



INTENSE
4 TRAINING
INTENSE
TIMES



URBAN SHIELD

2007 10TH ANNIVERSARY 2016



ALAMEDA COUNTY SHERIFF'S OFFICE

URBAN SHIELD 2016

- 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 eight counties and in 60 realistic scenarios
- Capabilities and equipment evaluated for an After Action Report and Improvement Plan
- Activation of 15 EOCs over 8 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

Alameda County Fire Department



White Command

Alameda County Sheriff's Office



Yellow Command

Urban Areas Security Initiative

SCENARIO SUMMARY

- **32 Tactical Scenarios**
- **16 Fire Scenarios (HAZMAT/USAR/MARITIME)**
- **5 EOD Scenarios**
- **3 C-POD Sites (Yellow Command)**
- **4 Medical Checkpoints**



TACTICAL: 36 Teams

Core capabilities: interdiction and disruption

FIRE: 28 Teams (USAR, HAZMAT, Maritime)

Core capabilities: mass search and rescue, environmental response safety and health

EOD: 9 Teams

Core capabilities: on-scene security and protection

Emergency Management: 30+ local, state, and federal agencies

Core capabilities: supply chain security and integrity, infrastructure systems, situational assessment, public information and warning

** 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:

There were four instances where safety was compromised, but immediately adjudicated prior to moving to the next scenario.

Recommendations:

- Refer to IAP during Command meetings
- 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:

Law enforcement and Emergency Medical Services teams collaborated in the scenario brief and the pre-planning efforts.

Area for Improvement:

Emergency Medical Services interventions, casualty collection point, and on-going secondary medical assessments were cut short due to time restraints in some cases.

Recommendation:

Pre-response planning should address contingencies concerning EMS medical assessments and their ability to coordinate roles and functions within EMS teams.

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:

EOD teams displayed excellent communication skills, formulated clear and concise objectives, and developed tactics that enabled them to identify potential hazards and ways to mitigate those hazards.

Area for Improvement:

Several teams failed to conduct intensive examination of all suspects present on scene.

Recommended Courses:

- A Prepared Jurisdiction: Integrated Response to a CBRNE Incident (NCBRT)
- Advanced Explosions Disposal Techniques (ATF) - EXPL-CS-0001

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:

HazMat teams displayed a high level of performance, operating at a level beyond what is typically accepted. All teams selected appropriate PPE, performed air monitoring, and obtained any necessary samples based on scenario expectations.

Area for Improvement:

Teams had large gaps in levels of training and available tools.

Recommendation:

It would be beneficial for smaller agencies to invest in training and tools used by Type 1 teams.

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:

Teams displayed good seamanship skills, organization, advanced rescue and recovery skills, and communication and coordination.

Area for Improvement:

Teams had trouble developing and following an identified search plan.

Recommendation:

It is recommended that teams train in scenarios that encompass various rescue and victim response concepts, as well as various waterway challenges involving rivers, bay areas, and shallow draft locations.

URBAN SEARCH AND RESCUE (USAR)

Exercise Goal:

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

Identified Strengths:

Teams demonstrated technical management and coordination within scenarios, and met all anticipated tactical challenges that were encountered.

Area for Improvement:

Communication skills and use of specialized equipment could use improvement.

Recommendation:

Teams should continue to work on their communication skills, as well as their practice in specialized equipment concerning heavy-lifts and high-angle-extractions. If possible, include additional elements such as liquid releases of vehicle fluids or hazardous cargo.

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:

Teams that used a standardized briefing format ultimately had more success during this exercise. The more effective briefings used several useful acronyms to make sure they had all the imperative information to develop an effective primary plan, alternate plan, contingency plan, and/or emergency plan.

Area for Improvement:

Several teams were inclined to remain in a tight grouping during searches, making them more vulnerable to attack.

Recommendations:

A better way to approach the search would have been to employ the bounding over watch technique. This would have enabled them to approach open areas in a more tactically sound manner.

Emergency Management

Exercise Goal:

Conduct an exercise that will build and strengthen response capabilities in preparation for a large-scale disaster, as well as test the Regional Catastrophic Earthquake Logistics Response Plan by activating Commodity Points of Distribution (C-PODs) across the region.

Identified Strengths:

The Bay Area logistics plan was validated; C-POD operations were successful; coordination with utilities occurred; EMMA integration functioned as expected; interoperable communications was validated; and the regional JIS functioned successfully.

Areas for Improvement:

Clarify resource request process with Cal OES.

Clarify regional information sharing requirements and tools to be used.

Recommendations:

- Continue C-POD site planning, integrate AFN
- Establish C-POD supply caches
- Develop a Bay Area information management plan / policy
- Develop a Bay Area JIS Framework
- Exercise interoperable communications technology operators

