



Bay Area Urban Areas Security Initiative



2017 Urban Shield
Yellow Command

REGIONAL

Tabletop Exercise (TTX)

September 7, 2017



After Action Report

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EXECUTIVE SUMMARY

Background

The Bay Area Urban Areas Security Initiative (UASI), sponsored a series of exercises from June - September 2017. The **2017 Urban Shield, Yellow Command Exercise Series**, included 14 local tabletop exercises (TTX) to assess local and operational area (OA) mass care planning and operational capabilities; and one (1) Regional TTX to assess regional coordination for mass care services throughout the Bay Area.

An overarching goal of the 2017 Urban Shield, Yellow Command Exercise Series was to increase the collective capability to facilitate and support emergency mass care and sheltering services throughout the Bay Area. As a result, Bay Area stakeholders reviewed and assessed local care and sheltering plans, policies and procedures; regional plans, including the Bay Area Earthquake Plan (BAEP) and numerous Memorandums of Understanding (MOU) in place to secure facilities and resources required for mass care and sheltering services.

The Regional TTX was designed to identify strengths and areas for improvement related to the capability for performing mass care services in response to a catastrophic earthquake affecting all jurisdictions throughout the Bay Area.

In addition to aligning with the National Preparedness Goal, the exercise series, was designed and developed in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) doctrine and methodologies.

This After Action Report summarizes the outcomes of the Regional TTX. Separate after action reports were provided to the local jurisdictions for each of the 14 local TTXs.

Capabilities and Exercise Objectives

The exercise planning team was comprised of local, regional, State and non-governmental agencies. The exercise planning team helped develop all aspects of the exercise including scenario, discussion questions and logistical coordination.

The U.S. Department of Homeland Security (DHS) has defined **Mass Care Services**: *To provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.*

Based on the exercise planning team's deliberations and review of the Mass Care Services and additional associated capabilities, the following exercise objectives were identified:



Exercise Objective	Core Capability
1. Discuss care and shelter response capabilities across local and state agencies as well as non-governmental and partner organizations.	Mass Care Services
2. Identify gaps in care and shelter resources necessary for multi-jurisdictional and region-wide incidents.	Mass Care Services
3. Identify processes for maintaining a regional common operating picture and situational awareness.	Operational Coordination
4. Discuss coordinated use of regional information sharing tools such as WebEOC, CalEOC, and Cal COP.	Operational Coordination
5. Discuss the integration/coordination of response operations with the Bay Area Joint Information System.	Public Information and Warning

Participating Agencies

There were 122 total TTX participants representing the following agencies and/or jurisdictions:

Regional, State, and Federal
Bay Area Urban Areas Security Initiative
California Department of General Services
California Department of Public Health
California Department of Social Services
California Governor’s Office of Emergency Services
Federal Emergency Management Agency
U.S. Department of Veteran’s Affairs Palo Alto
U.S. General Services Administration
Local Jurisdictions
City and County of San Francisco



City of Berkeley
City of Dublin
City of Oakland
City of Santa Clara
City of South San Francisco
County of Alameda
County of Contra Costa
County of Marin
County of Monterey
County of Napa
County of San Benito
County of San Mateo
County of Santa Clara
County of Santa Cruz
County of Solano
County of Sonoma
Marin City Community Services District
Non-Governmental Organizations / Private Sector Partners
American Red Cross
Swardenski Consulting
The Salvation Army

Exercise Structure

Players participated in two discussion modules:

- **Module 1: Event + 72 hours, Initial Shelter Operations**
 - Part 1- Capability Briefing (*breakout*)
 - Part 2- Care and Shelter Resource Discussion (*breakout*)
 - Part 3- Regional Review of Needs/Solutions (*plenum*)

- **Module 2: Event + One Week, Sustained Shelter Operations**
 - Part 1- Information Management/Situational Awareness/Common Operating Picture (*breakout*)
 - Part 2- Mock Regional Coordination Call (*plenum*)



Each module began with a summary of key scenario events occurring during the designated period. Following the scenario updates, participants reviewed the situation and engaged in group discussions regarding capabilities and anticipated response challenges. Exercise participants were seated in one of five groups based on the geography of their organization:

- North Bay
- South Bay
- East Bay
- West Bay
- State / Federal

Summary of Exercise Results

This After-Action Report (AAR) includes strengths and areas for improvement identified during the exercise. Corrective actions are outlined in the Improvement Plan (IP).

