Urban Shield

- Urban Shield is a continuous, 48-hour Full Scale Multi-Disciplinary Homeland Security/Disaster Preparedness Exercise hosted by the Alameda County Sheriff’s Office, with the support of the Bay Area Urban Area Security Initiative (UASI), and more than 150 local, state, federal, international and private sector partners.

- First responders are presented with exercise scenarios that incorporate key elements of real-world emergencies and major critical incidents at various scenario sites in Alameda, San Francisco, San Mateo and Santa Clara counties.

- An Incident Command System (ICS) structure—with ten Area Commands, Medical Checkpoints, and a Department Operations Center (DOC)—will be implemented to manage the multi-location and multi-discipline full-scale exercise for Urban Shield 2013.
Urban Shield

The overarching goals of Urban Shield are to provide a multi-layered training exercise to enhance the skills and abilities of regional first responders, as well as those responsible for coordinating and managing large scale events. This exercise is designed to identify and stretch regional resources to their limits, test core capabilities, while expanding regional collaboration and building positive relationships. In addition, this exercise provides increased local business and critical infrastructure collaboration.

In 2013 Urban Shield will become the vehicle to validate the Regional Catastrophic Preparedness Grant Program’s (RCPGP) Mass Fatality and Volunteer Management Plans (more plans to be exercised in future years).

Urban Shield 2013 will operate under the principals of the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS) and the Incident Command System (ICS) structure. Regional emergency management personnel will control the exercise utilizing the Emergency Operation Centers and mobile command posts throughout the region. Alameda County OHSES will serve as the Department Operations Center (DOC).
Risk Overview Assessment

- Law enforcement, fire, Emergency Operations Center (EOC) and EMS personnel, representing agencies throughout the Bay Area UASI Region, will participate in some, or all, of the realistic scenarios. Their capabilities and equipment will be evaluated by related experts, in order to provide an accurate regional assessment that result in a meaningful Gap Analysis, After Action Report (AAR) and Improvement Plan.

- Urban Shield follows the Homeland Security Exercise and Evaluation Program (HSEEP) methodology.

- Urban Shield is used as a mechanism to develop and maintain the tracking of regional assets so that we verify their location, level of readiness and capability to improve regional preparedness.
### Supporting Agencies
**Regional Agencies/Organizations**

- Alameda County Sheriff’s Office
- Alameda County District Attorney
- Alameda County Emergency Medical Services
- Alameda County Fire Department
- Alameda County Probation Department
- Alameda Police Department
- Albany Police Department
- BART Police Department
- Belmont Fire Department
- Berkeley Police Department
- Castro Valley Unified School District
- Central County Fire Department
- City of Foster City
- City and County of San Francisco
- City of South San Francisco
- Coastside Fire District
- Contra Costa County Health Department
- Contra Costa County Sheriff’s Office
- Corte Madera Fire Department
- Daly City Police Department
- East Bay Regional Parks District
- East Bay Regional Parks Police Department
- Emeryville Police Department
- Foster City Corporation Yard
- Foster City Fire Department
- Foster City Police Department
- Fremont Fire Department
- Fremont Police Department
- General Services Agency Department
- Hayward Police Department
- Livermore Police Department
- Livermore-Pleasanton Fire Department
- Marin County JPA Hazmat Team
- Marin County Urban Search and Rescue Team
- Menlo Park Fire Department
- Modesto Police Department
- Morongo Valley Fire Department
- Napa County Fire Department
Supporting Agencies
Regional Agencies/Organizations

- Napa Interagency Rescue Team
- Newark Police Department
- North County Fire Authority
- Oakland Fire Department
- Oakland Housing Authority Police Department
- Oakland Police Department
- Palo Alto Police Department
- Pittsburg Police Department
- Redwood City Police Department
- Richmond Fire Department
- Richmond Police Department
- Rohnert Park Department of Public Safety
- Sacramento Police Department
- San Bruno Jail Facility
- San Francisco BART District – Colma Station
- San Francisco County Sheriff’s Department
- San Francisco Fire Department
- San Francisco Police Department
- San Jose Fire Department

