

Haz-Mat Tabletop Exercise After-Action December 17, 2014

The following is a compilation of comments received following the Hazardous-Materials Tabletop Exercise administered on December 17, 2014. Utilizing the Oklahoma City-County Health Department facility on N.E. 63rd Street, this exercise was hosted by the Oklahoma County Local Emergency Planning Committee (LEPC) and facilitated by Lisa Kuefler, LEPC Chairperson. Participants who contributed to this information include:

- L. Kuefler Tinker AFB EM, OK County LEPC
- J. Bower OK City-County Health Department
- T. Iago OK City Fire Department
- M. Curtis EMSA, Regional Medical Response System
- C. Clossup OK City Fire Department
- J. Spence OK City Fire Department
- M. Wormus OK Department of Environmental Quality
- M. Bower Midwest City Emergency Management
- D. Barnes OK County Emergency Management
- R. Dallen OK City Storm Water Quality
- J. Robbins Midwest City Fire Department
- D. Ball Logan County/Guthrie Emergency Management
- J. Murphy OK Department of Environmental Quality
- C. Morgan Tinker AFB Emergency Management
- T. Shook OK City Fire Department
- K. Castillo OK City Fire Department
- C. Greenwood OK City Fire Department

The following information is taken from the After-Action Comment Forms provided to exercise participants at the completion of the exercise.

Strengths

- Coordination and discussion between public and private response agencies (5)
- Agency understanding of response partner capabilities
- Partnerships
- Great facilities (5)
- Great training – good to know what BNSF could provide during an incident
- Event notification
- Establishing priorities (2)
- Cooperation between agencies (5)
- Previous experience with haz-mat
- Multiple perspectives from outside of this area
- Prioritizing
- Communicating
- Actions
- “Helps me understand/realize other agency capabilities”

- Establishing goals

Needs Improvement

- Include public affairs specialist/media representative in future events
- Funding concerns
- Public Information/Social Media
- Build relationships with other agencies
- Learn what other agencies have to offer
- Obtaining situational awareness
- Make sure to use ICS
- Should be more realistic
- Modeling for mapping purposes
- Lack of protocols for what to do with evacuees (2)
- Better attendance from other key agencies
- Representation from police, public officials, State EM, VOAD
- First responders need more information as to the duties and activities of EOC's and EM's
- Better information related to duties and responsibilities of other entities
- PPE for 1st Responders
- Animals/pets in evacuation area
- Better understanding of local capabilities
- Interaction with FEMA
- Scenario gaps should be filled
- Make contact/build relations with participating agencies

Improvement Plan – Corrective Action Recommendations (Priority when indicated)

- Contact organizations not previously represented but known to be a key partner in a hazmat incident
- Review County EOP
- Organize and schedule additional exercises
- Review EOP and AARs from previous exercises to identify training needs
- Establish contacts with local media and public officials (Medium)
- Utilize existing committees or develop working group to review existing plans to ensure capabilities are properly managed and represented (High)
- Conduct additional exercises (Medium)
- Improve relationships ahead of event (High)
- Identify/educate on who is responsible for paying for cleanup (High)
- Control Social Media concerns by having a good, proactive Joint Information Center (High)
- Obtaining information from the scene is always a challenge – work with local EM to identify actions to get important information distributed to medical partners (Medium)

- Identify what agencies are responsible for logistics of evacuees. Reps of these agencies should join the exercise and discuss details of handling evacuee issues.
- Establishing GIS data to assist first responders
- Helping guide responders to setup the relief assistance
- Confirm participation from law enforcement, public officials, State EM, VOAD – key contributors to the exercise
- Determine POC for Animal Emergency Response folks
- Review internal training/procedures for PPE & incident plumes
- Safety training during major incidents
- Accessible PPE appropriate for the incident
- Situational awareness training during initial incident
- Our agency needs to keep training on different scenarios to better our knowledge
- Information about phone numbers, names and titles about companies that transport hazardous materials through our county
- Life safety for everyone at the event (High)
- Work with the railroad (High)
- Work with the vendor doing the cleanup (High)
- Keep detailed notes
- Have a hotwash when the event is over
- Exercise with all local people in my area
- Know who the BNSF cleanup contractor is before they are needed
- Use ICS forms to track things done
- Follow ERG guidelines
- Call for help if needed
- The scenario lacked some realism; also, something we could model as material spilled
- More integrated discussions post incident of responses (multi-agency outbriefs)

