



GOTHAM SHIELD LEVEL 1 EXERCISE



April 23-27, 2017
After Action Report (AAR)

BACKGROUND/INCIDENT SUMMARY

The Gotham Shield Exercise involved a 10 kiloton Improvised Nuclear Device (IND) scenario, being detonated in the NJ/NY metro area. Due to the nature (no notice event) and the potential impacts of this scenario, the Federal Emergency Management Agency (FEMA) designated this as a “Level 1” event and devolved the initial response activities to the FEMA National Response Coordination Center (NRCC). This Level 1 designation was coupled with the fact that due to the location of the incident FEMA Region II’s Regional Response Coordination Center (RRCC) would be inaccessible and/or potentially impacted. FEMA RII devolved all “essential functions of day-to-day Regional operations” to Region V. ESF #11 National Coordinator at the NRCC coordinated with the RII ESF #11 Coordinator to “ground truth” resource needs as requested by the State through the FEMA Incident Management Assistance Team’s (IMATs).

FEMA activated two National IMATs and two Regional IMATs in the field with all National Response Framework (NRF) Emergency Support Functions (ESFs), Department of Defense, Agency Liaisons, and Non-Governmental Organizations (NGOs) activated to the NRCC. Initial impacts were determined with modeling by the Federal Radiological Monitoring & Assessment Center (FRMAC). Since this was a four day exercise, the majority of the activities were response related with long-term recovery efforts (e.g., long-term housing, medical, decontamination, etc.) included in the scenario. By the end of the exercise, Regions I and III were also activated (simulated) due to the massive influx of evacuees into neighboring states, overwhelming their capabilities.

The primary focus of this exercise for ESF #11 was to evaluate the implementation of the United States Department of Agriculture (USDA) ESF #11 NRCC Level 1 Checklist developed in 2015 and updated in 2016.

SIGNIFICANT ACTIONS/ACTIVITIES

- (1) ESF #11 Coordinator in FEMA RIX, serving as acting National Coordinator, utilized the NRCC Level 1 checklist to conduct ESF #11 desk operations. This included directing ESF #11 desk officers, hosting daily ESF #11 Coordination Calls, completing the ESF #11 Daily Report, Incident Command System (ICS) 214 form, and on-going coordination with the ESF #11 Coordinator in FEMA Region II.
- (2) ESF #11 at the NRCC received a request from ESF6 to calculate the quantity of infant and baby formula to support ~2M displaced and/or sheltered folks. In consultation with USDA Food and Nutrition Service (FNS) and using their food calculator, estimates were provided. Additional discussions with FEMA Region II ESF #11 Coordinator identified associated equipment and specific details for the request.
- (3) The Advisory Team received a request for animal decontamination information and a draft was prepared for use by the States.

- (4) A request for ESF #11 regarding United States Fish and Wildlife Service Emergency Spill Response address that could support the response was verified with our Department of Interior partner.
- (5) ESF #11 support was requested by ESF6 to participate in four working groups (Feeding, Sheltering, Mass Evacuees, and Reunification) formerly identified as task forces.
- (6) ESF #11 coordinated a call with a non-government entity (Greater Good) to evaluate animal resource support capabilities and timelines.

LESSONS LEARNED

Successful:

- (1) Coordination of information with the USDA Advisory Team members, playing in two exercises simultaneously.
- (2) Effective use of FNS Infant Formula/Food Calculator.
- (3) Communication and coordination with NGOs for potential animal requests.
- (4) ESF #11 Coordinator serving as acting National Coordinator identified differences between FEMA regional and headquarters programs.
- (5) Two Desk Officers from headquarters partner programs supported the National Coordinator and utilized reach back via telecom to provide continual accessibility to ESF #11 Programs and capabilities.

Challenges/Areas for Improvement:

- (1) Update ESF #11 desk resources at the NRCC, including contacts lists and operational documents; ensure desk officers have both ESF #11 desk officer training courses; and update the Level 1 Checklist to include recommended deployment of ESF #11 Coordinator from the impacted Region with the FEMA IMATs.
- (2) ESF #11 should establish an “Ops Tempo” for its operations at the NRCC and the regions to improve communication.
- (3) Create a disaster-specific signature block for the NRCC ESF #11 desk to provide clarification of email correspondence.
- (4) Provide ESF #11 partners greater lead time for daily scheduled calls, if possible.
- (5) Suggest requesting “shape files” (e.g., radiological plume, etc.) from FEMA Geographic Information Systems to be sent to ESF #11 partners for planning.