- San Jose Police Department
- San Leandro Police Department
- San Mateo County
- San Mateo County Fire Department
- San Mateo County Health Department
- San Mateo County Sheriff’s Office
- San Ramon Valley Fire Department
- Santa Clara City Fire Department
- Santa Clara County Fire Department
- Santa Rosa Police Department
- Seaside Fire Department
- Sonoma County Sheriff’s Office
- South San Francisco Fire Department
- South San Francisco Public Works
- Southern Marin Fire District
- Stanislaus County Sheriff’s Office
- Sunnyvale Department of Public Safety
- Union City Police Department
- Walnut Creek Police Department
Supporting Agencies
State Agencies/Organizations

- Angel Island State Park
- Cal Fire
- Cal-Explorer Search and Rescue
- California Army National Guard
- California Department of Corrections and Rehabilitation
- California Department of Transportation (Caltrans) – Bay Bridge
- California Highway Patrol
- California State Parks
- California State Sheriff’s Association (CSSA)
- California State University East Bay
- California State University East Bay Police Department
- Castro Valley Unified School District
- Commission on Peace Officer Standards and Training (P.O.S.T.)
- Las Positas College
- Northern California Regional Intelligence Center
- University of California – Berkeley
- University of California – Berkeley Police Department
Supporting Agencies
Federal Agencies/Organizations

- Bay Area Urban Area Security Initiative
- 95th Civil Support Team
- Amtrak - Oakland
- Amtrak Police Department
- Bureau of Alcohol Tobacco Firearms Explosives (ATF)
- Drug Enforcement Agency (DEA)
- Federal Bureau of Investigations – San Francisco (FBI)
- Federal Emergency Management Agency (FEMA)
- Lawrence Berkeley National Laboratory (LBNL)
- Louisiana State University - National Center for Biomedical Research & Training
- NAS Alameda - US Maritime Administration
- National Weather Service
- Navy Operational Support Center Alameda
- Transportation Security Administration (TSA)
- United States Department of Homeland Security (DHS)
- United States Coast Guard
- United States Marshals
- United States Navy
Supporting Agencies
International Agencies/Organizations

- Consulate General of Israel – San Francisco
- Country of Brazil
- Country of Guam
- Israeli Yamam
- Country of Norway
- Country of Switzerland
- French RAID Team
- Kingdom of Jordan
- Kingdom of Bahrain
- Country of Singapore
- Canada
- Country of Qatar
**Supporting Agencies**

**Public/Private Partners**

- American Medical Response (AMR)
- Boy Scouts of America
- Chavez Management Group
- Children’s Hospital and Research Center
- Cisco Systems
- Cobalt
- Corizon Health Services
- Cytel Group
- Denevi Video
- Dolphin Graphics
- Elite Security Service
- Execushield
- Faber Trust Group
- FedEx
- Fulcrum Concepts, LLC
- Marriott Convention Center – Oakland
- NorCal Ambulance
- Novartis – Alpha Act
- Operational Medicine Institute
- Paramedics Plus
- Port of Oakland
- Port of Redwood City
- QUEST, Quality Emergency & Safety Training
- San Francisco PUC Watershed
- TransAmerica Pyramid Properties
- Verizon Wireless
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Participating Teams
8 EOD Participating Teams

Berkeley Police Department Bomb Squad
Monterey County Sheriff’s Office Bomb Squad
San Mateo County Sheriff’s Office Bomb Squad
Santa Clara County Sheriff’s Office Bomb Squad
Santa Cruz County Sheriff’s Office Bomb Squad
U.C. Berkeley Police Department Bomb Squad
U.S. Air Force Bomb Squad
Walnut Creek Police Department Bomb Squad
Alameda County Sheriff's Office
Sheriff Gregory J. Ahern

San Francisco Police Department
Chief Greg Suhr

Palo Alto Police Department
Chief Dennis Burns

Lawrence Berkeley National Laboratory
Director Allen Benitez

South San Francisco Fire Department
Chief Philip White

San Mateo County Sheriff's Office
Sheriff Greg Munks
Emergency Operation Centers

- **1 Departmental Operation Center**
  - Alameda County Sheriff’s Office – OHSES

- **6 Stationary Area Commands**
  - Alameda County Sheriff’s Office EOC – SRJ
  - Lawrence Berkeley National Laboratory
  - San Francisco Police Department – EOC
  - San Leandro Police Department – EOC
  - San Mateo County Sheriff’s Office – EOC
  - South San Francisco Fire Department - EOC

- **1 Mobile Area Command**
  - Alameda County Sheriff’s Office/Palo Alto Police Department – OMC
Medical Checkpoints

