Fire Marshall Michael Heffner





Handling instructions

The title of this document is **Hood River, OR IEMC After-Action Report (AAR).**

This document, upon approval, will be disseminated to Hood River County Board of Commissioners, responding agency staffs, FEMA, Oregon Office of Emergency Management (OEM,) government and non-governmental organizations, private sector entities, County Emergency Managers and interested parties. It will be posted on the Hood River County Sheriff's Office website for public consumption.

Points of contact:

Course Director

Sara Bateman
Training Specialist
Integrated Emergency Management Branch
Emergency Management Institute/EMI FEMA
301-447-1628
sabrina.bateman@fema.dhs.gov

Course Planner / facilitator

Barbara Ayers
Emergency Manager
Hood River County
601 State St. Hood River, OR 97031
(541) 387-1213

Exercise Director

Doug Kahn
Training Specialist
Integrated Emergency Management Branch
Emergency Management Institute/EMI FEMA
301-447-7645
Douglas.Kahn@fema.dhs.gov

Foreword



Integrated Emergency Management Course (IEMC) Hood River community specific Dec 12-15, 2016

Are we Ready?

Hood River County is small in size, but big in spirit - that was evidenced by enthusiastic participation (88 people from 58 agencies) from our rural community in the Hood River IEMC (Integrated Emergency Management course in December 2016.

Sincere thanks go to FEMA's training team at Emergency Management Institute for selecting our community from a pool of deserving national applicants. Special thanks are due to FEMA for holding the course in Oregon, to ensure the maximum community participation possible.

Hood River County Emergency Management's goal in applying for the competitive FEMA grant for the intensive IEMC (Integrated Emergency Management Course,) was to attract and train as many leaders as possible, together. We want to continue to move from thinking like separate organizations in disaster response to a whole community.

Last year, County Emergency Management spent months planning course modules and logistics with FEMA course directors Sara Bateman and Doug Kahn. What was remarkable was FEMA's willingness to adapt the IEMC course to create customized modules and drills, designed specifically to help our community grow. This was not a "top-down" federal course, it was incredibly useful and practical and applicable on a daily basis for leaders of our community – and continues to be.

IEMC Hood River delivered a series of course modules and interactive activities that built our capacity to tackle two major drills at the end of the week. IEMC helped us move from thinking about disasters, to disaster response. From working alone to a team-based mindset.

Outcomes we hoped for – and achieved - with IEMC:

- To build teamwork, trust and partnership in disaster response across agencies and aptitudes.
- To move from awareness to discussion to skill building to action.

- To prepare our EOC staff, community partners and Incident Command team to work together to respond *as a whole community – for the whole community.*
- To recruit and involve new partners from the whole community - and hear their valuable insight – to gain their valuable and involvement in all phases of planning and response.
- To learn what gaps exist in existing plans. Where future time and work can best be spent.

Wow- FEMA really delivers!

The IEMC leadership team warned us – “if we train you, an actual incident will occur within 6 months.” The disaster didn’t wait. During the IEMC course, a major winter snow storm arrived to Hood River with the instructor team. Turns out, this was destined to be the precursor for Hood River’s most significant and sustained winter storm season in decades. IEMC trainers adapted drill scenarios from a planned earthquake drill, to the actual winter incident, drilled in real time.

The IEMC team training was put to the test again less than a month later, as Hood River County fully activated its EOC for the first time in 20 years in a declared City, County and State winter ice and snow storm emergency. After that, we drilled on the incident’s three-month long recovery phase. FEMA delivered on its threat/promise of actual incident experience!

IEMC Momentum

Are we ready? Much more than we were yesterday. We are bolstered- emboldened - encouraged – and excited about the momentum generated from this course – and the ongoing commitment of participating people and agencies.

Preparedness is a journey – more work lies ahead. IEMC continues to help focus our future efforts based upon this *Hood River County IEMC After Action Report/Improvement Plan*.

We learned as one community, across jurisdictions in the Columbia River Gorge, with nearly a hundred local leaders from our cities, counties, public agencies, businesses, non-profits, ports, state and federal partners.

Together, we proved that we are integrated emergency management - just like the course name.

Sincerely,



Barbara Ayers
Emergency Manager
Hood River County



Matt English
Sheriff
Hood River County



Jeff Hecksel
Administrator
Hood River County

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Exercise Overview

EXERCISE NAME	IEMC Hood River, OR
EXERCISE DATES	Dec 12-15, 2016
SCOPE	A series of 14 IEMC course modules, TTX and functional drills, each building on the prior activity, with hands on activities and drills conducted over a four-day period.
MISSION AREA	Response
THREAT / HAZARD	Freeway closure, Bakken crude train derailment, winter storm
EXERCISE SCENARIO	<p>A series of interactive workshops and drills, building in complexity:</p> <ul style="list-style-type: none"> - Case Study Lessons learned - Mosier Train derailment - Resources in the community – What I bring to the fight - I-84 freeway closure with hazmat spill TTX - PIO response to winter storm and EOC activation - Winter Storm emergency – EOC activation and response TTX - Winter storm snow and ice – capstone full scale drill with EOC activation, Policy Group and PIO response - Out brief community press conference – IEMC lessons learned
CORE CAPABILITIES TESTED	<ol style="list-style-type: none"> 1. Situational Assessment 2. Operational Coordination 3. Planning 4. Public Information and Warning 5. Operational Communications
SPONSORS	<ul style="list-style-type: none"> ■ FEMA – Integrated Emergency Management Division, Emergency Management Institute (EMI) ■ Hood River County Div. of Emergency Management ■ Oregon Office of Emergency Management (OEM)
PARTICIPATING ORGANIZATIONS	City, county, state, non-governmental organizations, citizens and private sector entities. (Refer to Appendix 1 for a complete list of participating communities and agencies.)

IEMC Overview

IEMC is a FEMA sponsored course that provides participants with an opportunity to practice and enhance skills for use in Emergency Operation Center (EOC) environments. IEMC's are a combination of classroom lectures, discussions, small group planning sessions and functional exercises which expose participants to new ideas and increase their understanding of interagency coordination needed during disasters.

For the exercises, each participant is assigned a role like their real-life position in an EOC and given opportunities to explore new positions as the week progresses.



IEMC also builds awareness and skills needed to develop and implement policies, plans and procedures in an EOC.

The course provided by EMI was a community-specific IEMC. Community-specific IEMC's are tailored to the needs and situation

of jurisdictions, the type of EOC's used by the jurisdictions, and reflect the emergency plans that are used by the jurisdictions. Throughout the course participants can propose new ideas, practice skills and abilities and rehearse their real-life roles during functional exercises.

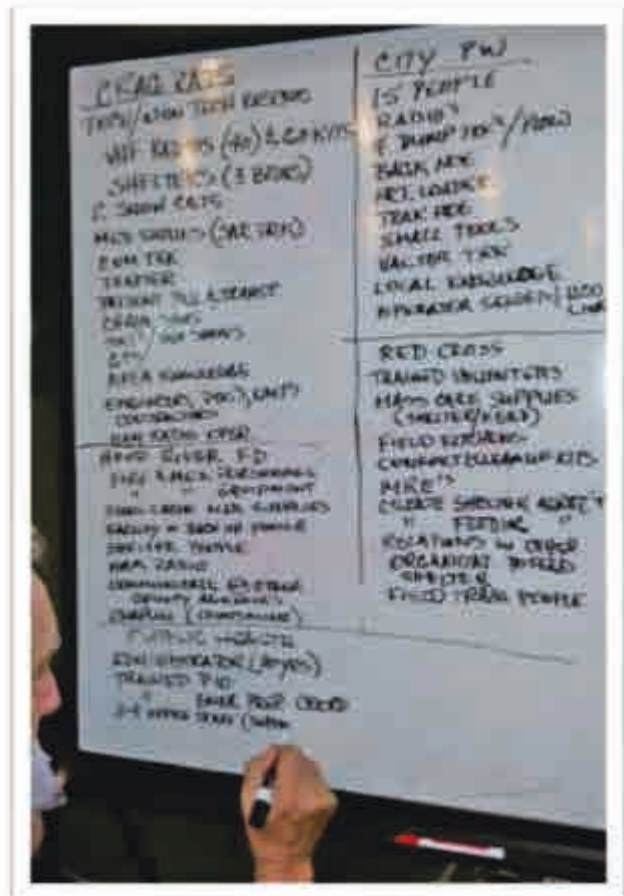
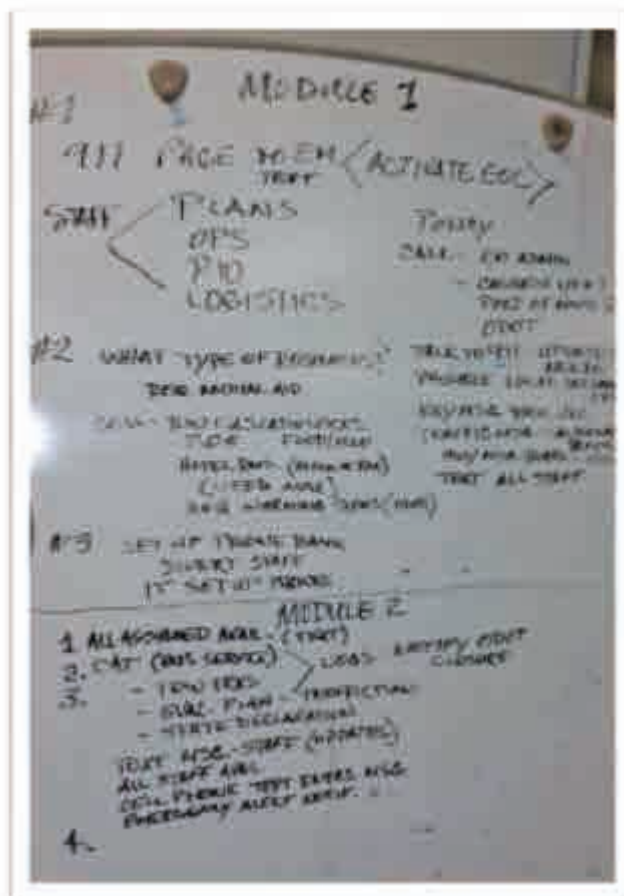
During the week of December 12-15, 2016, more than 88 people from 58 agencies, businesses, non-profits and departments in Hood River County and the Columbia River Gorge service area participated in a locally delivered IEMC led by FEMA's Emergency Management Institute.

