



Full-Scale Exercise (FSE) School Evacuation and Reunification and Full Activation of the EOC 2024

After-Action Report/Improvement Plan

December 21, 2024

After-Action Report/Improvement Plan (AAR/IP)
Emergency Management Department
Homeland Security Exercise and Evaluation Program
Rev. July 2022

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine 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 own organizational needs.

EXERCISE OVERVIEW

Exercise Name	Full Scale Exercise (FSE) School Evacuation and Reunification and Full Activation of the EOC 2024
Exercise Dates	October 18, 2024
Tribal Council Approval	Motion 061824-21
Scope	This exercise is a Full-Scale Functional Exercise for the Morongo School to be evacuated by Riverside Sheriff Office (RSO), California Highway Patrol (CHP), Beaumont PD, Morongo Tribal Police Department (MTPD), Morongo Casino Resort and Spa (MCRS) Public Safety, and Morongo Fire 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.
Focus Area(s)	Response and Recovery
Capabilities	<p>Exercise:</p> <ol style="list-style-type: none"> 1. Planning 2. Screening, Search and Detection 3. Physical Protective Measures 4. Situational Assessment 5. Operational Coordination 6. Mass Care Services 7. Access Control and Identity Verification 8. Response and Recovery 9. Public Information and Warning 10. Operational Communications 11. Operational Coordination 12. Critical Transportation 13. Community Resilience 14. Risk and Disaster Resilience Assessment

Exercise Name	Full Scale Exercise (FSE) School Evacuation and Reunification and Full Activation of the EOC 2024
Objectives	<ol style="list-style-type: none"> 1. Demonstrate the ability to follow safe lockdown procedures in School EOP and the ability of RSO, CHP, Beaumont PD, Morongo Tribal PD, MCRS Public Safety, and Morongo Fire Rescue Task Force (RTF) to evacuate all three (3) of the Morongo school campuses safely to the reunification location and reunify all students to the emergency release form named party. 2. Demonstrate the ability of the participating departments to make all appropriate notifications to ensure the safe evacuation and reunification of all school campuses. 3. Demonstrate the ability of an EOC activation; staff mobilize and demobilize and complete an EOC Emergency Action Plan (EAP) and to effectively communicate and organize response and recovery while providing support to first responders during a catastrophic event. 4. Demonstrate the ability of MBMI's interoperable radio capability.
Threat/Hazard	An active shooter/trespasser has entered the Morongo School Upper Campus.
Scenario	An active shooter/trespasser entered the Morongo School Upper Campus and was shooting randomly. All school campuses have gone into lockdown. Law enforcement officers (RSO, CHP, MTPD, MCRS Public Safety, and Morongo Fire) have secured the scene, and all three campuses have gone into lockdown procedures. Law enforcement will retrieve the students and teachers from their secured positions at all campuses and call for an evacuation and transportation of the students and staff to a reunification center and reunify the students to the emergency release form named party.
Sponsor	Morongo Band of Mission Indians

Exercise Name	Full Scale Exercise (FSE) School Evacuation and Reunification and Full Activation of the EOC 2024
Participating Organizations	MBMI Emergency Management Department (EMD) Morongo EOC Staff Morongo School MBMI Transportation Department Morongo Tribal Police Department MCRS Public Safety Morongo Fire Department Riverside County Sheriff's Department; Cabazon Station California Highway Patrol (CHP) Beaumont Police Department California Governor's Office of Emergency Services County of Riverside Emergency Management Department
Points of Contact	Floyd Velasquez, Emergency Services Administrator, 951-755-5309, fvelasquez@morongo-nsn.gov David Ellsworth, Emergency Manager, 951-755-5277, dellsworth@morongo-nsn.gov Dana Lane, Emergency Services Coordinator, 951-755-5215, dlane@morongo-nsn.gov

ANALYSIS OF CAPABILITIES

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

Objective	Capability	Perform ed without Challen ges (P)	Perform ed with Some Challen ges (S)	Perform ed with Major Challeng es (M)	Unable to be Perform ed (U)
Demonstrate the ability for all three (3) Morongo School campuses to safely follow lock down procedures and law enforcement's ability to secure the scenes and retrieve the students and evacuate all three (3) of the Morongo School campuses to the reunification location to be determined on the day of the exercise; from a warm start. Demonstrate the ability of all Morongo's departments to organize and respond to an event.	Planning Screening, Search and Detection Physical Protective Measures Risk and Disaster Resilience Assessment Critical Transportation		S		