QUEST Quality Emergency & Safety Training

- Alameda County Regional Training Center – Black Command
- Crystal Springs Reservoir – Silver Command
- Angel Island State Park – Green Command
- Old Mervyn’s Headquarters – Blue Command
Scenarios

- 27 Tactical Scenarios
- 1 Technology Showcase
- 4 Medical Checkpoints
- 3 EOD Scenarios
- 12 Fire Scenarios
**Scenario #1: Fitness Assessment/Confidence Course**

Host: Alameda County Sheriff’s Office - Black Command

This scenario tests the physical fitness of each tactical operator's cardiovascular capacity, muscular strength, endurance, agility and balance.

- **Location:** Alameda County Sheriff’s Regional Training Center

- **Technology:** Safariland-Police Bicycle
Scenario #2: Medical Checkpoint #1

Host: QUEST - White Command

Each medical checkpoint will conduct baseline physical assessments of each participating tactical operator over the 48-hour operational period.

- **Location:** Alameda County Firearms Training Facility
- **Technology:** Sydion – Medical Supplies and Equipment
**Scenario #3:**

**Intelligence Surveillance Reconnaissance**

Host: Alameda County Sheriff’s Office – Black Command

Tactical teams will be provided a scenario in which they must rescue a judge from a Homegrown Violent Extremists group. Teams will be tested on their ability to develop a plan of action.

- **Location:** Alameda County Firearms Training Facility

- **Technology:** Tactical Command Industries-Liberator 2 Tactical Headset, Zistos-Pole Camera, ZMBIndustries-3D Tactical Training Targets
Scenario #4: College Campus Hostage Rescue

Host: Livermore Police Department – Black Command

Tactical teams will be evaluated on their ability to transition between many different tactics based on a rapidly evolving, dynamic scenario.

- Location: Las Positas Community College
- Technology: VieVu-Video Cameras
Scenario #5: SWAT & K9 Integration During Deployment

Host: Alameda County Sheriff’s Office - Black Command

Tactical teams will coordinate with K9 units to search a rural wooded area for suspected narco-terrorists who recently murdered one CHP officer and wounded another.

- **Location:** Del Valle Regional Park Property, Livermore
Scenario #6: High School Campus Assault

Host: Fremont Police Department - Gold Command

Tactical teams will properly respond to a terrorist attack at a school, testing their ability to operate under fire, and rescue hostages.

• Location: Coyote Hills Shooting Range, Fremont

• Technology: 5.11-Tactical Breaching Door and Breaching Tools, Tactical Command Industries-Liberator 2 Tactical Headset
Scenario #7: Anarchist Refinery Bomber

Host: Redwood City Police Department - Silver Command

Teams are presented with a scenario testing their ability to operate in a large open area and minimize damage to critical infrastructure.

- **Location:** Port of Redwood City
- **Technology:** Digital Sandbox-Field Reporter
Scenario #8: Water Treatment Facility WMD Attack

Host: Foster City Police Department - Silver Command

Tactical teams will be tested on their ability to recognize and mitigate threats from a Weapon of Mass Destruction (WMD) device.

- Location: Foster City Corporation Yard Water Towers
Scenario #9: Domestic Terrorist Watershed Takeover

Host: San Mateo County Sheriff’s Office - Silver Command

Tactical teams will be evaluated on their ability to respond to a chemical attack while mitigating further terrorist activity and rescuing hostages.

- **Location:** Crystal Springs Reservoir
- **Technology:** Fraser Optics-Waterborne (Observer) Gyro Stabilizing Binoculars
Each medical checkpoint will conduct baseline physical assessments of each participating tactical operator over the 48-hour operational period.

- **Location:** Crystal Springs Reservoir
- **Technology:** Sydion – Medical Supplies and Equipment
Scenario #11: High Risk Search Warrant

Host: Drug Enforcement Agency - Silver Command

Tactical teams will be presented with a scenario to work in conjunction with the Drug Enforcement Agency (DEA) to successfully execute a buy-bust search warrant.

- **Location:** Simunitions Training Warehouse, South San Francisco
Scenario #12: Community Justice Center Takeover

Host: San Francisco Sheriff’s Department - Green Command

Teams are provided a scenario testing their ability to work in a confined area under duress.