Hood River IEMC Goals:

- Improve communications, collaboration, and coordination within each of the county's jurisdictional emergency operations centers (EOC), as well as between these EOC's.
- Improve EOP's with lessons-learned to further develop emergency plans of the cities and the county.

- To achieve these goals, the exercise scenarios and training were structured to do four things:
- Fully activate the County EOC. Test the EOC concept of operations, and existing plans and staffs.
- Provide an opportunity for attendees to further learn, practice and define their roles and responsibilities within their jurisdictions' EOC's.
- Learn and practice IEMC teamwork – the integrated whole community approach.
- Test communications and information sharing within and between the county's EOC's.
- Exercise emergency response for a variety of hazard scenarios.

White board brainstorms from interactive Hood River IEMC modules:





Dec 12: Resource Management class + “What I bring to the Fight” interactive community brainstorm

The IEMC Experience

All exercise participants, instructors and sponsors were asked to provide feedback throughout the exercise. Participants were asked to document strengths and areas of improvement.

Overwhelmingly, participant feedback indicated the IEMC was an extremely valuable experience and would highly recommend it to others. Many inquired as to opportunities to take the training again to allow additional public safety personnel the same opportunity to connect and train with community partners. No other exercise has offered the type of platform IEMC offers to foster coordination, collaboration and communication using such a community-specific methodology.

AAR purpose and scope:

This report analyzes statewide exercise results, identifies strengths to be maintained and built upon, identifies areas for further improvement, and supports development of future jurisdictional/agency corrective action/improvement plans.

This AAR is an assessment of exercise performance from a County and regional perspective and incorporates generalized findings that affect local government catastrophic event preparedness and response.

Executive Summary

SIGNIFICANT FINDINGS

Major Strengths:

- IEMC Hood River was an excellent whole community recruitment tool. Jurisdictions of varying sizes participated with limited preparedness and training but with a common goal.
- In a small community like ours, more responders and families are personally impacted by emergency events- which further reduces staff available to help with response –and necessitates developing a deeper bench and ongoing training of backfill staffs.
- IEMC built partnerships – which significantly informed decision-making and increased two-way information sharing.
- EOC staffs, volunteers and Public Information Officers (PIO) are vital resources we need –and must continue to develop and support.
- The exercise provided an extraordinary opportunity for Oregon, Hood River County and Columbia Gorge counties, cities, ports, agencies and organization train together and identify gaps in individual and collective capabilities.
- Teamwork increased - specifically in the areas of cooperation, positive working relationship, collaboration, shared problem-solving and open-mindedness to learn new ideas. Excellent foundational tool on which to build.
- Increased knowledge, skills and experience were developed, enabling the team to perform and begin to develop individual roles and responsibilities.
- Increased situational awareness.
- Flexibility, adaptability and improvise to overcome obstacles –critically important with small staffs endemic to small towns such as ours.

Areas of Improvement:

- Transportation, communication and energy networks, essential to life sustaining efforts, are vulnerable in our County and across the Columbia Gorge.
- One dedicated EOC staff is not enough – we need to begin to assign roles and train to these roles – 3 up, three down.
- Need to counteract lack of awareness regarding existing plans. Need to refine generic EOP procedures to outline clear roles and responsibilities.
- Lack of shelter management plans and associated teams.

- Lack of volunteer and donation management plans.
- Excellent EOC volunteer program in place but training and retention program is essential to continued development. Volunteers came in to work in the storm emergency when County buildings closed and paid staffs went home.
- County buildings closed and paid staffs went home - this is a significant County COOP (Continuity of Operations) concern that needs to be addressed through continued human resource development Countywide.
- Offset lack of essential resources – MOU's, generators, backup IT and phone systems, staffs.
- Lack of community equipment caches pre-placed with clear activation procedures and management and CPOD management plans.
- EOC staffs, particularly Operations and Planning, need to evolve from "it's just a snow storm" to forward thinking, contingency planning and the possibility of a long-term event.
- Need to enhance initial EOC planning process and procedures, training and drills, to set the first operational period up for success with staffs largely unfamiliar with incident response.
- Lack of access and trained staff for EOC roles.
- Lack of in depth training and drills available in our state for specific EOC roles and lack of overall EOC team management training and mentoring opportunities.
- Excellent work on the PIO tool kit – this needs to be completed.
- Mutual aid, formally or informally, is needed to fill gaps in essential resources for life safety.
- Jurisdiction has profound lack of generators, backup power systems.
- Jurisdiction has profound lack of redundancy in phone and IT systems for 911, emergency services, city and county agencies and there have been two major long term outages across multiple Gorge communities in the last year.
- Additional and more frequent training is needed in the EOC setting to further improve the understanding of primary roles and cross-train individuals to be able to cover more than one EOC position.
- Significant gaps exist in RACES radio equipment and digital auxiliary communications systems.
- Significant gaps in 911 and first response radio systems exist.

Core Capabilities & Objectives

Capability and Objective One: Situational Assessment

Core Capability:

Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects and the status of the response.

Objective:

Emergency Operations Center (EOC) will demonstrate effective monitoring and sharing of Situational Awareness resulting in a Common Operating Picture shared among stakeholders and agencies enhance in Hood River County and the Columbia Gorge region.

Capability and Objective Two: Operational Coordination

Core Capability:

Establish and maintain an integrated, unified and coordinated operational structure and process that involves partner agencies and supports community needs.

Objective:

County EOC will fully activate and coordinate to share incident information, plan and execute operations, request and dispatch resources, and plan for future incident activities, cooperating with and supporting Incident Command.

Capability and Objective Three: Planning

Core Capability:

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational and/or community-based approaches to meet defined objectives.

Objective

County EOC will activate and open EOC, establish situational awareness, develop operating objectives and priorities, respond to the incident and enhance readiness for future emergencies.

Capability and Objective Four: Public Information and Warning

Core Capability:

Deliver coordinated, prompt, reliable and actionable information to stakeholders and the whole community using clear, consistent methods to effectively relay information regarding emergency planning, preparedness, response and recovery.

Objective:

EOC will activate a Public Information Officer unit to coordinate vetted real time, ongoing public messaging and hold a press conference to provide citizens with instructional information during the emergency and a community out brief on IEMC activities and lessons learned.

Capability and Objective Five: Operational Communications

Core Capability:

Ensure the capacity for timely communications to support community safety, enhance situational awareness and response operations between affected communities and among response partners.

Objective:

Exercise two-way EOC communications within ICS, City, County, State, partner agencies, citizens and stakeholders. Test EOC job aids, telephone lists, email outreach, 911 interface, Everbridge notifications, conference calls, OpsCenter SitReps, ham radio, public outreach and staffs to obtain, vet, respond to and share evolving information throughout the event.

Assessment by Objective

Core Capability	Objective	Outcome
Situational Assessment	Emergency Operations Center (EOC) will demonstrate effective monitoring and sharing of Situational Awareness resulting in a shared Common Operating Picture among stakeholders and agencies enhance in Hood River County and the Columbia Gorge region.	Performed well.
Operational Coordination	County EOC will fully activate and coordinate to share incident information, plan and execute operations, request and dispatch resources, and plan for future incident activities, cooperating with and supporting Incident Command.	Performed with Some challenges.
Planning	County EOC will activate and open EOC, establish situational awareness, develop operating objectives and priorities, respond to the incident and enhance readiness for future emergencies.	Performed with some challenges.
Public Information and Warning	EOC will activate a Public Information Officer unit to coordinate vetted real time, ongoing public messaging and hold a press conference to provide citizens with instructional information during the emergency and a community out brief on IEMC activities and lessons learned.	Performed well.
Operational Communications	Exercise two-way EOC communications within ICS, City, County, State, partner agencies, citizens and stakeholders. Test EOC job aids, telephone lists, email outreach, 911 interface, Everbridge notifications, conference calls, Ham radio, OpsCenter SitReps, public outreach and staffs to obtain, vet, respond to and share evolving information throughout the event.	Performed with some challenges.