Policies, plans and procedures that should be reviewed, revised or developed (Priority when indicated)

- OK County Emergency Operations Plan (1)
- OK County LEPC Distribution Lists (2)
- Annual Events Calendar w/ potential venues/coordinators (3)
- Mutual Aid Agreements (High)
- Memorandums of Agreement or Understanding (High)
- EOP (no indication of which one) (2)
- Spill/HazMat SOP
- Safety Procedures
- Emergency Operating Procedures (unsure of who's or which ones)

General Comments (some condensing and compilation was performed)

- Exercise scenario lacked accuracy of info related to spilled material – caused confusion with decision making. Did create additional discussion and problem

ID. Room arrangement revision needed – emphasize team concept vs. group discussion. Would have benefited from receiving the local facilitator guide sooner, many tasks/suggestions would have been beneficial early. Connectivity check should occur more than 30 minutes pre-exercise to better allow for support if needed. Overall – successful event, some challenges overcoming artificialities within the scenario but objectives were successful. Hearing how other organizations respond is beneficial to local discussion.

- Many players that would be involved were not represented, i.e., law enforcement, American Red Cross, etc.
- (I arrived late so this might have occurred, but) introduction of all players would be great. This was a good training session.
- Incident location should be in an area that presents more challenges.
- Size-up for the OCFD Hazmat Team. Use of media (pictures, video, etc.) would be very helpful in determining incident priorities and initial actions for any incident.
- Maybe have more (exercises?) on a local level.
- Some of the information in the SitMan didn't relate to the incident.
- Divide questions between the different groups so that answers aren't repeated – at least for 1st and 2nd modules. Ground water may or may not be an issue for water supply in varying areas of U.S. Storm water/creeks/rivers are everywhere.
- Make scenario more realistic.
- Great tabletop, thank you for allowing me to attend. Thanks for lunch as well.
- I would recommend an exercise that would involve federal land, i.e. military bases in order to include feedback if you know federal employees from military bases will attend.
- I feel that the exercise was very well handled.
- Have each agency work on what they would do – then come together to work through the plan.

Numerical Assessment of Exercise Design and Conduct (as indicated by participants)

Assessment Factor	1	2	3	4	5	N/A
Exercise well-structured & organized				11	3	
Exercise scenario was plausible & realistic		1	3	8	2	
Multimedia presentation helped participants w/ understanding & engagement in the scenario		1	5	6	2	
Facilitator was knowledgeable about material, kept exercise on target, sensitive to group dynamics			1	6	6	1
Situation Manual was a valuable tool throughout the exercise			2	10	2	
Participation for my position was appropriate			3	2	9	
Participants included the right people in terms of level & mix of disciplines			1	8	5	

This report is respectfully prepared and submitted by David Barnes, Director of Emergency Management for Oklahoma County. It is always interesting to compare perspectives from various event participants, particularly those comments that appear to be in conflict such as when comparing strengths and weaknesses. After reading all After-Action Review surveys and combining the information into this document it is my personal opinion that two (2) significant points transcend the majority of the "quality improvement" activities mentioned. In general, we need:

1. Greater participation from all disciplines and other potentially involved response partners in these types of exercises and opportunities
2. Greater education of all potentially involved entities and personnel as to the duties, responsibilities and capabilities of emergency management offices and what is contained in the respective Emergency Operations Plans

While I believe it unrealistic to suppose that all personnel within all disciplines would be fully-aware of all details of a partner discipline's response procedures, it is clear that all disciplines could improve their internal and external relationships and capabilities by better communicating the key elements and capabilities of their own operation to other partners. The lack of participation by some disciplines and offices within responsible jurisdictions (relative to the actual exercise) additionally contributed to the "unknowns" and items seemingly un-addressed in the exercise that were mentioned.

I personally know that many of these items have in fact been addressed in multiple plans and individual departmental/jurisdictional operating guidelines. Many participants are additionally reluctant to "speak for" a jurisdiction different from their own.

If you have any questions in regard to how this information was obtained and/or compiled, please contact me.

Respectfully,