- **Location:** San Bruno Jail Complex
- **Technology:** Securus Technologies-Video Visitation Unit/Surveillance, and ATK-Force-on-Force Marking Round
Scenario #13: Extremist Manhunt

Host: San Francisco Sheriff’s Department - Green Command

Tactical teams will respond to violent terrorist(s) who have gunned down an undercover agent and taken hostages.

- **Location: San Bruno Jail Complex**

- **Technology: Securus Technologies- Video Visitation Unit/Surveillance, and ATK-Force-on-Force Marking Round**
**Scenario #14:**
TERRORIST ATTACK ON PUBLIC TRANSIT

Host: BART Police Department - Silver Command

The teams will be evaluated on their ability to conduct a hostage rescue in a crowded linear environment.

- **Location: Colma BART Station**
**Scenario #15:**

**Transamerica Pyramid Center Takeover**

Host: San Francisco Police Department - Green Command

This scenario was developed to test tactical teams response to a homegrown terrorist attack on a San Francisco high rise building.

- **Location:** Transamerica Pyramid Center
- **Technology:** Digital Sandbox-Field Reporter

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**Digital Sandbox**

Leader in Public Safety Risk Management
Scenario #16: Human Trafficking Interdiction

Host: Execushield - Green Command

Teams will be evaluated on their ability to interdict a terrorist human trafficking ring by gathering/analyzing intelligence and rescuing hostages.

- Location: Angel Island State Park
- Technology: Morovision-Night Vision
Scenario #17: Medical Checkpoint #3

Host: QUEST - White Command

Each medical checkpoint will conduct baseline physical assessments of each participating tactical operator over the 48-hour operational period.

- **Location:** Angel Island State Park
- **Technology:** Sydion – Medical Supplies and Equipment
Scenario #18: Laboratory Takeover

Host: Santa Rosa Police Department - Purple Command

Utilizing an optional Robotex Avatar robot, tactical teams will be evaluated on their ability to gather intelligence on a laboratory taken over by terrorists.

- **Location:** U.C. Berkeley Satellite Campus, Richmond
- **Technology:** Robotex-Avatar Robot, The Armored Group-BATT
**Scenario #19: AlphaAct**

Host: Oakland Housing Authority Police Department - Purple Command

This scenario will replicate a commuter parking structure where a WMD chemical agent dispersal device is deployed.

- **Location:** Novartis Parking Structure, Emeryville

- **Technology:** Alpha Act

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**URBAN SHIELD 2013**

Alameda County Sheriff’s Office
First Responders • We Have the Watch
Scenario #20: Critical Infrastructure Assault

Host: Modesto Police Department - Gold Command

Tactical teams will be provided a scenario that will require them to overcome challenges involving an unfamiliar infrastructure environment and perform a hostage rescue.

- **Location:** San Francisco-Oakland Bay Bridge
- **Technology:** Recon-Robotics Throwbot XT
Scenario #21: Commuter Train Assault

Host: AMTRAK Police Department - Blue Command

Teams will be evaluated on their ability to operate in a linear environment, intelligence gathering and utilizing a sound tactical approach.

- **Location:** Oakland AMTRAK Yard
- **Technology:** Lion/Avon-Level 3 Suit

![Oakland AMTRAK Yard](image)

![Lion/Avon Protection](image)
**Scenario #22:**
**Maritime Interdiction**

Host: Alameda County Sheriff’s Office - Gold Command

In support of this effort, tactical teams will be provided with a scenario evaluating their ability to approach, board and secure a large ship in a marine environment.

- **Location:** Former NAS Alameda, Pier 2
**Scenario #23: Military Installation Assault**

Host: Alameda Police Department - Gold Command

Tactical teams will be evaluated on their ability to clear large open areas, gather intelligence and rescue any hostages.

- **Location: Naval Operations Support Center (NOSC) Alameda**
**Scenario #24:**

**AIRPLANE HIJACKING**

Host: Alameda County Sheriff’s Office - Gold Command

Teams will be evaluated on their ability to use intelligence and equipment to conduct a dynamic hostage rescue.

- **Location:** Oakland Airport
- **Technology:** Black OPS-Airsoft Weaponry, QinetiQ North America-Talon Robot
Scenario #25: Medical Checkpoint #4

Host: QUEST - White Command

Each medical checkpoint will conduct baseline physical assessments of each participating tactical operator over the 48-hour operational period.

