August 2014 HazMat Tabletop Exercise (TTX)



Situation Manual

8/20/14

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance.

All exercise participants may view the SitMan.

# Exercise Overview

|  |  |
| --- | --- |
| **Exercise Name** | August 2014 Hazmat Tabletop Exercise |
| **Exercise Dates** | **August 20, 2014 9am-12:30pm EST** |
| **Scope** | This exercise is a Tabletop Exercise (TTX), planned for three hours and thirty minutes at the State Emergency Operations Center. The August 2014 HazMat TTX will explore the conditions that require transitions from an Incident Command to a Unified Command, a Unified Command to an Incident Command, and conditions that require closing an incident. |
| **Mission Area(s)** | **Response** |
| **Core Capabilities** | Operational Coordination |
| **Objectives** | * Describe how an incident transitions from Incident Command to Unified Command transition. * Describe how an incident transitions from Unified Command to Incident Command transition. * Describe how an incident is closed.   Note: This exercise has been designed to identify best practices in transitions from Incident Command to Unified Command, Unified Command to Incident Command, and closing an incident. The best practices identified will be noted in KYEM’s IC to UC Transition document. The IC to UC Transition document will be provided to all interested parties, but it is not considered a regulatory document. It will only be provided as a guide to best practices. |
| **Threat or Hazard** | Chemical Spill |
| **Scenario** | A train carrying Hydrofluoric Acid (HF) has overturned and slid down an embankment. HF is leaking from the tank and spilling into a drainage area. Attempts have been made to plug the leak, but due to weak material in the tanker car the leak cannot be plugged. |
| **Sponsor** | Kentucky Emergency Management |
| **Participating Organizations** | Approximately 20 personnel will participate in this exercise, including staff from Lexington Fire and Hazmat, the Kentucky State Police, the Kentucky Department for Public Health, the Kentucky Department for Environmental Protection, the Kentucky Transportation Cabinet, the Environmental Protection Agency, the Kentucky Fire Commission, the Kentucky National Guard 41st Civil Support Team; the Kentucky National Guard Chemical, Biological, Radiological, Nuclear and High Yield Explosive Enhanced Response Force Package (CERFP); the Kentucky Fire Marshall’s Office, Norfolk Southern Railroad, Franklin County Emergency Management, and Kentucky Emergency Management state and regional offices. |
| **Point of Contact** | Bobby Gillis  Kentucky Division of Emergency Management  Bobby.j.gillis.nfg@mail.mil |

# General Information

## Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

| Exercise Objective | Core Capability |
| --- | --- |
| Describe how an incident transitions from an Incident Command to Unified Command. | Operational Coordination |
| Describe how an incident transitions from a Unified Command to an Incident Command. | Operational Coordination |
| Describe how an incident is closed. | Operational Coordination |

Table 1. Exercise Objectives and Associated Core Capabilities

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

* **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
* **Observers.** Observers do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
* **Facilitators.** Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
* **Evaluators.** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, polices, and procedures.

## Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following three modules:

* Module 1: Incident Command to Unified Command
* Module 2: Unified Command to Incident Command
* Module 3: Closing an Incident

Each module begins with a briefing by an incident commander/Planning Section Chief that summarizes key events occurring within that time period. After the updates, participants will review the situation and engage in a group discussion of appropriate response issues that address transitions from Incident Command (IC) to Unified Command (UC), UC to IC, and incident closure.

## Exercise Guidelines

* This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.
* Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
* Decisions are not precedent setting and may not reflect your organization’s final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.

Issue identification is not as valuable as suggestions and recommended actions that could improve response and protection efforts. Problem-solving efforts should be the focus.

## Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation. During this exercise, the following apply:

## The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.

## The exercise scenario is plausible, and events occur as they are presented.

## All players receive information at the same time.

## In order to answer some of the discussion questions in this exercise, it is assumed that the weather incident has evolved and time has moved forward. Facilitators will explain the evolution of the scenario to their participants.

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR).

# Module 1: Incident Command to Unified Command

### Scenario Information

**Briefing from Incident Commander (Local Fire Chief): Harry James**

August 20th, 2014 at approximately 7:30am EST a train derailed in Fayette County .46 miles South of the Bryan Station and Briar Hill Road interchange. The derailed train consists of 57 rail cars, but only 13 have derailed. The train originated in Western, KY and was en route to Eastern, KY. The following agencies are onsite: Local Fire, EMS, and Police. Access control has been established.

Locals have called State Duty Officers and the following agencies are en route: Law Enforcement, Local EM, Regional Hazmat Team, Railroad Response Team, KYEM Regional RRM, KYTC, DEP, KSP, EPA. This will be a 24-48 hour operation. IC to UC has determined the Operational Period to be 12 hours.

An initial assessment by local responders shows that there is a leaking chemical. The chemical is determined to be HF. Hazmat team has made initial entry and confirmed HF is the leaking tank. The 2nd Hazmat team has attempted plugging operations which failed due to poor structural integrity of the tank.

Key Ideas from Briefing:

* Determine and Validate **Triggers** for IC to UC transition.
* Determine and Validate **Procedures** for IC to UC transition.
* Determine and Validate UC Operations.

## Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

**Please Note:** You may not be able to discuss every specific question in each module, but make sure you try to cover the content of each question in some capacity.

**Part 1: Recognize triggers that would suggest a transition from Incident Command to Unified Command.**

**Inject: I’ve got five vehicles (each from a different agency) and they all want access to the site.**

* How will multiple Operational Periods impact command structure?
* How is command structure impacted when multiple agencies with regulatory or statutory authority respond to an incident?
* How is command structure impacted when the incident complexity and scope exceed the management capabilities of a single Incident Command?
* How is command structure impacted when multiple jurisdictions are involved in the incident response?

