

## IMPROVEMENT PLAN MATRIX – DERECHO 2020 CEDAR RAPIDS, IOWA

The improvement planning matrix is designed to provide concise statement of findings and recommendations to consider that will establish a roadmap for growth. The matrix identifies 20 areas for opportunities for growth that are designed to formalize processes, plans and procedures. Each table is directed related to one of the five core capabilities selected for this real world after action review. The recommendations, while strategic in nature, can help Cedar Rapids prepare for, respond to and recover from future All-Hazard disasters. Through the implementation of the recommendations, employees can continue to refine plans, standardize and strengthen operating procedures, review technologies and systems, and provide opportunities for internal and external stakeholders to train and exercise together.

### Capability#1: Operational Communications

Statement of Finding	Correction Action Recommendation	Primary Organization	Element: (P.O.E.T.E)
The Incident Command Center allowed access to personnel who did not have a specific position in the Incident Command Structure.	<p><b>#1.</b> Consider revising plans, policies and procedures for city employees and elected officials to include roles, responsibilities and the appropriate location to report during disaster response.</p> <p><b>#2.</b> Consider conducting Incident Command System training and managing expectations of the Incident Management Team for all employees and elected officials annually</p> <p><b>#3.</b> Consider developing a process or policy that addresses access control measures into the Incident Command Center.</p>	Human Resources; C.R. Fire Department; C.R. Police Department	Training
Employees and elected officials should; participate in annual disaster response, exercise opportunities, and be familiar with disaster preparedness, response and recovery plans.	<p><b>#1.</b> Consider developing a multi-year, training and exercise program for disaster preparedness that includes topics of: Roles, Responsibilities, Coordination, and Communication during a disaster.</p> <p><b>#2.</b> Consider developing or assigning a position within the City to be the City's Emergency Management coordinator. This position would take lead on formalizing and implementing plans, policies and procedures, serve as the formal liaison at the County Emergency Operations Centers during large scale disaster response and recovery.</p> <p><b>#3.</b> As the new City Emergency Management Officer position is implemented within the Fire Department, continue to update plans, policies and procedures to reflect the new role and responsibilities.</p>	Human Resources  C.R. Fire Department	Planning, Training, Exercise
Various communication equipment failures occurred and Government Emergency Telecommunication Service (G.E.T.S) cards were not available.	<p><b>#1.</b> Consider conducting a review of electronic communication systems and equipment. Identifying quantities, capabilities, points of failure, and viable backup solutions.</p> <p><b>#2.</b> Consider identifying appropriate employees to have access to G.E.T.S. cards</p>	C.R. Fire Department	Equipment
Pre-scripted messages pertaining to long-term power outages, and an established plan for information sharing to include timing and dedicated location for briefs has not been developed.	<p><b>#1.</b> Consider developing additional pre-scripted messages, for specific Threats, Hazards and Risks and distribute throughout the year to strengthen resiliency across Cedar Rapids.</p> <p><b>#2.</b> Consider reviewing and enhancing communication policies, procedures and the current disaster communications plan.</p>	Communication Team	Planning
As the Derecho intensified across the state of Iowa, there was no information sharing from outside sources to warn the City of the seriousness of the approaching storm.	<p><b>#1.</b> Consider conducting research and analysis for the development of a coalition that would monitor, validate and communicate imminent All-Hazards disaster situations approaching Cedar Rapids.</p>	C.R. Fire Department; C.R. Police Depart.	Organizational Structure, Planning, Training

**Capability #2 Operational Coordination**

Statement of Finding	Correction Action Recommendation	Primary Organization	Element: (P.O.E.T.E)
Some employees shared concerns about disaster response activation and processes.	<p><i>#1. Consider reviewing and revising Continuity of Operations plans, and associated policies and procedures for city employees and provide training on elements of the plan throughout the year.</i></p> <p><i>#2. Consider developing and conducting employee Preparedness Workshops to review processes and exercise planning assumptions.</i></p>	Human Resources; C.R. Fire Department	Planning, Training, Exercise
Some perceptions from the 'Whole Community' included a lack of confidence that Cedar Rapids was responding appropriately to the situation.	<p><i>#1. Consider developing, distributing and socializing strategic level disaster response processes, a process guide for requesting resources during a disaster and a Whole Community Preparedness Program to increase awareness throughout Cedar Rapids.</i></p>	Human Resources; C.R. Fire Department; C.R. Police Department	Planning, Training, Exercise
When traditional electronic communication methods went down, there were few atypical paper template solutions prepared as a standardized back-up plan for coordination.	<p><i>#1. Consider developing formalized coordination templates that are not associated with technology. Incorporate these backup solutions into plans and train employees on the process to complete and disseminate.</i></p>	Human Resources; Communication Team; C.R. Fire Department	Equipment
The need for mass care services such as sheltering and feeding was needed. The primary coordinating agencies for these services weren't available and Cedar Rapids employees began organizing these efforts. This created a delay in services and frustration among employees and citizens.	<p><i>#1. Consider reviewing planning assumptions to identify trigger mechanisms that establish a threshold for requesting large scale coordination of Mass Care services through Linn County Emergency Management.</i></p> <p><i>#2. Consider conducting quarterly 'brown bag lunch' events with known coordinating stakeholders to foster relationships and gain situational awareness of capabilities and limitations to services they provide.</i></p>	Human Resources; C.R. Fire Department	Planning, Training, Exercise
Employees served in multiple roles to fill gaps during the response. With a lack of formal position specific training and information sharing processes for specific hazards and risks, there was some confusion about coordination processes.	<p><i>#1. Consider offering position specific training to employees interested in supporting disaster response roles.</i></p> <p><i>#2. Consider enhancing the Linn County EMA Threat, Hazard, Identification and Risk Assessment (THIRA) to meet the unique needs for the City of Cedar Rapids.</i></p>	Human Resources; C.R. Fire Department	Planning, Organizational Structure, Training, Exercise