- **Location: Old Mervyn’s Headquarters**
- **Technology: Sydion – Medical Supplies and Equipment**
**Scenario #26: Vehicle Assault**

Host: Hayward Police Department - Blue Command

Teams will be evaluated on their ability to conduct reconnaissance in order to establish a plan of action to deter a terrorist act.

- **Location: Old Mervyn’s Headquarters**

- **Technology: IntegenX RapidHIT 200 Human DNA Identification System**
**Scenario #27: Dignitary Rescue**

Host: Alameda County Sheriff’s Office - Blue Command

Law enforcement tactical teams will be evaluated on their ability to successfully extricate injured victims while providing force protection for EMS personnel.

- **Location:** California State University East Bay
Scenario #28: High Rise Rappelling

Host: Alameda County Sheriff’s Office - Blue Command

Teams will be evaluated on their ability to work together and safely rappel to their objective.

Location: California State University East Bay
Scenario #29: Chemical Sabotage

Host: East Bay Regional Parks Police Department - Blue Command

This scenario will evaluate tactical teams' ability to stop a hazardous chemical release in a large open area which could result in the exposure of hazardous materials to the public.

- Location: Cull Canyon Park, Castro Valley
Scenario #30: Domestic Terrorist School Takeover

Host: Alameda County Sheriff’s Office - Blue Command

Tactical teams will be provided an active shooter scenario testing their ability to effectively engage the terrorist(s) and effect a rescue of the hostage(s).

- Location: Canyon Middle School, Castro Valley
- Technology: Applanix-Mobile Mapping and Positioning Solutions (3D), Black OPS-Airsoft Weaponry
Scenario #31: Hospital Assault

Host: Alameda County Sheriff’s Office - Purple Command

Tactical teams will be tested on their ability to maintain communications, search large areas, and maintain 360 degree coverage.

- **Location:** Children’s Hospital Research Facility, Walnut Creek

- **Technology:** Digital Sandbox-Field Reporter

Digital Sandbox
Leader in Public Safety Risk Management
Scenario #32: Technology Showcase

Host: Alameda County Sheriff’s Office – Black Command

Tactical teams will be provided the opportunity to learn about new technologies and receive hands-on exposure to new equipment.

- **Location:** Alameda County Firearms Training Facility

- **Technology:** FLIR-Handheld Scout PS-24; QinetiQ-Bobcat Robot; AirCover Integrated Solutions-Unmanned Air Systems
EOD Scenario #1:
 Explosive Ordnance Disposal Response 1

Host: Alameda County Sheriff’s Office – Black Command

Teams will arrive at the scene of a blast where they will conduct a post blast investigation while simultaneously being tasked with rendering safe another identical device.

- **Location:** Alameda County EOD Bomb Range
- **Technology:** Tetac—Block Shot
EOD Scenario #2: Explosive Ordnance Disposal Response 2

Host: Alameda County Sheriff’s Office – Black Command

Teams will also be evaluated on their ability to effectively disarm any devices they encounter once on scene.

- **Location: Alameda County EOD Bomb Range**
EOD Scenario #3: Explosive Ordnance Disposal Response 3

Host: Alameda County Sheriff’s Office – Black Command

Two teams work together to enter a booby trapped apartment, render safe a number of booby traps, and analyze chemicals present for their use in IEDs.

- **Location:** Alameda County EOD Bomb Range
- **Technology:** Alluvium-Hazmaster G3
Fire Scenario #1: Environmental Terrorist Sabotage

Host: South San Francisco Fire Department – Red Command

Responding US&R task force teams will be confronted with multiple and conflicting priorities while freeing two trapped construction workers.

- **Location**: South San Francisco Fire Department Trench Rescue Training Site
- **Technology**: Dragon Fire-Gloves; Forcible Entry-Breachable Door
Fire Scenario #2: IED Explosion in a Confined Space

Host: South San Francisco Fire Department – Red Command

An IED placed in a refinery pipe maze by environmental terrorists is accidentally detonated by bomb squad personnel while attempting to render the device safe.

- **Location:** South San Francisco Vehicle and Equipment Maintenance Facility
- **Technology:** Foxfury-Lighting
Fire Scenario #3: Building Collapse

Host: South San Francisco Fire Department – Red Command

A member of the Sovereign Citizen movement has driven a truck into a government building which resulted in a partial building collapse and fire.