Assessment of Objective One: Situational Assessment

Objective:

Emergency Operations Center (EOC) will demonstrate effective monitoring and sharing of Situational Awareness resulting in a Common Operating Picture shared among stakeholders and agencies enhance in Hood River County and the Columbia Gorge region.

Observations

- Good proactive info sharing demonstrated across agencies. Excellent team building opportunity and bringing in new agencies we haven't worked with before.
- Common Operating Picture is honed through training, drills partnering and skill building. Agencies and stakeholder team needs continued organization and focus.
- EOC staff briefings and external stakeholder involvement is essential to keep everyone on the same page about current events, major priorities, needed resources, need for state or federal help, etc.
- Email info sharing across jurisdictions enhanced partnership in response and the quality and quantity of information available was excellent.
- We're good at sharing info locally but not regionally – need to enhance our outreach to OEM via OpsCenter.

Target Areas for Improvement

1. Hold annual IEMC like workshop that attracts the whole community- this was an excellent start- keep it up.
2. Develop an EOC Situational Assessment excel spreadsheet for use in emergencies. With incoming info tracked and assigned priority, projected on screen for staff, with actions and outcomes.
3. Hold a panel debrief after every real incident and major drill.
4. Add the use of EOC conference calls for daily Situational Assessment and info sharing across sectors.
5. Involve retail, construction and nonprofits, beginning to end, in incidents – they could play key roles.
6. Email info sharing across jurisdictions was excellent – but what if power was out? Need a backup plan developed for Situational Assessment and info sharing.
7. Develop and test a live video feed/webinar system to assess external conditions.
8. Reinstate TV service to EOC monitors – how else can this be used? Skype or real time video from the field? Teleconference like VTTX's?
9. Need more OpsCenter, SitRep and resource request training and drills for EOC staff – and job aids

Assessment of Objective One: Situational Assessment (cont.)

10. Increase training and drills to build skills in crisis/emergency management.
11. Enhance skills and continued involvement of EOC volunteers—build partnership with staff so they can become interchangeable based upon who can serve in the EOC.
12. Sending a 911 liaison to get real time info not helpful. Create SOP to work in future or create a SOP for radio monitoring and ensure 2-way info sharing.

Assessment of Objective Two: Operational Coordination

Objective:

County EOC will fully activate and coordinate to share incident information, plan and execute operations, request and dispatch resources, and plan for future incident activities, cooperating with and supporting Incident Command.

Observations

- EOC team is green and doesn't practice enough, individually or together. Some challenges were a result of new personnel not accustomed to EOC operations, not working together before, or taking classes but not job shadowing/drilling/mentoring enough. Familiarity and repeat practice would help.
- Volunteers are the newest addition to the team and need more training—excellent resources but unfamiliar with County SOP's and ICS. Work on training, retention and reward program and continue to evolve this valuable asset.
- Position specific training needed for EOC roles and recurring drills / refreshers.
- Clarification needed for emergency declarations and EOC triggers—shared widely.
- County staffs not as available in actual emergency—concern for County and EOC continuity of operations—need a new system or a plan that is actionable. Volunteers help but this needs to be rebalanced.
- Large EOC staff is much more difficult to manage and focus. Small, well trained teams are more actionable. EOC Managers need mentoring of larger teams to build aptitude. IC staffs should utilize EOC more to help.
- EOC broke into 3 groups- EOC staff, PIO and policy group - offered good collaboration and insight.

Assessment of Objective Two: Operational Coordination (cont.)

- Need a plan to ensure EOC and emergency response staffs will come in and can stay to work.
- We need a variety of new MOU's –gas, groceries, hardware, generators, backfill staffs, CAT busses, etc.
- Lack EOC tool kits such as resource notebooks and reference guides to find transportation, shelters, generators and other alternate sources locally and regionally.
- We are highly vulnerable to road, bridge and freeway closure and have few alternate routes –this could turn a short-term problem into a long-term crisis –lack of fuel, food, commerce and supplies.

Target Areas for Improvement

1. Prioritize top needs for next 3-5 years in EM to focus our work – cultivate grants and staff, volunteer time on these priorities. Develop work groups or hire part time staff to help –one EM staff is not enough.
2. Develop and launch the mobile EOC.
3. Need a plan to ensure EOC and emergency response staffs will come in and can stay to work - may include:
 - a. Housing/ family services
 - b. Child care, pet care, elder care
 - c. Transportation – many staffs work in Wasco, Skamania or Klickitat County
 - d. HR support for on and offsite work
 - e. Plans for staff prioritizing those that live close to work
 - f. Explore plans for staffs that cannot get to work - report for duty at another County.
4. Obtain a series of pre-placed, regionally deployable generators or develop a major back up power resource to ensure we can reinstate services and ensure life safety of citizens in winter.
5. Need pre-established triggers for opening EOC and activating staffs - flow chart.
6. Create a volunteer recognition plan –to recruit, empower and retain volunteers.
7. Need pre-scripted protocols for prioritizing deployment of resources.
8. Identify and train EOC staff –3 up, 3 down in each position.
9. Continue to train and cultivate volunteers –empower them in all future EOC activities.

Assessment of Objective Two: Operational Coordination (cont.)

10. Update position-checklist and job aids, go-kits, pre-printed forms and maps for primary, secondary and Mobile EOC. Color code and clearly label filing in the EOC by divisions. Trouble shoot this for infrequent staff, unfamiliar with EOC. Need templates and forms for tools we use. Need just in time training.
11. Train and inform new and incumbent employees regarding their disaster responsibilities, including expectations during emergencies. Work with Human Resources to add DSW (Disaster Service Worker) and other language (COOP- Continuity of Operations) to job descriptions, union contracts, emergency SOP's, etc.
12. Need files sharing capability inside and outside the EOC.
13. Need transportation, shelter and generator resource notebooks .
14. Update staff plans for EOC with current contact info .
15. More refreshers and drills – EOC, IEMC- like (cross functional, cross jurisdictional) activities. Annual IEMC refreshers and drills – maybe a monthly drill or more frequency so people remember more .
16. Need “just in time” training develop for EOC staffs that are infrequent users:
 - a. Orientation on EOC and where stuff is.
 - b. Roles and responsibilities.
 - c. Checklists, samples, pre-scripted scenarios, templates.
17. Need priority travel routes for first responders when freeways, major roads or bridges are closed.
18. Define trigger for emergency declarations and EOC activation to automate the function and pre-script circumstances or criteria; flow chart.
19. Confirm whether county, city and fuel agencies have backup fuel supplies and if they run tanks low with little backup resources if roads are closed – change the Sop if needed to ensure greater fuel access.
20. How can we address transient driver population stranded in emergencies when I-84 closes? Red Cross?
21. Develop community equipment caches through grants.
22. Develop a way for County staff to telecommute if roads are down (HR won't let County employees telecommute now; add disaster response to job descriptions and union contracts as County worker DSW (Disaster Service Worker) and COOP (Continuity of County Operations) core service.
23. Hospital was maxed out – need an effective surge plan.
24. Develop tool kits such as resource notebooks and reference guides to find transportation , shelters, generators and alternate sources locally and regionally – build on resource brainstorm at IEMC day one .

Assessment of Objective Two: Operational Coordination (cont.)

25. Increase joint training in coordination with school systems plans and Task Force.
26. Explore the possibility of Incident Management Team (IMT) training with/ for EOC.
27. Bring back IEMC instructors for annual classes.
28. Write another IEMC grant request to continue our training evolution and momentum.

Assessment of Objective Three: Planning

Objective:

County EOC will activate and open EOC, establish situational awareness, develop operating objectives and priorities, respond to the incident and enhance readiness for future emergencies.

Observations

- EOP and existing plans were not referred to as a resource – need to add this to EOC notebooks.
- Planning was a significant barrier because it is complex and the standard IAP process is lengthy and unwieldy for a staff and jurisdiction of our size.
- Planning was stalled due to the perception that “it’s just snow” – not a real emergency. Long term power outage is a significant life safety risk.
- Need clear expectations of how RedCross is activated and how we can work together –they are not able to fulfill our needs after downsizing. They are mostly unavailable to help us if transportation corridors are down, common in our disasters. We don’t want to underutilize or waste this opportunity but the reality is, they will likely be in Portland or unable to get here- so we need to plan on perhaps 1-2 Red Cross volunteers at most and maximize that resource, possibly as trainers or managers. Need a MOU for this.

Target Areas for Improvement

1. Prioritize top needs for next 3-5 years in EM to focus our work from this AAR list.
2. Leverage the NHMP plan update process in 2017 to advantage with IEMC lessons learned for key mitigation projects
3. Enhance Everbridge training and deployment, including pre-scripted messages.