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Demonstrate the ability of the Morongo Band of Mission Indians participating departments to make all appropriate notifications to safely reunify all students with their parent/guardian. Test communications and 89.1 FM Channel.	Public Information and Warning Access Control and Identity Verification Operational Communications Mass Care Services		S		
Demonstrate the ability of the various departments of the Morongo Band of Mission Indians to work collectively to ensure we have a fully activated EOC (mobilize and demobilize) coordinating and supporting evacuation efforts and provide support to first responders during a catastrophic event, from a warm start. Notification of EOC Staff from a warm start.	Operational Communication Operational Coordination Community Resilience Situational Assessment Response and Recovery		S		

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Demonstrate the ability of the Morongo Band of Mission Indians interoperable radio capability.	Operational Communications		S		

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the 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.

Performed with Some Challenges (S): The targets and critical tasks associated with the 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 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 capability were not performed in a manner that achieved the objective(s).

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

Objective 1 - Demonstrate the ability for all three (3) Morongo School campuses to safely follow lock down procedures and law enforcement's ability to secure the scenes and retrieve the students and evacuate all three (3) of the Morongo School campuses to the reunification location to be determined on the day of the exercise; from a warm start. Demonstrate the ability of all Morongo's departments to organize and respond to an event.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability - Planning, Screening, Search and Detection, Physical Protective Measures, Risk and Disaster Resilience Assessment, Critical Transportation

Strengths

The full capability level can be attributed to the following strengths:

- **Strength 1:** School teachers and staff were aware of the safety procedures. Students were able to follow the directions of teachers, staff, and law enforcement.
- **Strength 2:** Law enforcement agencies and Morongo Fire worked well together to complete the task safely and effectively.
- **Strength 3:** All students were accounted for, transported, and reunified with their parent/guardian without any safety issues, injuries, or losses.

Areas for Improvement

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

1. **Area for Improvement:** Not all classroom warning strobe lights were operational.

Reference: Strobe lights are supposed to come on in classrooms to indicate a problem.

Analysis: Staff will initiate a regular inspection of strobe lighting functions to ensure the system works properly.

2. **Area for Improvement:** Teachers should not open the door until they are satisfied that law enforcement is on the other side.

Reference: When a space is cleared, there needs to be a signal that it is actually a law enforcement officer and not an assailant.

Analysis: The suggestion to prove it is a law enforcement officer is to have dispatch say over the radio that it is law enforcement so the staff inside the room can hear it and know who is at the door.

- 3. Area for Improvement:** The students should be kept separate from the sign-out area. Teachers should go out and get them and bring them back to the sign-out area.

Reference: Students should be in an area that is not visible to the parents/guardians/public in the sign-out area or other areas (i.e. visible from the road, etc.).

Analysis: Some teachers should be with the students in the student waiting area and other teachers should go retrieve students as they are signed out and escort them back to the sign-out area.

- 4. Area for Improvement:** The capacity of the bus that is needed should come in with the request for the bus. Law enforcement directed the buses on the street to go to different campuses without knowing the capacity of the particular bus they were directing (not all buses have equal capacities). Bus loading is an issue. The Transportation Unit Leader was not the one that gave drivers the orders. They were given directions by law enforcement. Drivers are responsible for everyone on their bus, and they felt that law enforcement was rushing everything.

Reference: School staff and officers need to understand that they become the responsibility of the bus driver, not the other way around. Transportation does a practice drill one or more times a year and stated the teachers should know how to load the busses.

Analysis: Transportation would like to go with the Emergency Manager when he gives the exercise training so they can give a refresher. The oldest at the back, littles in the front and teachers with their groups.

Objective 2 - Demonstrate the ability of the Morongo Band of Mission Indians participating departments to make all appropriate notifications to safely reunify all students with their parent/guardian. Test communications and 89.1 FM Channel.

Capability - Public Information and Warning, Access Control and Identity Verification, Operational Communications, Mass Care Services

Strengths

The full capability level can be attributed to the following strengths:

- **Strength 1:** Notifications went out in a timely manner.
- **Strength 2:** Radio and website notifications were posted promptly with approved language.