- **Location:** South San Francisco Fire Department Collapse Structure Training Facility

- **Technology:** Parrot-AR Drone
Fire Scenario #4: High-Angle Rescue

Host: South San Francisco Fire Department – Red Command

The sniper attack on a government high-rise building by a Homegrown Violent Extremist (HVE) has left two window washers injured.

- Location: Boston Properties, South San Francisco
US&R and Hazmat task-force teams will cooperatively respond to a car bomb detonated by extremists that has resulted in a collapse of a medical research facility.
Fire Scenario #6: Terrorist Bus Hijacking/Low-Angle Rescue

Host: South San Francisco Fire Department – Red Command

A foreign terrorist has hijacked a school bus and driven it over a cliff with the intent of martyring himself and killing the passengers onboard.

- **Location: Grandview Drive Water Tank**
Fire Scenario #7: Clandestine Drug Lab Explosion

Host: South San Francisco Fire Department – Red Command

An explosion of an IED at a clandestine drug lab has resulted in members of a SWAT team and other first responders becoming contaminated with unknown chemicals.

• Location: South San Francisco Vehicle and Equipment Maintenance Facility
Fire Scenario #8: Odor Investigation

Host: South San Francisco Fire Department – Red Command

Fire units will respond to investigate an odor at a business park where they must identify and characterize the nature of an odor emanating from one of the businesses.

- **Location:** Spruce Business Park
- **Technology:** Recon-Robotics Throwbot XT
Fire Scenario #9: Cargo Container Sabotage

Host: South San Francisco Fire Department – Red Command

Foreign terrorists intent on killing a large number of people have tampered with a tanker rail car containing hazardous chemicals.

- Location: South Harbor Avenue Rail Spur
Members of an anarchist group have detonated a dirty bomb in the mail room of a credit card processing facility, resulting in exposure to employees.

- **Location:** Boston Properties, South San Francisco
- **Technology:** Ram Fan-Smoke Fan
Fire Scenario #12: Arson Fire

Host: South San Francisco Fire Department – Red Command

Hazmat teams have been requested to respond to the scene of an arson fire that occurred at a medical research facility.

- **Location: Genentech Campus, South San Francisco**
Lessons Learned – Seal Beach Shooting
Tim Olson, Captain, Seal Beach Police Department

Thwarting a Jihad in Brooklyn: The NYPD Raid That Stopped America’s First Suicide Bombers
Samuel M Katz, Author, Advisor, Lecturer
Lessons Learned - Oikos University Tragedy
Brian Medeiros, Captain, Oakland Police Department

Response to Navy Jet Crash in Virginia Beach Neighborhood
Steven Cover, Fire Chief, City of Virginia Beach
Hot Wash / Dinner Banquet

- Program included:
  - Traditional Bagpipes and Honor Guards
  - Keynote Speaker

Raymond Smith, Rear Admiral, U.S. Navy (Retired)

- Hot Wash
- Presentation of Awards
NATIONAL PREPAREDNESS POLICY TRANSITION

  - 2007 National Preparedness Guidelines
    - 37 Target Capabilities that were extremely detailed

  - 2011 National Preparedness Goal: A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.
    - 31 Core Capabilities that are very high level
The National Preparedness Goal states that the Core Capabilities are designed to help achieve the Goal by:

- **Preventing**, avoiding, or stopping a threatened or an actual act of terrorism.
- **Protecting** our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- **Mitigating** the loss of life and property by lessening the impact of future disasters.
- **Responding** quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- **Recovering** through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.
# The Core Capabilities by Mission Area

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COMING HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM (HSEEP) REVISIONS

- HSEEP volumes will be consolidated and any required meetings will be driven by the complexity of the exercise.

- HSEEP concepts and terms will align with the National Preparedness Goal, to include the integration of core capabilities.

- Exercise evaluation planning will be emphasized during the initial phases of exercise development.
MEASURES AND METRICS FOR THE CORE CAPABILITIES

• Using the Core Capability taxonomy and framework, the Bay Area UASI is developing a set of locally tailored performance and preparedness measures and metrics that can be used by Op Area responders to assess their level of ability and state of preparedness.

• Final deliverable is a Compendium of Bay Area Core Capabilities that is then uploaded into the Risk Analysis Center where the assessment data is stored and compared over time.

