



**Morongo Band of Mission Indians, Full-Scale
Exercise (FSE) School Evacuation &
Reunification & Full Activation of the
Emergency Operations Center (EOC), Table Top
Exercise for Morongo's School**

Date: October 16, 2019

After-Action Report/Improvement Plan

November 05, 2019

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their organizational needs.

EXERCISE OVERVIEW

Exercise Name	Morongo Band of Mission Indians, Schools Evacuation, reunification, and EOC cold start activation Full Scale Exercise.
Exercise Dates	October 14,15, 16, 17 or 18, 2019
Scope	This exercise is a Full-Scale Functional Exercise for the Morongo School to be evacuated by RSO and Reservation Patrol and evacuate all students by Morongo's transportation department to an undetermined reunification point and reunify all students with their parent/guardian and full activation of the EOC. In both scenarios the start time and dates are not disclosed and at the discretion of the Emergency Services Administrator. Exercise play is limited to the Morongo Band of Mission Indians Reservation.
Mission Area(s)	Response
Core Capabilities	<ul style="list-style-type: none">• Exercise School Emergency Operations Plan• Lock Down Procedures• Cold Start EOC Activation• Operational Coordination with RSO and Morongo's Transportation Department• Safely Move Children to Undisclosed Reunification Center• Reunification of Parents/Guardians with Students• EOC Mobilization/Demobilization• Response• Public Information & Warning• Operational Communications• Logistical Resource Support Elements• Critical Transportation
Objectives	<ol style="list-style-type: none">1. Demonstrate the ability to follow Lockdown procedures of the School from the school EOP.2. Demonstrate the ability of the Riverside County Sheriff, and Morongo Band of Mission Indians Reservation Patrol to evacuate all three (3) of the Morongo school campuses to the reunification location to be determined on the day of the exercise.3. Demonstrate the ability of the Morongo Band of Mission Indians participating departments to make all appropriate notifications to ensure the safe evacuation and reunification of all school campuses.4. Demonstrate the ability of a cold start. EOC staff to mobilize and demobilize and complete an EOC Emergency Action Plan EAP.

	<ol style="list-style-type: none"> Demonstrate the ability of all of Morongo departments to effectively communicate and organize to respond and recover from the event. Demonstrate the ability of Morongo Band of Mission Indians FM radio capability/interoperability for the residents. Demonstrate the ability of Morongo Band of Mission Indians business band radio capability. Demonstrate the capability of Morongo's EOC to provide support to responders of an event of this nature involving the Morongo School. Safely transport the students to an evacuation point. Reunify all students to their families on the emergency release forms.
Threat or Hazard	An active shooter (trespasser) has entered the upper campus of the Morongo school and is shooting randomly.
Scenario	An active shooter (trespasser) has entered the upper campus of the Morongo school and is shooting randomly. All school campuses have gone into lockdown. Law enforcement Officers (Riverside County Sheriff, Morongo Reservation Patrol and MCRS Public Safety) will secure the scene, retrieve the students and teachers from there secured positions, and call for an evacuation and transportation of the school's staff and students to an undisclosed reunification center and reunify the students with their parents/guardians at a safe location.
Sponsor	Morongo Band of Mission Indians, CalOES Homeland Security Grant Program
Participating Organizations	Riverside County Sheriff Dept., Morongo Band of Mission Indians, Emergency Management, Morongo School, Public Works, Morongo Fire Department, Reservation Patrol, MCRS Public Safety, Transportation
Point of Contact	<p>Floyd Velasquez, Emergency Services Administrator (Desk) 951-755-5309 (Mobile) 951-392-9828</p> <p>David Ellsworth, Emergency Manager (Desk) 951-755-5277 (Mobile) 951-768-3311</p> <p>Dana Lane, Deputy Emergency Manager (Desk) 951-755-5215 (Mobile) 951-282-9946</p>