The major strengths identified during this exercise are as follows:

- The California Department of Social Services (CDSS) has the resources and capability to provide just-in-time training for shelter workers. To augment staffing, CDSS can deploy about 100 employees within 72 hours and redirect them to the areas of need. Additionally, CDSS oversees and coordinates the Functional Assessment Service Team (FAST) program. The FAST program is a resource to support access and functional needs within shelter operations.
- Operational Areas have trained FAST team members, as many as 30-45 individuals in one county, to support the Access and Functional Needs community. The operational areas continue to request, receive and participate in FAST training sponsored by the California Department of Social services (CDSS).
- Jurisdictions have identified responsibility within the EOC for coordinating access and functional needs issues related to mass care and shelter.
- The discussion provided an opportunity for the American Red Cross (ARC) to observe differences among jurisdictions they work with, including local policies, capabilities, and needs, so future strategies can be appropriate to each jurisdiction.
- The Bay Area has established a regional Care & Shelter Subcommittee, fostering relationships across jurisdictions. This allows for understanding capabilities and effectively working together in a disaster.
- The local jurisdictions are continuing to develop shelter operations capabilities and addressing areas for improvement identified at their respective tabletop exercises.



Throughout the exercise, several opportunities for improvement were identified. The primary areas for improvement are as follows:

- State (and local) agencies need to continue planning for prioritization of scarce resources across the entire region. Pre-scripted resource requests and mission tasks would facilitate a more expedient response.
- There are communication gaps during the process of requesting and filling resource needs between the Operational Areas, Region (RDMHS) and Cal OES.
- There is a gap in the sharing of information from collected Situation Status Reports back to Operational Areas.
- There is no agreed upon list of essential elements of information (EElS) for care and shelter operations.
- Medically fragile populations have not been adequately addressed in current care and shelter planning efforts at all levels of government.
- Local jurisdictions do not have a clear understanding of their resource gaps for care and shelter operations.
- Public health and behavioral health departments have not been sufficiently incorporated into local care and shelter planning.
- Jurisdictions need to determine the feasibility of supporting non-traditional sheltering options (i.e. parks/outdoors) and mega shelters.
- Care and shelter staffing resources, from shelter managers to building inspectors, are inadequate across the region.
- Care and shelter operations planning must be closely coordinated with transportation and logistical considerations.
- Access and functional needs are not fully integrated into planning efforts.
- Existing MOUs with the American Red Cross are outdated and need revision.



**2017 Urban Shield, Yellow Command
Regional TTX After Action Report**

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EXERCISE OVERVIEW

Exercise Name	2017 Urban Shield Yellow Command Regional Tabletop Exercise (TTX)
Exercise Dates	Thursday, September 7, 2017
Scope	This exercise was a tabletop exercise, conducted for six hours from 9:00 am to 3:00 pm at the Shannon Community Center, 11600 Shannon Avenue, Dublin, CA 94568. Exercise play was a scenario-based discussion of care and shelter capabilities, gaps, and opportunities for improvement.
Mission Area(s)	Response
Core Capabilities	Mass Care Services Operational Coordination Public Information and Warning
Objectives	<ol style="list-style-type: none"> 1. Discuss care and shelter response capabilities across local and state agencies as well as non-governmental and partner organizations. 2. Identify gaps in care and shelter resources necessary for multi-jurisdictional and region-wide incidents. 3. Identify processes for maintaining a regional common operating picture and situational awareness. 4. Discuss coordinated use of regional information sharing tools such as WebEOC, CalEOC, and Cal COP. 5. Discuss the integration/coordination of response operations with the Bay Area Joint Information System.
Threat or Hazard	Catastrophic Earthquake with compounding human-caused incidents
Scenario	A 7.6 magnitude earthquake along the San Andreas Fault at 0900 on September 4, 2017. Extensive damage across the Bay Area region including widespread electricity blackouts, lack of cellular telephone coverage and damage to major highways. Shelters are opened and shelter operations continue for several weeks.
Sponsor	Bay Area Urban Areas Security Initiative (UASI)



Participating Organizations

Participating organizations include local, state, federal and non-governmental organizations supporting Mass Care Services in the Bay Area. A complete list of participants and represented organizations can be found in **Appendix B**.

Points of Contact

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