Areas for Improvement

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

1. **Area for Improvement:** The messages on the website were under the log-in version and the Education Committee would prefer them to go on the all-access/open version. The ticker was also scrolling too fast for people to read.

Reference: The messages need to be accessible to all as some guardians do not have login access to that version of the website.

Analysis: This procedure will be confirmed before the next exercise and the messages will be loaded properly to the correct version and tested before rolling out.

2. **Area for Improvement:** The message that went out on the 89.1 FM radio station had a lot of background noise.

Reference: The Communications Unit must issue a clear message on the radio station.

Analysis: EOC staff will take a moment to ensure the message is recorded from a quiet area and listen to the message to ensure it is clear and free of excessive noise before posting it.

Objective 3 - Demonstrate the ability of the various departments of the Morongo Band of Mission Indians to work collectively to ensure we have a fully activated EOC (mobilize and demobilize) coordinating and supporting evacuation efforts and provide support to first responders during a catastrophic event, from a warm start. Notification of EOC Staff from a warm start.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability - Operational Communications, Operational Coordination, Community Resilience, Situational Assessment, Response and Recovery

Strengths

The full capability level can be attributed to the following strengths:

- **Strength 1:** The PIO performed updates and notifications quickly with proper approval.
- **Strength 2:** Staff set up and were able to begin working together very quickly.

Areas for Improvement

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

- 1. Area for Improvement:** Not all EOC staff know how to fill out and process EOC forms.

Reference: Additional training should take place.

Analysis: The EOC Quizzes for the next year will cover forms, how to complete and how to process for all EOC Staff.

- 2 Area for Improvement:** Mobile EOC generator was down and EOC staff/Communications Unit Leaders had to go to the Cable Building as the backup to release the message for the radio station.

Reference: This was the proper procedure and the back-up system in place worked properly.

Analysis: All generators are tested regularly, and this was a real-life scenario that played out and back-up systems/procedures worked properly.

Objective 4 - Demonstrate the ability of the Morongo Band of Mission Indians interoperable radio capability.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability - Operational Communications

Strengths

The full capability level can be attributed to the following strengths:

- **Strength 1:** Communications worked properly. Radio patch was tested and worked well.

Areas for Improvement

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

1. **Area for Improvement:** Plain language was not used during radio transmissions.

Reference: Not all those on the radios taking messages and documenting radio traffic know, understand or even use the same type of codes that are different in each law enforcement agency.

Analysis: Codes cannot be used, and this is stated at all pre-planning meetings and training; some have a hard time breaking those habits, but it must be done.

2. **Area for Improvement:** Repeat backs were not used during radio transmissions.

Reference: When someone is talking over the radio, they and the person receiving the messages must use repeat backs to confirm all messages.

Analysis: Repeat backs must be used and this is stated at all pre-planning meetings and training; some have a hard time breaking those habits, but it must be done.

APPENDIX A: IMPROVEMENT PLAN

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 1: Planning	More training needed for those who have never been activated for radio etiquette and forms completion.	Section specific training and the ExPlan will include forms that have been filled in as examples (including not using acronyms, supply and staff requests, logs, and tracking student counts) so they can be reviewed and EOC staff will be more familiar with them before the exercise.		EOC Directors	David Ellsworth Dana Lane	December , 2024	Ongoing

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 2: Screening, Search and Detection	Positive identification of law enforcement when clearing a classroom.	Law enforcement will have a plan to identify themselves to the teachers and staff.		Law Enforcement	Law Enforcement	December , 2024	Ongoing
Capability 3: Physical Protective Measures	Not all classroom warning strobe lights were operational.	Staff will initiate a regular inspection of strobe lighting functions to ensure the systems work properly.		School Staff Public Works	Ed Rodriguez James Sanchez	December , 2024	Ongoing
Capability 4: Situational Assessment	Santiago, the road on which two of the school campuses are located, is one-way-in and one-way-out leaving no path for evacuation without passing the campuses.	The shoulder needs to be widened and an alternate egress needs to be installed.		School Staff Public Works Construction Services	Ed Rodriguez James Sanchez Alexander Sephton	December , 2024	Ongoing