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1. Demonstrate the ability for the school campuses to follow lock down procedures and law enforcement's ability to secure the scene and retrieve the students.	a) Planning b) Screening, Search and Detection c) Physical Protective Measures d) Risk and Disaster Resilience Assessment				
2. Demonstrate the ability of the Morongo Band of Mission Indians to evacuate all three (3) of the Morongo school campuses to the reunification location to be determined on the day of the exercise from a cold start.	a) Risk and Disaster Resilience Assessment b) Critical Transportation c) Demonstrate the ability of all Morongo's departments to organize and respond to an event				
3. Demonstrate the ability of the Morongo Band of Mission Indians participating departments to make all appropriate notifications to reunify all students with their parents/guardians from a cold start.	a) Public Information & Warning Access Control and Identity Verification b) Operational Coordination Test Communication and 89.1 FM c) Operational Coordination d) Mass Care Services				
4. Demonstrate the ability of the various departments of the Morongo Band of Mission Indians to work collectively to ensure a fully activated	a) Operational Communication b) Operational Coordination c) Public Information & Warning				

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
EOC coordinating and supporting evacuation efforts from a cold start.	d) Critical Transportation e) Notification of EOC staff for a cold start				
5. Demonstrate the ability of the EOC staff to mobilize and demobilize from a cold start.	a) Operational Coordination b) Mobilization of the EOC Staff with no notice c) Incident Management d) Public Information & Warning				
6. Demonstrate the ability of Morongo Band of Mission Indians interoperable radio capability.	a) Operational Communications b) Public Information & Warning c) Mobilization Demobilization				
7. Demonstrate the capability of Morongo's EOC to provide support to first responders of a catastrophic event.	a) Community Resilience b) Operational Coordination c) Situational Assessment				

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Rating Definitions: <ul style="list-style-type: none"> Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and safety risks for the public or emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provide a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Strengths

The full or partial capability level can attribute to the following strengths:

Strength 1:

Demonstrating the ability of the school staff and students to evacuate according to the plan, and demonstrated the ability to carry out the reunification at an alternate location successfully.

Strength 2:

Ability to carry out notifications and communicate with parents and the public, via appropriate channels, of student evacuation and reunification at an alternate location. Communication flow between sections was also clear and concise, keeping all players well informed of the situation.

Strength 3:

Radio communications demonstrated in a coordinated manner keeping radio traffic to a minimum and still communicate the situation between all players involved allowing all resources to coordinate bilaterally.

Areas of Improvement for the Emergency Operations Center (EOC)

The following areas require improvement to achieve the full capability level:

Area for Improvement 1:

Providing each section with universal message forms that are more transparent and simplified allowing for a better flow of information between them, and create an organized filing system.

Area for Improvement 2:

Provide the EOC staff with the office materials needed to perform their duties with maximum efficiency.

Area for Improvement 3:

Provide continuous section specific training, and cross train each section to understand the roles of others allowing the EOC staff to understand the duties & responsibilities of each other; essentially, bettering communication of resource information.

Area for Improvement 4:

Determine source(s) of communication consistently efficient at notifying parents/general public of evacuation and reunification.

Area for Improvement 5:

Loading and unloading of lower grade students onto and off from buses.

Issue/Area for Improvement	Corrective Action	Start Date	Completion Date
1. Providing each section with universal message forms that are more transparent and simplified allowing for a better flow of information between sections, organization of a filing system.	Section Chief will assign the message to a form number, make notes of any question on the same form, and make a copy.	1/20/17	3/21/17
2. Provide the EOC staff with the supplies needed to perform their duties.	Ordered necessary office supplies and replenished all depleted supplies.	1/20/17	3/21/17
3. Provide continuous section specific training, and cross train each section to understand the roles of others allowing the EOC staff to understand the duties & responsibilities of each other; essentially, bettering communication of resource information.	Training will be continuous and ongoing	1/20/17	Ongoing
4. Determine source(s) of communication consistently efficient at notifying parents/general public of evacuation and reunification.	Advise all persons to tune to Morongo radio station/internet for most accurate & up-to-date information	1/20/17	Ongoing
5. Loading and unloading of lower grade students onto and off from buses.	A staff member will be assigned to assist the lower grades into and off from the buses	1/20/17	3/21/17

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Morongo Band of Mission Indians
Morongo Emergency Services Department
Morongo Administration Department
Morongo Public Works Department
Morongo School
Morongo Transportation Department
Morongo Fire Department
Reservation Patrol
Tribal Security & EMT's
Morongo Cultural Heritage Department
Other Tribes
Agua Caliente Band of Cahuilla Indians
La Jolla Band of Luiseno Indians
Cahuilla Band of Mission Indians
Twenty-Nine Palms Band of Mission Indians
Riverside County
Emergency Management Department
Riverside County Sheriff /Thermal
Inter-Tribal Long Term Recovery Forum (ITLTR)
Banning Unified School District