Assessment of Objective Three: Planning (Cont.)

4. We lack equipment caches with life safety items such as generators and food - keeping people warm in a power outage is essential.
5. Need a plan to ensure EOC and emergency response staffs will come in and can stay to work - may include:
 - a. Housing / family services
 - b. Child care, pet care, elder care
 - c. Transportation – many staffs work in Wasco, Skamania or Klickitat County
 - d. HR support for on and offsite work
 - e. Plans for staff prioritizing those that live close to work
 - f. Explore plans for staffs that cannot get to work - report for duty at another County
6. Operational folks have an attitude that it's "just snow" and not a "real emergency" – this stalled contingency planning and leave us caught behind if conditions escalated.
7. Continue planning, training and drills efforts to foster a multi-disciplinary, whole-community approach to developing plans to meet short and long term priorities.
8. Need EOC uniforms, badges and entry to EOC standardized (dispatch list, key cards).
Solve access control issues at EOC for staff and volunteers (list at 911, badges,) access key cards that are checked out.
9. Exercise parts of the plan in sequence (preparedness, mitigation, response, recovery.)
10. Need a volunteer management plan
11. Need a shelter plan
12. Need a fuel plan
13. Review the animal evacuation plan with new animal control officer
14. How can the National Guard help? How can Veteran's Offices help?
15. Need Admin and Logistics toolkits further developed (resource guides, sample documentation, if not using ICS forms – indicate what is preferred format
16. Plans for 100,000 Portland evacuees in a major incident such as Cascadia
17. Train and drills to begin to move away from attitude that it's "just snow" and toward contingency planning
18. Develop a freeway closure plan with ODOT and regional agencies
19. Need evacuation plan
20. Develop user-friendly IAP process - the full IAP process is too complicated for our needs.

Assessment of Objective Three: Planning (Cont.)

21. Develop MOU's for emergency supplies and community priorities to ensure who gets their first doesn't clean out supplies:
 - a. Gas, groceries, hardware, generators, backfill staffs, CAT busses, Walmart, RiteAid, Walgreens, Ace hardware, Home Depot, TumALum, Safeway, etc.
22. Plan for loss of critical facilities and utilities (backup sites, COOP).
23. County staffs are rusty on COOP plan – need another drill and refresher. Follow up on County Continuity of Operations (COOP). Staff went home – this could have been a major County COOP concerns in power outage or long term event.
24. Resolve the Red Cross / Warming Shelter / regional community center shelter management plans that are not complimentary.
25. Explore the best use of Red Cross - damage assessment or training our volunteers on shelter management, even if they do not manage shelters themselves. Red Cross has few volunteers left in our area after staff turnover and local office closures. The reality is, they will likely be stuck in Portland or unable to get here - need a plan for 1-2 RC volunteers at most and maximize that resource. Perhaps in developing a new shelter plan they don't manage? Or developing a damage assessment plan/tool kit? Or? In Cascadia they will have far higher priorities than ours. How best to leverage the asset?
26. Lack a stranded driver/tourism/ Portland voluntary evacuation plan for surge top Hood River County in winter and summer scenarios. Red Cross role?
27. Lack vulnerable population plan. Next Door/FISH Food/Warming Shelter, other NGO role?
28. Create a SOP for incident documentation.
29. Need email addresses for EOC Ops, EOC PIO, EOC Logs, EOC Admin and EOC Planning.
30. Need Public Outreach call in line / staff could also call in for closure info.
31. Develop plans, including staffing considerations, for recovery field operations such as traffic control, re-entry, PODs, volunteers and donations.
32. Create an all-phase transportation plan to move citizens to shelters or relocate to safe zones or get supplies into regional caches/shelters / CPOD locations.
33. Develop EOC position-specific training that includes shadowing and drill opportunities.
34. Offer more EOC plans, Ops, logistics and activation simulation and practice opportunities.

Assessment of Objective Three: Planning (Cont.)

35. Recommend quarterly drill meetings to review EOC operations and assignments.
36. Explore how private businesses could help in emergencies:
 - a. Google / tech
 - b. Walmart, Fred Meyer, big box
 - c. Inside the County – local companies
 - d. Outside the county
 - e. Emergency services

Assessment of Objective Four: Public Information and Warning

Objective:

EOC will activate a Public Information Officer unit to coordinate vetted real time, ongoing public messaging and hold a press conference to provide citizens with instructional information during the emergency and a community out brief on IEMC activities and lessons learned.

Observations

- Excellent progress in PIO training and drills in the last two years – keep up this momentum.
- Incident information distributed to the media and public was excellent.
- Good tips for residents and proactive messaging.
- Messages were vetted, approved, regional in focus and timely.
- Press conference was excellent tool for building momentum and community awareness.

Target Areas for Improvement

1. Designate primary and alternate PIO's within each jurisdiction, targeting those not in emergency response.
2. Complete the PIO toolkit; add PIOs to Everbridge and drill on it.
3. Need pre-established triggers for opening a JIC and activating PIOs.
4. Adopt PIO plan region wide.

Assessment of Objective Four: Public Information and Warning (cont.)

5. Need a consolidated incident web/social media site or tool.
6. PIO's often serve off site- need HR or policy to allow this.
7. Need JIC roles/responsibilities/org chart for small and large response teams finalized.
8. Need a cheat sheet of all countywide PIO channels and assets - web, social media, email, phone and outreach outlets--fire, schools, cities, county, port, NGO's, agencies, not just the media list and email stakeholder list.
9. Lack a Spanish language outreach program / translation services plan. Radio Tierra and other partner agencies can help.
10. Need a decision matrix and calendar, who writes, approves and posts what and when, across agencies .
11. Ensure preparedness public outreach continues –it's paying off with citizens.
12. Lack a vulnerable population outreach program.
13. Lack a tourism / stranded driver tip / tool kit.
14. Public seems unaware of snow plow policy for city and county- promote this to establish priority routes.
15. Implement the 2-weeks Ready public outreach campaign kicked off by OEM/State.
16. Go Box or PIO tool kits pre-staged at various locations.
17. Establish joint messaging protocols and checklists –including who approves and how disseminated.
18. Develop PIO phone tree.
19. Identify a social media monitoring team (VOST) –possibly out of the area to support – create a SOP.
20. Need pre-scripted message templates for all outreach channels, including Everbridge.

Assessment of Objective Five: Operational Communications

Objective:

Exercise two-way EOC communications within ICS, City, County, State, partner agencies, citizens and stakeholders. Test EOC job aids, telephone lists, email outreach, 911 interface, Everbridge notifications, conference calls, OpsCenter SitReps, ham radio, public outreach and staffs to obtain, vet, respond to and share evolving information throughout the event.

Observations

- Coordination of a recorded public info line
- Addition of a Conference call in system and SOP for a 10am and 2pm daily info sharing conference call or open-line conference call might solve this problem during a fast-breaking crisis.
- Excellent record of activities was developed by our Admin team, who carefully documented the incident.
- RACES (amateur radio)/Auxiliary Comm equipment and staff have special needs to function properly. We are reliant on OADN equipment at the hospital and the EOC cannot reach Salem with needed messages. Enhance equipment and staffing.

Target Areas for Improvement

1. Need a backup phone system for 911, Cities and Counties in the Gorge- recent phone interruption went across 6 counties and there was no redundancy or backup – we went without phones for several days- this is unacceptable.
2. Explore COW (Cell on wheels) and other mobile repeaters for US Cellular and ATT&T are available to help us reinstate comms, phones and IT infrastructure
3. We must fix EAS- we have no autonomy to utilize this resource, unless we manually contact 911, they manually record a message and/or we contact OEM to use their access to this tool. Maybe a MOU with Clark County to access their system- it is heard throughout the Gorge.
4. Explore NAWAS system for Amber Alerts
5. Put all EOC and Comm staffs in Everbridge and test use of activation
6. Meet with new Hospital EM and ensure RACES/OADN equipment is current and use is clarified
7. Enhance RACES amateur radio station equipment and capability at EOC including GoBox; ensure we can send digital/email messages

Assessment of Objective Five: Operational Communications (cont.)

