

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Policy Session Worksheet

**Presentation Date:** 07/27/21 **Approx. Start Time:** 1:30 pm **Approximate Length:** 30 mins

**Presentation Title:** After Action Review of 2020 Wildfires and 2021 Winter Storm

**Department:** Disaster Management

**Presenters:** Daniel Nibouar, Interim Director of Disaster Management

**Other Invitees:** Nancy Bush, Chief Operations Officer

### **WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?**

Review strengths and areas for improvement identified from the county's response to the September 2020 Wildfires and the February 2021 Ice Storm.

### **EXECUTIVE SUMMARY (why and why now):**

Both the Wildfire and Ice Storm incidents demanded an unprecedented response effort by Clackamas County. County departments, community partners, and response partners worked together to respond. In order to evaluate the county's response to both incidents, Disaster Management contracted with an independent review team to conduct a review and draft an after-action report.

The review team collected data and input from a variety of sources, including 3 facilitated debriefs focusing on cross-cutting themes from the response. The draft report identifies 8 themes categorized into two general topics, operational planning and operational coordination. These themes are:

1. Operational Planning
  - a. Plans, Policies, and Procedures
  - b. Staffing
  - c. Alerts and Notifications
  - d. Roles and Responsibilities
2. Operational Coordination
  - a. Sheltering Operations
  - b. Communications
  - c. Logistics and Finance
  - d. Response Organization

Within these themes strengths and areas for improvement are identified. For each theme recommendations are made to increase the capability of the county for future responses. These recommendations address necessary reviews and updates to applicable plans and procedures, discuss the development of new plans and checklists, and propose training to reinforce these changes.

The draft report is being reviewed by county departments, community partners, and response partners to validate the identified themes and recommendations. In the final report, recommendations will be incorporated into the county's improvement action plan. Disaster Management will continue to engage all County departments and agencies, community partners, and response partners in implementing all the recommendations and improvement actions.

### **FINANCIAL IMPLICATIONS (current year and ongoing):**

Is this item in your current budget?  YES

NO

What is the cost? \$44,900

What is the funding source? General Fund

and included in Disaster Management's budget.

This is the cost for the consultant to review the response and develop the after-action report.

### **STRATEGIC PLAN ALIGNMENT:**

This item aligns with two of the County's Performance Clackamas focus areas:

1. Build public trust through good government;
2. Ensure safe, healthy, and secure communities

**LEGAL/POLICY REQUIREMENTS:**

After Actions Reports are required for Federal grant funds.

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

The development of the themes, strengths, and areas for improvement were developed through surveys and debriefs with county staff, community partners, and response partners. This included listening sessions from those directly impacted by the disasters.

**OPTIONS:**

N/A

**RECOMMENDATION:**

N/A

**ATTACHMENTS:**

After Action Review of 2020 Wildfires and 2021 Winter Storm

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_

Department Director/Head Approval Daniel Nibouar\_\_\_\_\_

County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact Daniel Nibouar @ 503-655-3381
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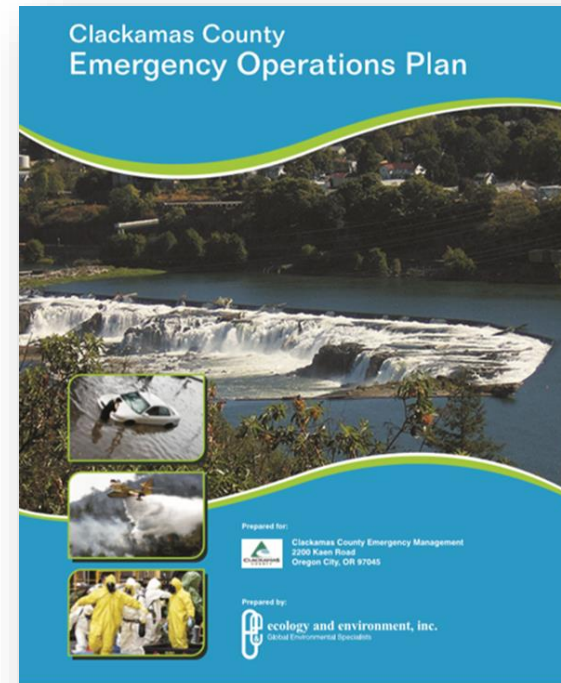
# AFTER ACTION REVIEW OF 2020 WILDFIRES AND 2021 WINTER STORM

POLICY SESSION | JULY 27, 2021



# IDENTIFIED THEMES

- **Operational Planning**
  - Plans, Policies, and Procedures
  - Staffing
  - Alerts and Notifications
  - Roles and Responsibilities
- **Operational Coordination**
  - Sheltering Operations
  - Communications
  - Logistics and Finance
  - Response Organization