**Part 2: Transition from an Incident Command to a Unified Command.**

**Inject: You’re the IC and here is a list of agencies available (Provide List). Establish Unified Command and tell why you built it the way you built it.**

**Handout: Agency List**

**Note: Change Group Setup (by Jurisdiction)**

* What is the process for the selection of agencies represented in the Unified Command?

**Part 3: Determine and Validate Unified Command Operations**

**Inject: Here is your UC Organization Chart (Provide Chart) for Finance, Logistics, Operations, Planning. Who is best suited for each position?**

**Handout: Organization Chart**

* What is the process for selecting and assigning personnel to the Finance, Logistics, Operations, Planning Section Chief positions during the transition to Unified Command?
* How you will maintain multiple Operational Periods?

# Module 2: Unified Command to Incident Command

### Scenario Information

**Unified Command Brief: Robbie Francis**

August 21, 2014 2:30pm EST. The contents of the damaged (HF) derailed car has been off-loaded. The remaining cars have been prepared for salvage. Within the next four hours we will begin salvage operations of the derailed cars and repair of tracks. DEP remains on scene to evaluate soil contamination.

Key Ideas from Briefing:

* Determine and Validate Triggers for UC to IC transition.
* Determine and Validate Procedures in UC to IC transition.
* Determine and Validate IC Operations.

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

**Please Note:** You may not be able to discuss every specific question in each module, but make sure you try to cover the content of each question in some capacity.

**Part 1: Recognize triggers that would suggest a transition from a Unified Command to an Incident Command.**

* How is command structure influenced as the danger from an incident decreases and agencies with regulatory or statutory authority withdraw from on-scene response activities?
* How does a decrease in multiple Operational Periods impact the command structure of an incident?

**Part 2: Transition from a Unified Command to an Incident Command.**

* How does the Unified Command transition to an Incident Command?
* When is the Safety Officer no longer needed? Are there any other positions that should stay behind?

**Part 3: Determine and validate Incident Command Operations.**

* Describe your demobilization plan for those agencies not participating in the Incident Command.
* Explain who writes and implements the Demobilization Plan. When does this process begin?

# Module 3: Closing an Incident

### Scenario Information

**Briefing from Incident Commander: Robbie Francis**

August 22, 9:00am EST. Salvage operations are wrapping-up. Railroad personnel are beginning the process of restoring rail lines. Environmental clean-up has begun with contractor on-scene.

Key Ideas from Briefing:

* Determine and Validate Triggers for Close-Out.
* Determine and Validate Procedures for Close-Out.

## Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

**Please Note:** You may not be able to discuss every specific question in each module, but make sure you try to cover the content of each question in some capacity.

**Part 1: Recognize triggers that may suggest closing an incident.**

* How does the transition to the lowest level of command structure impact the closing of an incident?

**Part 2: Close an incident.**

* What is the process for closing an incident and transitioning to a clean-up contract?
* What staff are involved in closing an incident?
* What do you do with incident documentation?

# Appendix A: Exercise Schedule

**Note:** Because this information is updated throughout the exercise planning process, appendices may be developed as stand-alone documents rather than part of the SitMan.

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| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **START EXE** | **Module 1** | **Module 2** | **Module 3** | **HotWash** | **Index** | **Facilitator and Evaluator Debriefing** |
| **DATE** | **20-Aug** | **20-Aug** | **20-Aug** | **20-Aug** | **20-Aug** | **20-Aug** | **26-August** |
| **EXERCISE TIME** | **9:00 EST** | **9:10 EST** | **10:10 EST** | **11:10 EST** | **12:10 EST** | **12:30 EST** | **9:00 EST** |
| **DURATION** | 10 min | 1 hour | 1 hour | 1 hour | 20 min |  | 1 hour |
| **SUBJECT** | **Welcome/ FRAMING INJECT** | **Incident Command to Unified Command** | **Unified Command to Incident Command** | **Closing an Incident** | **HotWash** | **END OF EXERCISE** | **Facilitator/ Evaluator Debriefing** |

# Appendix B: Participants

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| Participating Organizations | |
| **Federal** |  |
| Environmental Protection Agency |  |
| **State** |  |
| Kentucky Emergency Management | Local Fire/HazMat |
| Kentucky Department of Public Health | Kentucky Fire Marshall’s Office |
| Kentucky Transportation Cabinet | Kentucky Fire Commission |
| Department of Environmental Protection | Kentucky State Police |
| Kentucky National Guard 41st Civil Support Team | Kentucky National Guard Enhanced Response Force Package |
| **Local** |  |
| Franklin County Emergency Management Office |  |
| **Private Sector** |  |
| Norfolk Southern Railroad |  |

# Appendix C: Acronyms & Definitions

| **Acronym** | **Term** |
| --- | --- |
| DHS | U.S. Department of Homeland Security |
| EEG | Exercise Evaluation Guide |
| EOP | Emergency Operations Plan |
| ESF | Emergency Support Function |
| HF | Hydrofluoric Acid |
| HSEEP | Homeland Security Exercise and Evaluation Program |
| SitMan | Situation Manual |
| SME | Subject Matter Expert |
| THIRA | Threat Hazard Identification Risk Assessment |
| TTX | Tabletop Exercise |
| Word | Definition |
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# Appendix D: Exercise Location/Facilitators/Evaluators

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| Location | Facilitator(s) | Evaluator(s) |
| Commonwealth Emergency  Operations Center  100 Minuteman Parkway  Frankfort, KY 40601 | * Harry James * Robbie Francis | * Rick Bobo * Kevin Strohmeirer |