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 5: Operational Coordination	Poor radio traffic frequency quality.	Adding more repeaters and a patching system and training on repeat backs on the radios for EOC and school staff.		School Staff EOC Director	Ed Rodriguez David Ellsworth	December , 2024	Ongoing
Capability 6: Mass Care Services	Social Services should be ordered to the reunification site and the EOC Director should approve the request before they are dispatched.	EOC staffing has been reorganized to include a Social Services Unit and the ExPlan will reiterate the process of notifying the EOC Director via 413s or an update.		EOC Directors	David Ellsworth Dana Lane	December , 2024	Ongoing

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 7: Access Control and Identity Verification	Continue improvement at the reunification site keeping students separate from emergency contacts, parents, and guardians.	The school's reunification process will state that students must be kept separate from the check out area to ensure an orderly and safe process to the pickup procedures.		School Staff	Ed Rodriguez	December , 2024	Ongoing
Capability 8: Response and Recovery	Paperwork flow can be confusing.	MBMI EOC staff will always perform all duties on paper to prepare in the event of a power or network outage. Training.		EOC Directors	David Ellsworth Dana Lane	December , 2024	Ongoing
Capability 9: Public Information & Warning	Systems should be up and running in a timelier manner.	Additional radio training will be scheduled before the next exercise.		EOC Directors	David Ellsworth Dana Lane	December , 2024	Ongoing

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 10: Operational Communications	It should take less time for the systems to be operational.	All systems will be tested on a regular basis and section specific training will include hands on, not just theory.		Communications Unit Leaders and EOC Directors	Communications Unit Leaders David Ellsworth	December , 2024	Ongoing
Capability 11: Operational Coordination	First responder counts did not come EOC staff.	The following ExPlan will annotate that first responder counts must be relayed to the EOC for tracking.		EOC Directors	David Ellsworth Dana Lane	December , 2024	Ongoing
Capability 12: Critical Transportation	Transportation routes need work and approvals. Bus drivers must not self-deploy.	The ExPlan will include possible transportation routes and Planning meetings will include comments regarding not self-deploying.		Transportation EOC Directors	James Sanchez David Ellsworth	December , 2024	Ongoing
Capability 13: Community Resilience	Backups to the backups.	Backup systems are in place and will be tested. Generators will be maintained more regularly.		EOC Directors	David Ellsworth Dana Lane	December , 2024	Ongoing

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 14: Risk and Disaster Resilience Assessment	Radio communications did not utilize repeat backs or identification of the sender/receiver.	The ExPlan will state appropriate radio etiquette such as identifying yourself before sending a message and repeat backs.		EOC Directors	David Ellsworth Dana Lane	December , 2024	Ongoing

This IP is developed specifically for MBMI as a result of Full-Scale Exercise (FSE) School Evacuation and Reunification and Full Activation of the EOC 2024 conducted on October 18, 2024

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations	
MBMI Emergency Management Department	
Floyd Velasquez, Emergency Services Administrator	
David Ellsworth, Emergency Manager	
Dana Lane, Emergency Services Coordinator	
Morongo EOC Staff	
Kandie Hollenbeck, Public Information Officer Director/Social Svcs Unit	Social Services, Executive
Max Leyva, Recreation Dir./Care & Shelter Unit Welfare	Valerie Whitaker, Social Services, Child
Morongo School	
Ed Rodriguez, Principal	Dennis Mitchell, Vice Principal
Brian Wiley, Vice-Principal	
MBMI Transportation Department	
Roxanne Morales	
Samuel Rojas	
Morongo Tribal PD	
Chief Randall Reynolds	Eric Hibbard
Lieutenant Michael Valentich	Vincent Garcia
Captain Hugo Rodriguez	Dispatch Supervisor Valerie Bradic
MBMI Public Safety	
Chief Ross Koepp	
Michael Smith	
Morongo Fire Department	
Deputy Chief Abdul Ahmad	
Battalion Administrative Chief Barry Owens	
Riverside County Sheriff's Department, Cabazon Station	
LT Saykham Iemsisanith	Alan Northrup
California Highway Patrol, Beaumont Station	
Captain Gil Campa	Steve Rusk
California Governor's Office of Emergency Services	

Participating Organizations

Jose Ortega

County of Riverside Emergency Management Department

Valerie Almanza

Michael Ornelas