Shelter From the Storm TTX

04/10/14

After Action Report/Improvement Plan

April 29, 2014

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4.   Points of Contact:

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EXECUTIVE SUMMARY

The City of Santa Fe Office of Emergency Management conducted a Table-Top Exercise (TTX) to test the City's Emergency Operations Center (EOC) management capabilities, specifically as those capabilities pertain to the role of our Senior and Elected Officials. The primary objective of the exercise was to evaluate the City's Senior Leadership's ability to evaluate information, communicate with the public, and proclaim a state of emergency during a large-scale emergency or disaster impacting the City.

The exercise was developed through input from a planning team composed Santa Fe Fire Department and Santa Fe Police Department representatives. Additional exercise input was provided by members of the City's Situation Assessment Team during quarterly drills.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

Major Strengths

The major strengths identified during this exercise are as follows:

- Participants displayed an understanding of the way the City communicates emergency warning and public information during a crisis.
- The existing organizational structure of the City's Emergency Operations Center should provide a high level of situational awareness that will allow our Senior and Elected Officials to make critical policy decisions, up to and including a proclamation of emergency.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in the City of Santa Fe's ability to manage emergency response and recovery operations were identified. The primary areas for improvement, including recommendations, are as follows:

- Additional EOC training across all levels of City government, to include Senior and Elected Officials.
- A review of the City's Riot Control Act is in order to ensure it will meet the City's needs during any large emergency or disaster, regardless of cause.
- Enhance capacity to share situational awareness in real time, or near real time, across a variety of platforms, operating systems, and mobile devices.

Overall, this exercise successfully addressed the goals and objectives identified by the exercise planning team. Future exercises will evaluate the efficacy of additional training, EOC representative competency, and adequacy of EOC planning efforts, equipment and technology.

SECTION 1: EXERCISE OVERVIEW

Exercise Details

Exercise Name
Shelter From the Storm Table-Top Exercise

Type of Exercise
Tabletop

Exercise Start Date
04/10/14

Exercise End Date
04/10/14

Duration
3 Hours

Location
Santa Fe Community Convention Center
201 W. Marcy Ave.
Santa Fe, NM 87501

Sponsor
Santa Fe Office of Emergency Management

Program

This exercise was funded in part by the 2012 State Homeland Security Grant Program.

Mission

Response

Capabilities

Situational Assessment

Scenario Type

This exercise focused on the City of Santa Fe's Emergency Operations Center response to a weather event and civil disturbance.

Exercise Planning Team Leadership

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Participating Organizations

Santa Fe City Council and Mayor
Santa Fe Office of Emergency Management
Santa Fe Fire Department
Santa Fe Public Works Department
Santa Fe Land Use Department
Santa Fe City Manager's Office
Santa Fe Convention and Visitors Bureau
Santa Fe City Clerk's Office
Santa Fe Regional Emergency Communications Center

Number of Participants:

- Players: 10
- Controllers: 1
- Evaluators: 1
- Facilitators: 1

SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

This exercise was designed to discuss and evaluate the City of Santa Fe's Senior and Elected Officials familiarity, roles, and responsibilities during an emergency and the role of the City of Santa Fe Emergency Operations Center.

Exercise Objectives, Capabilities, and Activities

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Core Capabilities List. The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise.

This exercise will assess the following components of the City's EOC Management capabilities:
- Integration of the Policy Group into the EOC management structure
- Crisis communications
- Resource Management
- Emergency proclamation process

This exercise was funded, in part, through a grant by the New Mexico Department of Homeland Security and Emergency Management.

Scenario Summary

8" of snow has fallen in the Santa Fe area (4" was forecast) and continues to fall at a rate of 3" per hour. Temperatures are right around 32° and strong winds are causing the snow to drift. This snowfall is supposed to last until the early evening. Temperatures are forecast to stay at or below freezing through the weekend. Multiple accidents have occurred on I-25, leading NM State Police and DOT to close I-25 from Rio Rancho to Las Vegas, and Highway 84/285 from Clines Corners to Pojoaque. Several thousand people in Santa Fe are without power in the Tierra Contenta, Nava Ade, and Casa Solana neighborhoods with no estimated restoration time available from PNM. Due to the closed interstate and power outages, the Red Cross is opening several emergency shelters in Santa Fe..

SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives of December Rain Tabletop are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations.

CAPABILIY: Integration of the Policy Group into the EOC management structure

Summary: This capability refers to the ability of the EOC to provide situational awareness, guidance, and recommendations to the Policy Group during an EOC activation that allows the Policy Group to make informed decisions and communicate with the public.

Activity 1.1: Provide Timely and Accurate Information to the Policy Group

Observation 1.1.1: Policy Group participants felt that they could receive the information they needed to make policy decisions, communicate with the public, and determine the need for a proclamation of emergency.

References:
None.

Analysis: While the Policy Group has consistent access to information during an emergency activation while the Group is located adjacent to the EOC, further evaluation of tools and technology to facilitate sharing of information remotely is warranted.

Recommendations:
1. Explore additional technologies and tools to facilitate the remote sharing of information.