• Version 1.0
This new tool will allow the Op Areas and the region to:

- Use Op Area assessment data to shape a local picture of preparedness.
- Roll-up the Op Area data to help shape a regional picture of preparedness.
- Have a consistent framework to assess capabilities and create a picture of preparedness at the Op Area and regional level over time.
- Use the picture of preparedness to help inform the Homeland Security Strategy, Threat Hazard Identification and Risk Assessment, and local and regional investments.
- Use the picture of preparedness and investments to help demonstrate the effectiveness of the UASI program to policy makers.
- Design HSEEP compliant exercises based on the measures and metrics to evaluate agency and jurisdiction performance.
MEASURES AND METRICS SOURCES

• Will be both quantitative and qualitative
• Will pull from existing measures, metrics, standards, etc. For example:
  • Bay Area plans and procedures
    • Regional Emergency Coordination Plan and associated annexes
  • National Incident Management System/SEMS
  • National Fire Protection Association
  • CDC Public Health Preparedness Capabilities
POSSIBLE CORE CAPABILITIES FOR URBAN SHIELD 2013

- Interdiction and Disruption
  - Law Enforcement Tactical Teams

- On-Scene Security and Protection
  - Explosive Ordnance Disposal Teams

- Mass Search and Rescue
  - Urban Search and Rescue Teams

- Intelligence and Information Sharing
  - Northern California Regional Intelligence Center

- Environmental Response Safety and Health
  - Hazardous Materials Response Teams

- Operational Communications
  - East Bay Regional Communications System

- Operational Coordination
  - Emergency Operations Centers/Dept. Operations Centers and on-site incident management
POSSIBLE CORE CAPABILITIES FOR RCPT 2013

• Fatality Management Services
  • Coroner/Medical Examiner
• Public Information and Warning
  • Emergency Notification/Joint Information Center
• Public and Private Services and Resources
  • Logistics
• Health and Social Services
  • Family Assistance Center
• Operational Coordination
  • Emergency Operations Centers/Dept. Operations Centers and on-site incident management
PLANNING 2013

• Capabilities Based Planning

• Concepts are drawn from the UASI Strategic Plan and Gap analysis, After-Action Reports/Improvement Plan from previous Urban Shield Events, Regional Input, current terrorism trends (NCRIC). Focus should be placed on what will be tested when the scenarios are created.

• Identify Critical Infrastructure sites and pair with training needs identified

• Create scenarios to test core competencies and close identified gaps
1. Determine participating Agencies/Area Commands
2. Assess training needs based on Gap Analysis, Regional Input, Current Terror Trends
3. Create a list of gaps and training to be tested
4. Select Scenario locations
5. Create Scenario Concepts
6. Pair list with critical infrastructure
7. Create Scenario Operation Plans
8. Conduct Walk-throughs
• Alameda County executed an MOU with the Bay Area UASI to provide a sustainable regional training and exercise program for the Region serving multi-disciplines including:

  o Law Enforcement
  o Fire
  o EMS
  o Public Health
  o Emergency Management
Established a Regional Training and Exercise Team

The positions and personnel assigned to the Regional Training & Exercise Program are as follows:

**Project Manager:**
Dennis Houghtelling, Alameda County Sheriff’s Office

**Planning & Research Coordinator:**
Matthew Fellows, Alameda County Sheriff’s Office

**Lead Training Assistant (.5 FTE):**
Robert Schumacher, Alameda County Sheriff’s Office

**Training Assistant:**
Josie Chou, Alameda County Sheriff’s Office

**Lead Training & Exercise Planner (Law):**
Larry Plummer, Alameda County Sheriff’s Office

**Training/Exercise Planner:**
Tom Perry, Alameda County Sheriff’s Office

**Training/Exercise Planner (.5 FTE):**
Kelly Seitz, retired, County of Santa Clara Fire Department

**Training/Exercise Planner (.5 FTE):**
Julie Linney, County of Santa Clara Fire Department

**Training/Exercise Planner (.5 FTE):**
Brian Ballard (Retired Captain), Alameda County Sheriff's Office
Key Achievements

- Office Established-ACSO Regional Training Center
  
  6289 Madigan Road, Dublin CA - Classroom G
Key Achievements

- Developed a Regional Interim Training Plan
  - Started Providing Training Immediately using 2010 course list of vetted courses (35 courses)
- Conducted Additional Vetting Sessions
  - June 2011 (40 courses vetted and approved)
  - October 2011 (32 courses vetted and approved)
  - February 2012 (79 proposals vetted and 60 approved)
- Changed Vetting Schedule to Bi-Annual
- Emergency Training Request Accepted on a Monthly Basis
- All Proposals Initially Submitted by Email
Key Achievements