**Capability #3: Risk & Disaster Community Resilience**

Statement of Finding	Correction Action Recommendation	Primary Organization	Element: (P.O.E.T.E)
When primary workplace facilities were not accessible, employees did not know where they were to go.	<i>#1. Consider reviewing and revising Continuity of Operations plans, and associated policies and procedures for city employees and provide training on primary and alternate facility elements of the plan.</i>	Human Resources; C.R. Fire Department	Planning, Training,
Some employees received phone calls from citizens asking questions about specific disaster issues such as; Debris Management and Contractor issues. Employees were unable to answer questions and some were not clear who to direct calls to.	<i>#1. Consider a review and revision process to update the a 'frequently asked questions guide' related to disaster response.  #2. Consider a standardized distribution process following an update to the 'Frequently Asked Questions' guide to all city employees.</i>	Human Resources; C.R. Fire Department; Communications Team	Planning, Training,
Disaster Preparedness training is provided at new employee orientation, but not implemented as part of the annual HR required training.	<i>#1. Consider developing Disaster Preparedness Training into all employee required annual training. This will increase awareness of roles, responsibilities and processes.</i>	Human Resources; C.R. Fire Department	Equipment
The extensive, severe damage and long-term power outages combined with pandemic restrictions and closures, wasn't something Cedar Rapids citizens or employees have planned for.	<i>#1. Consider developing monthly awareness topics for All-Hazards Disaster Preparedness and identify opportunities to discuss and provide guidance to citizens.</i>	Human Resources; C.R. Fire Department	Planning, Training,

**Capability #4: Situational Awareness**

Statement of Finding	Correction Action Recommendation	Primary Organization	Element: (P.O.E.T.E)
Elevate mental health awareness. As the recovery from both the Derecho and pandemic continue, there is an added level of stress that should be addressed.	<p><i>#1. Consider elevating the use of EAP and Mercy Hospitals mental health awareness programs.</i></p> <p><i>#2. Consider conducting mandatory debriefing for all employees following a disaster.</i></p>	Human Resources; C.R. Fire Department	Planning, Training
Some employees encountered equipment shortages during the response and rather than utilizing the Incident Command Structure, they took it upon themselves to try to find equipment they needed.	<p><i>#1. Consider conducting ICS 'capabilities and responsibilities' training to provide better situational awareness and inform all employees of disaster response processes.</i></p>	Human Resources; C.R. Fire Department	Planning, Training
It was difficult to establish the extent of the communication outages and sharing information with employees and citizens.	<p><i>#1. Consider researching and analyzing alternate options for situational awareness methods when there is power failure and technological communication failures that will expedite to the greatest extent possible situational awareness.</i></p>	Human Resources; C.R. Fire Department	Equipment
It is difficult to staff the Incident Command Center 24 hours a day for a long term disaster and many positions have not identified lines of succession in the event the primary employee isn't available.	<p><i>#1. Consider reviewing Mutual Aid Agreements with outside jurisdictions and agencies that have the training and staff that could support IMT and ICS roles.</i></p> <p><i>#2. Consider reviewing and updating the Continuity of Operations Plan to identify lines of succession, and additional teams to support the IMT and ICS roles.</i></p>	C.R. Fire Department; C.R. Police Department	Planning, Training

**Capability #5: Mass Care Services**

Statement of Finding	Correction Action Recommendation	Primary Organization	Element: (P.O.E.T.E)
When primary leads for Mass Care Services weren't available to support the disaster response to the Derecho, Cedar Rapids employees were challenged with establishing services.	<p><i>#1. Consider identifying employees who have an interest in serving as a liaison for Mass Care Services when the primary leads for coordinating services are not available.</i></p> <p><i>#2. Consider outreach to Linn County Emergency Management Agency for liaisons to gain understanding of coordination information.</i></p>	Human Resources; C.R. Fire Department	Planning, Training,
Not all employees were aware that for smaller incidents, Incident Command coordinates directly with Mass Care Service providers. There are questions relating to what the threshold is for a Mass Care Services request to be made and coordinated with Linn County Emergency Management Agency.	<p><i>#1. Consider reviewing and updating Disaster plans to identify thresholds that would cause a transition for Mass Care Services from the Cedar Rapids Incident Command to Linn County Emergency Management Agency.</i></p> <p><i>#2. Consider providing training on these planning updates to all city employees.</i></p> <p><i>#3. Consider researching platforms such as 'Get Connected' and IGOV as a mechanism to increase awareness of mass care services.</i></p>	Human Resources; C.R. Fire Department	Planning, Training,