



Operation Heritage Tabletop Exercise After-Action Report

September 3, 2014, 1:30-3:30pm



Exercise Name	Operation Heritage Tabletop Exercise
Exercise Dates	September 3 rd , 1:30-3:30pm
Scope	This exercise is a tabletop exercise that was conducted at the Miami-Dade County Emergency Operations for 3-hours.
Mission Area(s)	Response and Recovery
Core Capabilities	<p>Natural & Cultural Resources: Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them.</p> <p>Operational Coordination: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.</p> <p>Economic Recovery: Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.</p>
Objectives	<ol style="list-style-type: none"> 1) Evaluate individual institution's response/recovery plans 2) Encourage collaboration among participating institutions 3) Strengthen the relationship between the Alliance for Response (AFR) and OEM.
Threat or Hazard	Category 2 Hurricane
Scenario	A Category 2 hurricane bringing an 8' storm surge and multiple tornadoes
Sponsor	<ol style="list-style-type: none"> 1) Alliance for Response- Miami 2) Miami-Dade Fire Rescue Office of Emergency Management
Participating Organizations	<p>Barry University Frost Science Museum Florida International University Frost Art Museum The Wolfsonian Historic Homestead Townhall Museum</p>
Point of Contact	<p>Steven Detwiler, Miami-Dade County OEM (305) 468-5423 steved@miamidade.gov</p>

ANALYSIS OF CORE CAPABILITIES

Objective #1: Evaluate individual institution's response/recovery plans.

Strengths

All of the institutions present have an emergency management plan that has been in place for several years. The plans are revised on an annual basis and incorporate lessons-learned from previous disasters.

The institutions indicated that they have identified locations within their facility where they could safeguard their collections. These included vaults and interior rooms. They also indicated that they have written the movement of their collections into these safe areas into their plans. Also in case of damage to their collections most of the institutions have some type of preservation cache of equipment and supplies.

Areas of Improvement

The plans are in place but the participants indicated that regular training and exercises on these plans remain an issue. Also they were unsure how often individual employees are instructed on their assigned roles and responsibilities. There was no clear role identified for the institution's volunteer staff in pre and post-disaster activities.

Most of the institutions present have not addresses credentialing of their personnel which would facilitate re-entry to their facilities. A majority of them have not adequately addressed continuity of operations for their operations or collections. Related to this none of the institutions present indicated that they have a ride-out team that will stay in the facility during the storm. As stated above all of the institutions indicated that they identified safe areas to store collections during a disaster. However, these safe areas were within their institutions and none have identified a location in another part of the county or the State.

In terms of communications with their customers and employees, most of the institutions stated that they rely on a phone tree to contact employees and inform them of when the facility will reopen. However, none of them have a back-up system to the phone tree. Also there is no requirement for employees to provide the institutions with their contact information. It was suggested that the institutions may wish to establish an employee hotline that employees can call in and receive instructions from a pre-determined.

Few of the participants were aware of the extent of their institutions insurance policy; specifically what does the policy cover in terms of damage or business interruption. The participants indicated that only a few individuals are aware of the policy and they don't generally interact with these individuals.

The institution indicated most of them have a disaster cache but there are no uniform standards as what should be in a cache. The Office of Emergency Management did find a few examples and emailed them to the participants. The institutions also have

never shared their caches with other institutions and have no policy or formal or informal agreement to share these caches.

Objective #2: Encourage collaboration among participating institutions.

Strengths

Most of the institutions all know one another through various ways which will facilitate working together before and after a disaster and/or emergency.

Areas of Improvement

None of the institutions present indicated that they have worked together before in past emergencies or disasters. They also had limited contacts with other institutions (contact phone #s, etc). Another issue raised by the participants is that there are very few in-house conservationists. Most of the institutions out-source this service from a few contractors throughout Florida. In the event of an emergency and/or disaster these individuals will be in high-demand.

Objective #3: Strengthen the relationship between the Alliance for Response (AFR) and OEM.

Strengths

Before the start of the exercise an overview of the Miami-Dade County Office of Emergency Management and the Emergency Operations Center was provided to the participants. All of the participants indicated they found the briefing very beneficial and requested more information from OEM.

All of the institutions at the conclusion of the exercise understand the importance of the Alliance. The Alliance not only supports its member institutions but will act as subject-matter expert for the county in the event an emergency and/or disaster impacts the county's art and cultural community.

The institutions also would like to have an annual Alliance for Response exercise that would address multiple hazards (terrorism, hazardous materials, fires, etc). They also recognized that the Alliance needs to have established goals and objectives to achieve over the next few years.

Areas of Improvement

The institutions were unaware of the credentialing guidelines that have been provided by OEM. Unfortunately, this was not an objective of this exercise.

The Alliance for Response-Miami needs to plan to include the art and cultural community in their efforts. As of now there are no plans or procedures to incorporate this community in the county response and recovery activities. This can include employing displaced artists or museum staff in preservation and restoration activities.

APPENDIX A: IMPROVEMENT PLAN (IP)

This IP has been developed specifically for the Alliance for Response-Miami and its member institutions as a result of the Operation Heritage Tabletop Exercise on September 3rd.

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Natural and Cultural Resources	Identify continuity of operations sites for institution operations and for safeguarding collections.	Identify an off-site COOP site for operations and possible storage of collections.	Alliance for Response member institutions	September 15, 2014	November 15, 2014
	There is no set standard for disaster caches.	Work with other Alliance for Response and the Heritage Preservation on a standard cache.	Alliance for Response Co-Chairs	September 15, 2014	November 15, 2014
Operational Coordination	Regular training and exercises is needed for emergency response plans.	Instituted bi-annual training courses and exercises.	Alliance for Response member institutions	Continuously	Continuously
	Credentialing standards need to be put in place for all employees with essential duties.	Share information with Alliance members on credentialing standards.	Miami-Dade County Office of Emergency Management	Completed	Completed
	Investigate other methods and technology to notify employees' pre-and post-disaster.	Research existing systems and methods that can be utilized.	Alliance for Response member institutions	September 15, 2014	November 15, 2014
	Foster collaboration between institutions prior to the next emergency and/or disaster.	Participate in Alliance for Response meetings and events.	Alliance for Response member institutions	Continuously	Continuously
Economic Recovery	The member institution's insurance policies are not widely known or understood.	Educate relevant staff on the institutions insurance policy.	Alliance for Response member institutions	Continuously	Continuously
	There is a lack of limited conservationists in the region.	Address the lack of limited conservationists in the region.	Alliance for Response Co-Chairs	September 15, 2014	November 15, 2014

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations

Institutions
Barry University <ul style="list-style-type: none">• Ximena Valdivia
Frost Science Museum <ul style="list-style-type: none">• Ricardo Palenzuela
Florida International University <ul style="list-style-type: none">• Lori Driver• Vickie Toranzo• Diana Carvajal• Cladio Galaz• Carols Prado
Frost Art Museum <ul style="list-style-type: none">• Sherry Zambrano• Alexander Garcia
The Wolfsonian <ul style="list-style-type: none">• Amy Silverman• Abby Lepold
Historic Homestead Townhall Museum <ul style="list-style-type: none">• Katherine Fleming
Government
Miami-Dade County Office of Emergency Management <ul style="list-style-type: none">• Steve Detwiler• Elyzabeth Estrada• Roslyn Viterbo