8. Revisit regional satellite phone plan –replace outdated units- train and drill on them. Most safety agencies have sat phones but aren't paying the annual maintenance fees –at \$50-\$100 per month each (\$650-1200/year) they don't want to allocate those funds. There are additional usage costs in emergencies. Develop a solution and seek grants if needed.
9. Explore Skype, Text, Internet cloud and other auxiliary communications solutions.
10. Revisit GETS/WEPS with essential staffs –we may need to add the wireless (cell) priority service and budget for this added expense.
11. Establish a hotline for public call in with several phones tied together and SOP for activation.
12. Replace outdated RACES equipment at hospital, part of the OADN (Oregon Ares Digital Network, the County-owned network of ham radio digital installations at EOC, fire stations, hospital and public health.)
13. Locate Public Health OADN equipment and re boot if needed (HPP funded.)
14. Test field antenna locations to support RACES radio needs that will work in a variety of EOC scenarios.
15. Create an updated Aux Comm/RACES plan –outdated EOP communications Annex.
16. Ensure EOC staff has access to updated countywide contact directory of key emergency officials and that this information is updated regularly.
17. Forward EM office phones to EOC so staff can answer calls. Same with EM cell phone –too many direct calls. Ensure there are people to staff phones for these calls and add this to EOC job aids/notebooks.
18. Conduct training for EOC personnel and drill that enhances comms.
19. Explore the possibility of using instant messaging and group coordination apps on smart phones and other devices to enhance responder coordination during a disaster.
20. Test the satellite phone system. Can this be better utilized and funded? Are there newer models that are more efficient available?
21. Build aptitude on Everbridge –SOP's, training; drills need to be developed. This is an important, underutilized asset.

Improvement Plan

This Improvement Plan (IP) has been developed specifically for Hood River County in response to the Community-specific Integrated Emergency Management Course (IEMC) conducted on December 12-15, 2016, in Hood River, OR. Exercise facilitators and support staff provided constructive feedback throughout the exercise and participants were asked to self-evaluate EOC processes, policies, systems, and performance. Information was captured through in-class discussions, debrief meetings, drills and participant feedback.

Situational Assessment

Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsibility	Start Date	Completion Date
1. Develop emergency outreach email list of key stakeholders	Phase I: Create emergency email list; test list in use; ensure whole community approach (completed.)	P, O, X	EM/EOC	Dec 15, 2016	Completed Jan. 28, 2017
2. Emergency outreach email list of key stakeholders	Phase II: Need backup plan for long term power or LAN outage.	P, O, X	EM/911/IT	Nov 2017	2018
3. Establish, maintain EOC briefings during operations	Develop daily conference call check in system SOP, promote to partner agencies; drill; evaluate; maintain	E, P, O, X	EM/EOC	Jan 1, 2017	Completed February 1, 2017
4. Enhance Situational Assessment	Revisit, enhance Everbridge, 911 liaison, Set up EOC call in network for public calls and recorded messages	E, T, X	EM/EOC	Jan. 1, 2017	Completed 1-21-17
5. Add skype, video conferencing, TV service to EOC monitors	Add skype, video conferencing, TV service to EOC monitors. Add excel spreadsheet to overhead projector for incident tracking	P, O, X	EM	2017	2018

Situational Assessment (cont.)

6.Enhance backup technologies	Revisit text, sat phones, Backup IT, COW and other technologies for LTPO	E, P, O, X	EM, 911	2017	
7.Enhance whole community representation in EOC and response	Involve retail, NGO's, construction companies and other partners to EOC planning and response team	P, O, X	EM	2017	ONGOING
8.Just in time training for EOC staffs	Orientation, roles, checklists, pre-scripted scenarios. Color code by division. Templates.	T, X	EM	2018	2018

² Capability Elements are: (P)planning, (O)organization, (E)equipment, (T)raining, or Exercise (X)

Operational Coordination

Issue/Area for Improvement	Corrective Action	Capability Element ²	Primary Responsible Organization	Start Date	Completion Date
1. Enhance, prepare EOC staff	Recruit key EOC staff commitments and backups for critical positions; work with Administrator, HR and leaders to offset County building closures; collate with volunteer commitments	P, O	Admin/911/EM	1/1/17	Dec 2020
2. EOC resource manuals	Update the phone list and create Resource Manual, building on day 1 IEMC brainstorm	P, O	EM	Oct 2017	2018
3. User-friendly EOC job aids, update EOC notebooks	Update EOC notebooks; develop job aids for key roles; need easy oversized IAP planning tools, checklists; color code files by division	E	EM	Feb. 1, 2017	Notebooks updated 4/17
4. Access for EOC staff to SEGIS protected area	Develop and post names list at 911 for access; Load into Everbridge; temporary key cards for access (check out system)	P, O	Admin/911/EM	2017	2018
5. Create SOP for daily conference call info sharing during incidents	Set up conference call in system; rebooted speaker phone; test during January winter storm EOC activation and other incidents	P, O, X	EM	Jan. 1, 2017	Ongoing / completed
6. Enhance and evolve EOC/EM volunteer program	Uniforms, access cards, retention and rewards program, volunteer program development	P, O, T, X	EM	Jan 1 2017	Ongoing

Operational Coordination (cont.)

Invite back IEMC or other instructors for focused EOC training	EOC management and Ops, EOC planning and Ops; drills that are interactive and focused with coaching and mentoring (request IEMC John Chapman, Blue Cell)	P, T, X	EM	Sept. 2017	ongoing
Procure MOU's needed	Enhance partnership and/or MOU's for Walmart, Ace Hardware, Home Depot, fuel, staff and other key resources	P, O	EM, B&F, volunteers	2018	2019
Write new IEMC grant request to continue to train and develop our EOC stable	Develop proposal Dec 2017 for submission in next cycle	P, T	EM	Dec. 2017	If funded 2019
Ongoing training, professional development and refreshers	Cross training and maintain training through ongoing teamwork, training and drills, EOC / OpsCenter / SitRep training and drills	P, T	EM	Feb. 1, 2016	Feb. 1, 2016
Community equipment caches	Write grants for, procure partner commitments, sign MOU's, etc. to enhance community emergency caches across county	E, P	EM	2017	2020
Generators pre-placed or easily deployable	Write grants for, procure partner commitments, sign MOU's, etc. to enhance available generators	E, P	EM	2017	2020

² Capability Elements are: (P)planning, (O)organization, (E)equipment, (T)raining, or Exercise (X).

Planning

Issue/Area for Improvement	Corrective Action	Capability Element ³	Primary Responsibility	Start Date	Completion Date
Assess and prioritize top 10 EM projects for next 2-5 years and track progress	Hold a priority setting meeting annually as a follow up to IEMC. Foster a multi-disciplinary approach to reviewing and developing plans; annual TTX and drills; monitor progress; focus limited EM staffing on top priorities	O	EM/all	Sept 2017	Annual event
Resource lists	Need detailed resource lists of available tools, facilities, personnel and resources with contact info; leading up to MOUs for use.	O, P	Admin staffs, Volunteers	2017	2018
Fuel plan and strategy	1) Update state database with Hood River County fuel strategy 2) Explore writing grants or procuring other fuel plans to guide future fuel needs 3) Public Works to change SOP to hold more fuel in County tanks	P, O	EM Pub Works	Oct 2017 2018	June 2018 2021 2018
Mobile EOC	Develop mobile response unit and plans for mobile EOC for relocation with backup IT system and comms; deploy; drill	E, P, O	EM	July 1, 2017	July 1, 2018
EOC position-specific training and more frequent simulation	Develop EOC position-specific training, offer more EOC simulation opportunities	P, T, X	EM	Feb. 1, 2017	Ongoing

² Capability Elements are: (P)planning, (O)organization, (E)equipment, (T)raining, or Exercise

Planning (cont.)

Update Natural Hazards Mitigation Plan	Reassess mitigation strategies as part of plan update with new info from drills and IEMC - involve EOC staff and stakeholder agencies	P, O, T, X	EM, County	Feb. 1, 2017	2018
"It's just snow" and not a "real emergency"	Develop IAP process that is actionable and ensure staff are trained and ready to plan for contingencies, not just that it is "snow" and no real emergency. Drills are effective way to tackle this and plan for escalation or long term event	T, X	EM	Oct 2017	ongoing
Transportation Plan	Create a comprehensive transportation plan for state highways and freeway closure scenario	P, T	ODOT	Jan 1, 2016	Dec 1, 2017
Enhance EOC staffing through volunteer recruitment, training and participation	Recruit and retain EOC volunteers. Connect EOC team with community volunteers to take on field roles	P, O, T, X	EM	2017	ongoing
Enhance MOUs and MOAs as well as partners to help in disasters	Involve more volunteers, business owners, nonprofits and private industry in EOC and emergency response; cultivate MOUs and MOAs, plans leveraging these assets	T, E	EM	Feb. 1, 2016	Ongoing
County COOP training and plan maintenance	Conduct training to assess readiness, build aptitude and ensure maintenance of County COOP plan	T, X	EOC, Administration	Oct 2017	Ongoing

Planning (cont.)