# OPERATIONAL PLANNING

STRENGTHS AND AREAS FOR IMPROVEMENT



# PLANS, POLICIES, AND PROCEDURES

- **Strengths**

- Evacuation of CCOM

- **Areas for Improvement**

- Emergency Operations Plan (EOP) familiarization
- Functional Plans outdated

- **Recommendations**

- EOP and Continuity of Operations Plan review and update
- Review, refine and communicate all function plans with partners
- Develop training and exercise schedule to incorporate all plans and partners

# STAFFING

- **Strengths**

- Coordination with jurisdictional partners for staffing (EOC and PIC)

- **Areas for Improvement**

- Communication and coordination with partners for staffing issues
- Lack of staffing depth for the EOC within the County

- **Recommendations**

- Develop and maintain pre-identified staffing plans for County staff
- Identify knowledge, skills, and abilities of EOC staff to identify gaps
- Conduct training for all Clackamas County personnel at all levels
- Develop and support a Community Organizations Active in Disasters (COAD)

# ALERTS AND NOTIFICATIONS

- **Strengths**

- Integration of GIS staff into alerting process

- **Areas for Improvement**

- Delivery of evacuation notifications
- Lack of internal and external coordination for alerts and notifications
- Lack of trained personnel to send out alerts and notifications
- Alerts must be sent in multiple languages and pathways

- **Recommendations**

- Pre-determine evacuation zones
- Develop alert and notification templates (inc. languages and pathways)
- Train more staff on how to issue alerts and notifications
- Increase community outreach on signing up for and understanding alerts



# ROLES AND RESPONSIBILITIES

- **Strengths**
  - Information on roles and responsibilities was available in the EOC
- **Areas for Improvement**
  - Specific roles and responsibilities need more trained staff
  - EOC Liaisons and Site Coordinators were needed
  - Volunteer/Donations plan needed
- **Recommendations**
  - EOP should clearly define departmental roles and responsibilities
    - Departments should develop plans to support the EOP, as needed
  - Consider adding disaster roles and responsibilities into job descriptions
  - Develop routine and just-in-time training for EOC staff
  - Develop and support a Community Organizations Active in Disasters (COAD)



# OPERATIONAL COORDINATION

## STRENGTHS AND AREAS FOR IMPROVEMENT



# SHELTERING OPERATIONS

- **Strengths**
  - Interagency coordination and community partners
- **Areas for Improvement**
  - Assisting vulnerable populations
  - Shelter resources and staffing
  - Shelter health, safety, and security issues
- **Recommendations**
  - Determine shelter locations, both congregant and non-congregate locations
  - Deploy shelter liaisons
  - Train staff on shelter operations

# COMMUNICATIONS

- **Strengths**

- Collaborative online tools and remote technology was effectively used (Winter Storm)

- **Areas for Improvement**

- Lack of single point of contact at the EOC
- Need for EOC Liaisons for support functions
- Information silos and bottlenecks both internal and external to the county

- **Recommendations**

- Develop and pre-incident communication policies and procedures
- Activate Liaisons immediately when the EOC is activated
- Review and update messaging tactics during a response

# LOGISTICS AND FINANCE

- **Strengths**

- Once the request system was understood, resources could be obtained rather easily

- **Areas for Improvement**

- Logistics was consistently under staffed
- Need for dedicated County staff to fill Logistics and Finance positions
- Inadequate financial/inventory tracking and resource request process

- **Recommendations**

- Set up Logistics and Finance sections early in the EOC activation
- Assign permanent County staff to Logistics and Finance sections
- Develop Logistics and Finance procedures
- Train more County staff on Logistics and Finance roles

# RESPONSE COORDINATION (1/2)

## ■ **Strengths**

- County Administration support
- EOC Command collaboration and availability
- Debris Management response and plan implementation
- EOC Coordinators support to EOC Command

## ■ **Areas for Improvement**

- No initial Unified Command was established
- EOC Command was not always available
- Internal and External coordination and position staffing

# RESPONSE COORDINATION (2/2)

## ■ Recommendations

- Develop plans to have all response sections in the EOC consistently
- Establish a Liaison position in the EOC for external agencies and partners
- Ensure EOC Coordinator role is always staffed during an activation
- Initiate Unified Command early in the response
- Ensure training and exercises are inclusive of community and response partners



# NEXT STEPS





# NEXT STEPS

- **Finalize After Action Report**
  - Review period for internal and external partners
- **Develop Improvement Action Plan**
  - Convert recommendations into distinct, obtainable improvement actions
  - Determine responsibility and completion date
- **Implement Improvement Plan**
- **Potential return to Policy Session to inform on completed Improvement Plan**



# THANK YOU!

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