- Established the Regional Training and Exercise Website
Key Achievements

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Established the Regional Training and Exercise Website
Key Achievements

- Established the Regional Training and Exercise Website
Key Achievements

- Calendar Component Added
Key Achievements

- Established a Mobile Platform for the Website
Key Achievements

- Instructions to Install the Mobile Platform on your Smart Phone

When you access the website from a mobile device, you will be redirected to the mobile version of the website. The mobile site functions the same as the regular site, except you will be unable to submit course proposals.

For Apple mobile devices

If you wish to easily access the mobile site from your apple mobile device, allowing the site to act more as a native application, use the web browser to navigate to the mobile website. When the page has loaded, select the button that contains a box with an arrow. Once the options are visible, click the “Add to Home Screen” button. A shortcut to the website will now appear on your home screen.
Key Achievements

- Contracted with 15 Vendors for Training Services

1. Alpha Trac, Inc.
2. Citygate Associates LLC
3. Cytel Group LLC
4. Fulcrum Concepts LLC
5. Incident Management Training Consortium,
6. Northern California Rescue Training (NCRT)
7. Plan A Solutions, Inc.
8. Public Safety Training Institute
9. RDX, Inc.
10. RW Jones and Associates Emergency Response Training
11. Sabre Group LLC
12. Science Applications International Corp. (SAIC)
13. Security Solutions International (SSI)
14. Tetra Tech EM, Inc.
15. Wildan Homeland Solutions
Key Achievements

- Developed a Guidance Manual
Key Achievements

Process for Course Approval

- Submit a proposal via the T&E Website
- Present the proposal to the Training and Exercise Workgroup
- If the training is vetted and approved contact a Planner from the Training and Exercise Team
- Identify a location for the course
- Schedule a date for the training
- Obtain a quote from the vendor
- Obtain a Tracking Number from CalEMA
- Submit an EHP to CalEMA
- Planner updates proposal and places documents on the Website
- Obtain a Purchase Order
- Conduct safety briefings if applicable
- Monitor courses randomly
- Issue certificates of completion
- Vendors submit invoice to T&E
- Invoice approved
- All paperwork submitted to ACSO including course evaluations
- Claims for Payment filed by ACSO
Key Achievements

- Developed a Regional Multi-Year Training and Exercise Plan
Key Achievements

• Provided Training to the Region
  o 156 Training Courses Provided
  o 3758 Students Trained
  o 38 Training Courses (RCPGP)
  o Over 500 Students Trained (RCPGP)
  o Almost 4,000 Registered Users on the Website
Key Achievements

- Customer Satisfaction Monitored through Evaluation Process
  - Planners review evaluations from each of their courses
  - Overall the evaluations have been very good
  - Discrepancies addressed on a case by case basis
  - Only two issues identified and addressed
Key Achievements

3758 Trained

Students Trained by Discipline (07/15/2011-12/31/2012)
Key Achievements

Students Trained by County

Students Trained by County (07/15/2011-12/31/2012)
Key Achievements

- **Budget**

  ![Regional Training & Exercise Original Budget Graph]

  - Personnel, $1,692,555.00
  - Exercises, $1,700,000.00
  - Training, $1,700,000.00
  - Other, $686,286.00
  - M&A, $100,000.00
  - RCPGP T&E, $653,606.00
  - RCPGP M&A, $32,680.00
Key Achievements

- Budget

![Regional Training & Exercise Adjusted Budget Chart]

- Personnel: $1,442,556.00
- Exercises: $1,700,000.00
- Training: $1,949,999.00
- Other: $686,286.00
- M&A: $100,000.00
- RCPGP T&E: $653,606.00 (not a significant portion)
- RCPGP M&A: $32,680.00 (not a significant portion)
Key Achievements

• Full Scale Exercises

**Urban Shield 2011**
- 48 hour continuous exercise
- 38 exercise scenarios
- Law, Fire, EMS, HazMat, USAR, EOD
- 3,349 Trained

**Urban Shield 2012**
- 48 hour continuous exercise
- 47 exercise scenarios
- Law, Fire, EMS, HazMat, USAR, EOD
- 4,100 Trained