Shelter, shelter in place plan for residents and tourists	Plan for stranded visitors as well as citizens to shelters or safe zones or sheltering in place from a regional perspective.	T	EM	Oct 2018	Oct 2020
Leveraging Red Cross asset	Meet with Red Cross, Warming Shelter, Grange, Mt Hood Town Hall and assess possibility of working together and what our SOP's might be. May need to write a grant and/or cultivate someone to write this plan	P, O	Volunteer	2017	2020
Needed plans	Attend training and explore development of Volunteer and donation plan and consider future plan development. Attend evacuation planning meetings with Clackamas for Mt. Hood evacuation plan, the first evacuation plan in the state.	P, O	EM, MHM	June 2017	2019

Public Information and Warning

Issue/Area for Improvement	Corrective Action	Capab ility Eleme	Primary Responsibilit y	Start Date	Completion Date
1. Primary and alternate PIO's (Public Information Officers)	Designate and train primary and alternate PIO's in each jurisdiction. Develop activation list, phone tree and Everbridge notifications. Training and drills. Bring in Pam Collins or other PIO trainers	O, T	EM, PIO subgroup	Feb. 1, 2016	Dec 1, 2016
2. Pre-scripted messaging	Work to develop robust messaging templates for all channels incl. Everbridge	T, E	PIO subgroup	2017	2018
3. Explore / develop social media monitoring	Develop a social media monitoring team, possibly out of the area, or develop VOST with OEM	P, O, T	PIO subgroup, EM	2018	2018
4. PIO plan	Develop a regional PIO plan—consolidated social media, staff and web assets across jurisdictions	P, O, T, E	EM, PIO group	2017	Ongoing
5. PIOs tool kit	PIO tool kits completed; org chart developed with variety of roles—social media, web, on scene, community and media PIO needs, pre-established triggers for JIC and PIO activations	O, P, T	PIO sub group from School Task Force	Feb. 1, 2016	Ongoing

Operational Communications

Issue/Area for Improvement	Corrective Action	Capability Element ⁵	Primary Responsible Organization	Start Date	Completion Date
1. EOC RACES station	Asses RACES stations at EOC and enhance GoBox; enhance ops; offset loss of resources	E, T	EM, RACES officer	Feb. 1, 2017	2018
2. Assess status of and update off site County RACES stations	Asses RACES stations at key sites for needed improvements and asset management 1) Providence 2) Public Health 3) Fire Stations 4) Other sites	E, O, X	EM, RACES officer	4/2017	2018
3. RACES volunteers	Recruit and onboard new RACES volunteers to work under RACES officer. Work with Crag Rats, WASCO WARS and other units to enhance partnership	O, P, T, X	EM, RACES officer	2018	2019
4. EOP Comm Plan	Update County Comm annex in EOCP (Aux Comm plan). If possible, align with OEM's new RACES guidelines	O, P	EM	2018	2019
5. Countywide voice hotline	Develop countywide EM Public Info Call in hotline (541-387-6941)	E, T	EMA	1/17	Feb 2017 completed
6. Sat phone and messaging capabilities	Test and revisit satellite phones. Explore instant messaging or other solutions among public safety users.	E, T	EEM, Fire	2017	2019

Appendix 1

List of Participating Agencies

HOOD RIVER COUNTY IEMC Dec 12-15, 2016

Participant highlights: 88 representatives from 58 agencies

Police Chief and County sheriff	911 Commander and Supervisors	7 County Dept. Heads/ EOC staff
4 Fire Chiefs + Training Captain - Westside, Wy'East, Parkdale & Hood River Fire	Health Care: MCMC, Providence, One Community Health, Mid-Columbia Ctr for Living	K-12 School Superintendent, EM, Community Education Director, facilities teams
Mayor, Mosier - Wasco Co., Hood River Planning Commissioner	Media: Radio Tierra, Hood River News	2 Hood River Airport Managers
HR County Administrator and 3 City Managers - Cascade Locks, Hood River, Mosier	2 County RACES officers - Hood River and Skamania County	State agencies: ODOT (Transpiration,) OHA (Health,) State Fire Marshall, OEM (OR Emergency Mgmt)
2 EMs from Hood River and Wasco County	8 Hood River County EOC volunteers	2 OSU - Oregon State University Professors
Public Health Director and key health staffs	Columbia Gorge Community College Risk Manager	Port Executive Director
Crag Rats SAR, Comm and EOC	County Museum Director	Red Cross Duty Manager

ATTENDEES

1	Adelle	Hye	ODOT (OR Dept. of Transportation) region 9	Mgr, state Transportation
2	Alison	Church	EM volunteer	EOC Volunteer
3	Arlene	Burns	Mayor, City of Mosier, Wasco Co	Mayor
4	Barbara	Ayers	HR COUNTY EM, COOP, PIO	County EM, County PIO
5	Barbara	Seatter	MCCFL - Mid Columbia Ctr for Living	Director, health
6	Belinda	Ballah	County Prevention Dept., EM volunteer EOC staff	County Director, PIO
7	Bernard	Dunkeson	Providence Health EM	Hospital EM
8	Bernie	Wells	EM volunteer, Crag Rats	NGO Crag Rates (SAR)
9	Bill	Martin	State ECC Manager, Oregon EM	State ECC Ops Mgr
10	Bill	Pattison	EM volunteer, Crag Rats	NGO leader, EOC volunteer

ATTENDEES (cont.)

11	Brenda	Lee	County / EOC Budget/Admin	EOC Finance Staff
12	Brian	Beebe	HR COUNTY Records, Assessor	Director, Records, EOC staff
13	Brian	Prange	Airport management agency	Manager, Airport
14	Catherine	Dalbey	School Dist, PIO	School District Emergency Mgr/PIO
15	Curtis	Peetz	Red Cross PDX/Vancouver	Manager, Red Cross
16	Dan	Goldman	School District Superintendent	Superintendent of Schools
17	Darrin	Kennedy	USFS - Type 1 IMT	IMT type 1 Chief; USFS liaison
18	Dave	Bick	EM volunteer EOC staff, Rotary	Retired City Engineer, Volunteer
19	Deb	Vogel	County Health	Physician – NGO health care
20	Denell	McGuire	Forestry staff	Forestry staff
21	Denise	Ford	HR COUNTY HR, COOP	HR Director, COOP response team
22	Devon	Wells	Airport management agency	Airport Program Mgr
23	Don	Benefield	School Dist	Safety Manager, School District
24	Don	Cheli	HRPD	Police Officer, PIO
25	Doug	Thiesies	HR COUNTY Forestry	Director, Forestry
26	Duane	Ely	HR COUNTY Records, Assessor	Chief Appraiser/Damage Assessment
27	Dwayne	Troxel	Retired sheriff's deputy; EMS volunteer; EM/EOC volunteer	EOC Volunteer, EMT
28	Ellen	Larsen	County health Director	Director, Public Health
29	Elizabeth	Aughney M.D.	Nonprofit Health care - One Community Health	Doctor, nonprofit health care
30	Erica	Stolhand	County 911 Commander	Commander, 911
31	Eva	Zerfing	County 911 Supervisor	Supervisor, 911
32	Gordon	Zimmerman	City Cascade Locks - Administrator	City Mgr
33	Greg	Borton	Wy'East Fire Chief	Fire Chief
34	Greg	Simpson	EM volunteer, retired Firefighter/paramedic	EOC Volunteer
35	Heidi	Dehart	HR COUNTY Admin	County/EOC Admin Staff
36	Ian	Stromquist	County health	Environmental Health / EM
37	Jane	Burke	EM volunteer EOC staff, Health care EM	Retired Hospital EM, EOC volunteer
38	Jeff	Hecksel	HR COUNTY Administrator, COOP Response Team	County Administrator
39	Jim	Patterson	HR COUNTY Juvenile program	Director, County Dept.
40	Jim	Austin	CGCC - college	College Risk Mgr
41	Jim	Trammel	Westside Fire / Fire Defense Chief	Fire Defense Board Chief
42	John	Roberts	HR COUNTY Planning Dir.	Planning Director, EOC staff
43	John	Rust	HR County School District	Director, Community Education
44	Josh	Beckner	Westside Fire	Fire Training Captain
45	Juston	Huffman	Wasco County EM	Emergency Manager, adjacent County
46	Kate	Goodnight	Rockford Grange/ shelter volunteer	Volunteer, citizen