CAPABILIY: Crisis Communications

Summary: This capability refers to the delivery coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Activity 2.1: Utilize the Joint Information System to release a consistent message

Observation 2.1.1: Policy Group participants clearly understood the need for a unified message coming from the EOC, and that representatives from the Policy Group would be included in the messaging process and may be called upon to provide updates to the public.

> **References:**
> City of Santa Fe Emergency Management Red Book for Senior and Elected Officials

> **Analysis:** The Policy Group received the City of Santa Fe Emergency Management Red Book for Senior and Elected Officials, which contains recommendations for communicating in times of crisis and all participants seemed comfortable with the current structure for releasing information during a large emergency or disaster.

> **Recommendations:**
> No recommendations.

CAPABILIY: Resource Management

Summary: This capability refers to the provision of essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

Activity 3.1: Utilize existing City-controlled resources and acquire resources from other jurisdictions or private-sector entities

> **Observation 3.1.1:** Policy Group participants reviewed existing agreements, resource databases, and the Intrastate Mutual Aid System Resource Guide and discussed available resources in Santa Fe, to include special Fire and Police Department teams. Although the Policy Group is not directly responsible for requesting or tracking resources, this exercise was used to educate Policy Group representatives on how that process works.

> > **References:**
> > City of Santa Fe Emergency Management Red Book for Senior and Elected Officials
> > Intrastate Mutual Aid System Implementation Guide
> > City of Santa Fe Emergency Resource Guide

> > **Analysis:** The Policy Group has a strong understanding of the resources available to the City, both as City-controlled resources and resources acquired through mutual aid.

> > **Recommendations:**
> > No recommendations.

CAPABILIY: Emergency Proclamation Process

Summary: This capability refers to the ability of the Policy Group to evaluate information provided by the EOC to proclaim a state of emergency as outlined in Riot Control Act, §§ 12-10-16 through 12-10-20 NMSA 1978.

Activity 4.1: Evaluate information provided by the Emergency Operations Center and decide whether or not to proclaim a state of emergency

Observation 4.1.1: Policy Group participants reviewed the Riot Control Act, §§ 12-10 16 through 12-10-20 NMSA 1978, which outlines the Mayor's ability to proclaim a state of emergency and the emergency powers granted to the Mayor under such a proclamation. Discussions focused on the lack of specificity in the current Riot Control Act and whether or not the current Act meets the City's needs.

References:
City of Santa Fe Emergency Management Red Book for Senior and Elected Officials
Riot Control Act, §§ 12-10 16 through 12-10-20 NMSA 1978

Analysis: The process for proclaiming a state of emergency is well understood by the Policy Group members who attended the exercise. Discussions regarding the benefits and detriments of proclaiming a state of emergency emphasized that there are no actions that must be taken once a proclamation is made.

Recommendations:
The City should review the existing Riot Control Act and evaluate whether or not it meets the needs of the City, given the variety of hazards faced in Santa Fe.

SECTION 4: CONCLUSION

The City of Santa Fe faces an array of hazards, both natural and human-caused. The impact of these hazards is dependent, in part, on the efficacy and timeliness of the City's response and management of recovery operations. Establishing an Emergency Operations Center in the early part of a large emergency or disaster response and engaging the Senior and Elected Officials via the Policy Group can greatly benefit the City's overall response and set the tone for efficient recovery operations. Through the conduct of this exercise, roles and responsibilities of Policy Group Representatives were clarified; the need to evaluate the efficacy of situational awareness and information sharing tools was identified, and a review of the City's Riot Control Act was recommended to ensure City's Emergency Operations Center readiness and capabilities.

APPENDIX A: IMPROVEMENT PLAN

THIS IP HAS BEEN DEVELOPED SPECIFICALLY FOR THE CITY OF Santa Fe as a result of December Rain Table Top Exercise conducted on December 12th, 2013. These recommendations draw on both the After Action Report and the After Action Conference.

Table A.1 *Improvement Plan Matrix:*

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Complete Date
Integration of the Policy Group into the EOC management structure	Observation 1.1.1: Provide Timely and Accurate Information to the Policy Group	1.1.1. Explore additional technologies and tools to facilitate the remote sharing of information.	Evaluate information sharing tools (laptops, desktops, smartphones, in-person briefings) and systems (email, text, MS OneNote) to determine the best ways to ensure redundant, timely and accurate sharing of critical information.	Equip, Organize	SF OEM	A. Phelps	May, 2014	July 1, 2014

Emergency Proclamation Process	Evaluate information provided by the Emergency Operations Center and decide whether or not to proclaim a state of emergency	The City should review the existing Riot Control Act and evaluate whether or not it meets the needs of the City, given the variety of hazards faced in Santa Fe.	Review similar ordinances from other municipalities; evaluate the City's Riot Control Act to ensure it aligns with state statutes.	Plan	SF OEM	A. Phelps	May, 2014	July 1, 2014

APPENDIX B: ACRONYMS

TABLE F.1: *ACRONYMS*

Acronym	Meaning
AAR/IP	After Action Report/ Improvement Plan
DOT	Department of Transportation
EOC	Emergency Operations Center
FOUO	For Official Use Only
ICS	Incident Command System
PNM	Public Utilities of New Mexico
SF OEM	Santa Fe Office of Emergency Management
TTX	Table Top Exercise