	ATTENDEES (cont.)			
47	Kathy	Fitzpatrick	City Manager, Mosier, Wasco Co.	City Manager, adjacent County
48	Kevin	Widener	Skamania County EM/RACES	RACES officer, adjacent County
49	Kim	Kean	HR COUNTY - Records, Assessor	Records Deputy Director
50	Kim	Paulk	HR COUNTY Planning, EOC staff	Office Mgr, EOC staff
51	Kristy	Beachamp	OHA - Oregon State Health	State Liaison Officer
52	Lauren	Kraemer	OSU - college	College Professor
53	Leonard	Damian	HRFD Chief	Fire Chief
54	Liz	Kinney	EM volunteer EOC staff	Retired USFS Type 1 IMT Chief, EOC volunteer
55	Lynn	Orr	History Museum	Director, NGO
56	Lynette	Black	OSU - college	Professor, VOAD Chairperson
57	Mark	England	EM volunteer EOC staff, Rockford Grange mass care	Director, Grange
58	Matt	English	HR Sheriff	Sheriff
59	Melanie	Salisbury	EM volunteer	EOC Volunteer
60	Michael	Heffner	State Fire Marshall hazmat expert	Asst. Chief Deputy, response
61	Michelle	Hughes	HR COUNTY School Task Force leader	Chairperson, School Task Force
62	Michelle	Renault	HRC911 Supervisor	Supervisor, 911
63	Mike	McElwee	Hood River Port	Exec Director - Port
64	Mike	Renault	Skamania Fire, HRSO	Fire Training Officer, reserve deputy
65	Mike	Matthews	County Health, PIO	Manager, Env. Health
66	Mike	McCafferty	Parkdale Fire	Fire Chief
67	Mikel	Diwan	HR County Public Works, COOP Response Team	Director, Public Works
68	Myles	Parilla	Providence Hood River Hospital ER	Emergency Manager / ER Manager
69	Nate	Lain	HR County Public Works	Public Works staff
70	Neely	Kirwan	Wasco County School District	School District staff, adjacent county
71	Neal	Holste	HRPD Chief	Police Chief
72	Patrick	Cimmiyotti	ODOT (OR Dept. of Transportation) District 9 manager- Gorge	Gorge area manager, State Dept. of Transportation
73	Pat	Graham	Columbia River Insurance, Rotary; EOC volunteer	NGO Volunteer, Risk Manager
74	Pete	Hughes	HRSO	Lieutenant, Sheriff's Office
75	Peter	Mackwell	Skyline Hospital- Klickitat	Emergency Manager
76	Gale	Arnold	Radio Tierra, Bilingual outreach	Board member, on air host - bilingual media Radio Tierra
77	Rachel	Crowder	MCMC hospital in The Dalles	Hospital Emergency Manager
78	Richard	Rice	One Community Health- non-profit	Health care leader, NGO
			38	

	ATTENDEES (cont.)		
79	Shane	Losee	HR County Public Works Supervisor, Public Works
80	Steve	Wheeler	City of Hood River Manager City Manager
81	Stephen	Blackmarr	ODOT (OR Dept. of Transportation) business mgr Manager, State Transportation
82	Susan	Frost	PROVIDENCE Health & Services Columbia Gorge, PIO PIO – NGO health care, Gorge hospital
83	Tanya	Wray	HPP region 6, Medical reserve Corps The Dalles, PIO PIO, Medical Reserve Corps Leader
84	Theresa	North	EM volunteer, EOC staff CAT - Columbia Area Transit Board Chair, EOC volunteer
85	Todd	Rainwater	Hood River County School District Facilities Mgr
86	Tom	Rousseau	EM volunteer, Crag Rats Comm-L, SAR leader (NGO Crat Rats)
87	Tony	Clark	HR County IT Dir, COOP, ham radio County RACES officer, IT Director
88	William	Smith	EM volunteer EOC staff, Wasco planning Hood River County Planning Commissioner; Wasco County Planning lead, EOC volunteer

Appendix 2

Participant Feedback

How can emergency plans and procedures for this jurisdiction be improved?

- Volunteer management plan with more details about management locations and staffing.
- Shelter plan needed – Red Cross absence due to freeway closures and their reduction in our region
- Leverage existing volunteer groups to take ownership in specific response roles
 - Rockford Grange is Westside HR shelter
 - Mt Hood Town Hall is Parkdale shelter
 - Hood River Middle School is the Heights shelter
 - Pine Grove –
 - Odell
 - Downtown
 - Warming Shelter
 - Red Cross Shelter
- Continuous training by working together doing sceneries.
- Team building between all the parties involved (drilling, training and working together)

How can organization for emergencies and disasters be improved? (Such as defined roles and responsibilities, EOC team members, etc.)

- Having several people trained for each EOC position; developing procedures on how information needs to travel between EOC groups within and outside of the EOC
- Recruit backup EOC Managers, Ops Division Chiefs and Planning Chiefs. We have good coverage on Admin/Finance and Logistics roles.
- Training, both general and specific in nature, needs to continue for all employees that are to be part of our EOC team. Cross-training also needs to occur so that the members of the team are better able to assist others and/or fulfill the duties of other roles.
- Depth of team needs to be established for all necessary personnel.
- More practice in roles to become more familiar
- At least 2 PIO roles for an EOC. One for social media and media. The other for media and situational awareness. Another for public outreach and stakeholder agency outreach.
- Job shadowing for branch, division and EOC Managers

Participant Feedback (cont.)

What equipment and facility needs were identified during the exercises?

- Generators are needed throughout the county for winter season
- Regional equipment caches at Shelter or key community partners in shelter / mass care
- RACES equipment needs more development to allow direct communication to OEM. OADN equipment placed at Providence Hood River hospital is a good location for external communications reach however the EOC and not reach directly to Salem / OEM. Need to enhance this radio capability without reliance on privately owned equipment and expand our GoBox, antennas and other EOC Aux Comm enhancements.
 - Some work completed June 29, 2017: \$4,000 Ham radio system improvement targeted:
 - Add Pactor modem to GoBox – digital email
 - Add high capacity laptop to GoBox – digital email
 - Add antennas
 - Replace privately owned radio in OADN installation at hospital
- Need a regular testing of OADN and EOC ham radio/digital assets by RACES officer
- Need to expand ham radio team
- Need a network of backup generators and a plan for using them in the case of long term power outages in winter storm events where life safety is threatened by sub-freezing temps
- Specific criteria for activation – who goes where under what scenarios in the event at the Big One, when power, comms and internet is down but it is clear there is a large, life threatening hazard
- Need power redundancy in County Admin building
- County Admin building would not survive a Cascadia quake – need specific lists of backup EOC locations
- Identify specific A building with back up emergency operation capabilities, internet (preferably wireless), communication capabilities (VHF, UHF, amateur and satellite).
- Need an initial Exec summary card that helps execute the beginning stages, locations, where equipment is stored and backup strategies in the even the primary EOC site is compromised. Need backup power, electronic, and basic staples to maintain an EOC with or without power.
- Backup EOC / Mobile EOC needed – it is not realistic to relocate to Intertribal Fisheries

Participant Feedback (cont.)

What training needs were identified during the exercise?

- Position specific training for all sections and staff positions
- PIO – in depth training and team training on JIC
- EOC management and operations; EOC planning and operations
- Real world EOC applications
- EOC activation in planned events – not just for emergencies – good drill opportunity. Use a pending event and plan for that scenario.
 - Follow up: 6/19/17 Solar Eclipse planning meeting – EOC refresher and activation. Test our plans for this upcoming August 21, 2017 event in Oregon.
- Quarterly drills across departments and agencies
- Identified personnel need to have a basic idea of their roles, with 2-3 deep staffing.
- Specific EOC roles, OpsCenter, ICS paperwork/forms – EOC Management and Ops
- Training on documentation for events and reimbursement paperwork (IDA/PDA, damage assessment)
- Continue to work together to become more proficient.
- More tabletops
- SitReps – how to, how often, how to file to OEM
- Resource Mgmt – Logistics management
- Need to practice working together – staff and volunteers
- Train more people to help lessen anxiety of being sole person trained for positions
- More frequent training; more opportunities to train with adjacent departments
- Cross-training Increased emphasis on EOC training, more practical exercises between volunteers and staffs, local and county departments and organizations
- A better system for involving the state
- Enhanced autonomy – it's clear we are a low priority community for outside resource support – so let's enhance our MOU's and locate local resources we may need, without relying on others
- MOU's with Idaho, Wyoming or other jurisdictions outside the Cascadia impact zone
- The various entities within the county need to be identified and trained.
- Cultivate stable of trained staff - those who attended IEMC and other drills/training should be only staff allowed within the EOC during significant events.
- ICS forms training
- Need more training as a group to include those who did not attend the IEMC training.
- General ICS classes
- Position specific as well as continued all hazards training as a group
- Planning – IAP for EOC staff

Participant Feedback (cont.)

What were the lessons learned from Winter Storm activation that started during IEMC and continued for two months and a State, County and City-declared emergency, re testing our skills continuously?

- Most County staff went home when the county closed in the ice storm, which was a surprise. We had just trained everyone and last year completed our COOP plan, which meant we needed to discuss COOP planning options with staff before they went home. Thankfully volunteers came in.
- Develop roles for County staff at home in case they can't get in – HR issues that need to be tackled
- Practice County COOP response Team activation more – COOP Team members went home before we called a meeting to discuss COOP for services
- If wide spread power outages had occurred, the life safety issues would have escalated rapidly in sub-freezing temps. In a small community, such as Cascade Locks, citizens could help each other due to spotty power outages.
- No access to transportation systems for any kind of response or relief effort due to extremely icy roads
- Lack of understanding by local EOC staff on how to better navigate OEM and state/federal response priorities in Resource Requests
- More frequent OpsCenter submission of SitReps – OEM was in frequent email and phone contact however they required more OpsCenter SitReps for follow up
- Enhanced understanding of role and triggers for emergency declarations by city, county

What can be improved about execution of the jurisdiction's emergency plan?

- More awareness and review of EOP by team members. Needs an update, too.
- Need to offset the perception that winter storms and snow is "typical" and move into contingency planning sooner
- Practice and involve others in the process in case of illnesses or vacations of key people.
- Due to swift nature of some incidents, a call down list to notify critical personnel in each municipality would help pull resources together more quickly
- Need MOU's and MOA's to be enhanced – backup sites, backup comms, borrowing staffs, etc.

Participant Feedback (cont.)

What can we improve how we respond in an emergency/disaster?

- More EOC leadership training – train a stable of folks and trade off roles for better cross training
- Thinking through what else could have happened – not waiting for it to happen
- We need more tools – resource books of key contacts and how-to guides
- Wonderful experience, great opportunity for education and connection with otherwise untapped resources.
- Need to add all EOC staff to Everbridge and practice this notification
- Too reliant on email – daily SitRep to Emergency email list needs to have a power safe backup distribution instead
- Need to add PIOs to Everbridge notification system
- Need to add COOP Response team to Everbridge notification system
- Designated location for EOC and other response staff to stay overnight so they can keep working in long term incident – hotels, designated areas? Or cots at work? What about childcare or pet care to ensure we can get staff to work?
- Individual EOC positions should be cross trained to the extent possible so backups are available for all positions. Continued emphasis of internal as well as external communications continues to be needed.
- At the EOC we need more consistently trained people
- More involvement by the two cities in Hood River County – Hood River and Cascade Lock

Participant Feedback (cont.)

How can emergency plans be improved?

- County plans should be reworked to ensure they reflect real world capabilities. Programs need to be put in place to ensure external resources that are counted upon will be there where needed. It's clear we are a low priority for the state and especially in a Cascadia incident.
- EOP is too generic.
- All MOUs/MOAs need to be reviewed, updated and included in plans. Need to ensure they address who has what resource - assets on hand or readily available and proper chain to follow to obtain assets locally and outside the area.
- Need MOU with Walmart, Rite Aid, Safeway, Rosauers, Ace Hardware, TumALum and other local retailers for supplies in a disaster
- Need MOU's with grocery stores and fueling stations to ensure our fuel and food priorities are maintained strategically, rather than depleted by who shows up first
- Standardized checklists should be included in plans and procedures for all responding positions. Once city plans are completed copies should be available at each position within the county
- Continued training on county plans and procedures for all EOC members.
- We have a NHMP plan update coming in 2017 – but it's thorough. Rather than spending too much time updating it- use this as an opportunity to engage EOC staffs more deeply in the inherent issues therein.
- Need Fuel and grocery replenishment plans
- Need refreshers and training on the plans; drills
- Big One response plans that counteract that our entire state and the Pac NW are completely tapped out in a Cascadia-like event.
- Need MOU's in eastern areas that are accessible in any catastrophic I-84 closure, OR 35, WA 14 and interstate bridge closure scenarios (Hood River/White Salmon and Cascade Locks/Stevens

Participant Feedback (cont.)

Takeaways

- The gathering and teamwork of all the agencies (City, nonprofit, volunteers, fire agencies, cops and County) was invaluable. Taking a more active role = ownership = success.
- We have fewer staff and resources than bigger cities but we also are more nimble and adaptable.
- Earlier response to planning is needed. Think about how things could get much worse, don't just tackle what is.
- Dividing of the class into separate functions was a great teaching concept. It provided more specificity of how each unit operates. It allowed individuals not accustomed to EOC type operations to get a better feel for what goes on in an EOC as well a better understanding of how we can work together. More debriefing between the groups would enhance this.
- We need more regular drills
- We need job shadowing – training is not enough. Drills are not enough and actual incident experience is much more helpful than drills.
- Need leadership training and systems put into place – there is a lot of chaos at the beginning
- We need much more work into how we would respond in a long-term power outage. We need necessary forms and systems and strategies available to be prepared if you lose power or internet.
- Long term power outage in winter is a serious risk.
- We lack many of the MOUs we need for contingencies. Perhaps a business community outreach process could help. Workshop?
- Define roles and identify people for the roles that are not in place at this time. Train those folks. We need to start with a team we can count on.
- The volunteers are GOLD. How can we keep them interested, trained, retained?
- Identify what we have on hand equipment wise, what is readily available around the county and neighboring areas.

EMERGENCY MANAGEMENT INSTITUTE CLASS SCHEDULE

COURSE CODE: L0930

INTEGRATED EMERGENCY MANAGEMENT COURSE: Hood River County, Oregon December 12-15, 2016

Class Manager
Sabrina Bateman

Exercise Director
Douglas Kahn

Monday, December 12, 2016 Best Western Hood River Inn

8:00 a.m.	Registration	
8:30	Unit 1: Administrative Announcements, Course Introduction, and Course Overview	<p>Sabrina Bateman, Training Specialist Emergency Management Institute Emmitsburg, MD</p> <p>Matt English, Hood River Sheriff, Jeff Hecksel, Hood River County Administrator, Barbara Ayers, Emergency Manager, Hood River County</p>
9:30	Unit 2: Incident Command System/Emergency Operations Center Interface	<p>Rich Bracco EMI adjunct instructor</p>
11:00	Unit 3: EOC (Emergency Operations Center) and Emergency Management Planning Process	<p>Dave Mathe EMI adjunct instructor</p>
12:00	Lunch provided	
1:00	<p>Unit 4: Case Study Mosier Train Derailment June 2016</p> <p>Panelists: Hood River Sheriff Matt English; Michael Heffner, Asst. Chief Deputy, Emergency Response Services - Oregon Fire Marshall's Office; Greg Borton, Fire Chief – Wy'East Fire Dept.; Patrick Cimmiyotti, ODOT District 9 Manager; Kathy Fitzpatrick, Mosier City Manager</p>	<p>Panel of local and state emergency experts</p> <p>Facilitated by John Chapman, EMI adjunct instructor and Barbara Ayers, Hood River Emergency Manager</p>
2:30	Unit 5: Resource Management/What I bring to the fight – interactive session	<p>Ron Harmon EMI Adjunct Instructor</p>
4:00	Adjourn	

IEMC Tuesday, December 13, 2016 Hood River County EOC, 601 State Street, Hood River

8:30	Unit 6: Situational Awareness/Common Operation Picture	John Chapman EMI Adjunct Instructor
9:30	Unit 7: Critical Infrastructure and Key Resources (Discussion based, what are local Critical Infrastructure and Key Resources)	Dave Mathe EMI Adjunct Instructor
10:30	Unit 8: Public Information and Media	Pam Collins EMI Adjunct Instructor
12:00	Optional lunch – provided	
1:00	Unit 9: “I-84 freeway closure”- hazmat spill TTX #1	Douglas Kahn Training Specialist Emergency Management Institute Emmitsburg, MD
	a) PIO Mentorship	Pam Collins
	b) EOC Planning and Logistics, COOP	Dave Mathe & Rich Bracco
	c) IC -initial response	John Chapman
4:30	Adjourn	

Wednesday, December 14, 2016 Hood River County EOC

8:30 a.m.	Unit 10: EOC 2.0 for Hood River County EOC staff - Oregon OEM and Hood River County EOC interface	Barbara Ayers, Hood River County Emergency Manager Bill Martin, EOC Program Analyst Team Lead, Oregon Office of Emergency Management (OEM)
10:00	Unit 11: Hood River County COOP (Continuity of Operations) mentorship	Ron Harmon
12:00	Optional lunch – provided	
1:00	Unit 12: TTX#2 “Blue Ridge Fault Earthquake, Hood River.” TABLED FOR WINTER STORM (actual event – real time scenario) Deliverable is a EOC SitRep for the incident and report out	Douglas Kahn Training Specialist Emergency Management Institute Emmitsburg, MD
4:00 p.m.	Adjourn	

Thursday, December 15, 2016 Hood River County EOC

8:30	Unit 13: Current Operations capstone drill (Winter Storm scenario/actual event,) <i>with mentors</i> a) Open the EOC (who staffs it, who does what? What are the priorities now and 72 hours afterwards,) coordinating with IC, 911 and policy group? b) Logistics Section (responsible for ordering and tracking from TTX) c) PIO Response (Responsible for interface with the community via social media and procedures for opening a JIC) e) Policy Group (guidance for EOC team and leadership support)	All Staff and Participants Greg Logan/Dave Mathe Identified EOC staff members John Chapman Identified Command Staff Rich Bracco and Bill Martin Identified Logistics Section Members Pam Collins Public Information personnel Ron Harmon Identified Policy team
11:45	Optional lunch – lunch provided	
1:30 p.m.	Out brief on IEMC / press conference. Send out news release and prepare a press conference on lessons learned, actions taken, whole community perspective	Location: Board of County Commissioners' Room, 1 st floor
2:30	Unit 14: The Way Forward (Lessons Learned / strategic priorities)	John Chapman EMI Adjunct Instructor
3:45	Unit 15: Course Summary	All Staff and Participants
4:30	Adjourn	

Hood River County Div. of Emergency Management

Barbara Ayers, Emergency Program Manager

Hood River County Sheriff's Office

601 State St. Hood River, OR 97031 (541) 387-1213

Barbara.ayers@co.hood-river.or.us

www.HoodRiverSheriff.com

