

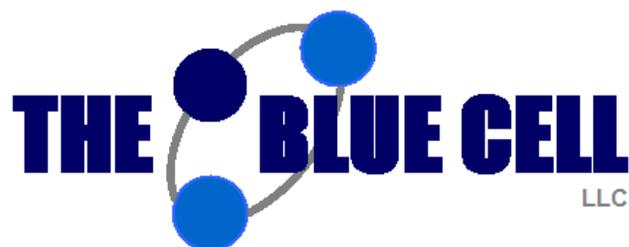
Shawnee County HazMat Train Derailment Tabletop Exercise (TTX)

After Action Report/Improvement Plan

Exercise Date: April 18, 2017

AAR/IP Publication Date: 5/4/2017

The After Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal (NPG) and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included.



EXERCISE OVERVIEW

| | |
|-------------------------|--|
| Exercise Name | HazMat Train Derailment Tabletop Exercise (TTX) |
| Exercise Dates | April 18 th , 2017, from 1000 to 1600. |
| Scope | This exercise was a tabletop exercise, that took place from 1000 to 1600 at Reynolds Lodge, Lake Shawnee, 3315 SE Tinman Cir, Topeka, KS 66605. Exercise play was limited to law enforcement, fire, EMS, emergency management, hospital, emergency support functions, public health, and other public and private partners |
| Purpose | The purpose of this exercise was to discuss plans, policies and procedures among local response organizations, increase familiarity with one another's plans, and to identify strategies for improvement. Participants were instructed to focus discussion on strategic, policy-level decisions and actions. |
| Threat or Hazard | Train derailment with hazardous materials spill |
| Sponsors | <ul style="list-style-type: none">• The Blue Cell LLC• The NIMS Store |
| Point of Contact | The Blue Cell, LLC, 19062 East Union Drive., Aurora, CO 80015, (800) 866-0840 |

ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. The exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team are identified below.

| Objective | Core Capability | Performance Rating (P, S, M, U) |
|---|--|---------------------------------|
| Discuss the process for communications interoperability and redundancy among all participating agencies and organizations, in accordance with current communications protocols. | Operational Communications | S |
| Identify strategies to establish and maintain a command structure and process that integrates all critical stakeholders, in accordance with current plans, policies, and procedures. | Operational Coordination | S |
| Prioritize available resources to support the incident and identify resource needs by type to support ongoing operations. | Operational Coordination | S |
| Identify strategies to deliver prompt and reliable information regarding any threats, actions being taken, and any assistance being made available, in accordance with plans, policies, and procedures. | Public Information and Warning | S |
| Assess and manage consequences of a hazmat release and mitigate effects of hazardous materials. | Environmental Response / Health and Safety | S |
| Discuss strategies to provide lifesaving medical treatment, transport, sheltering, and mental health services during a mass casualty/fatality event. | Public Health and Medical Services | S |
| <p>Ratings Definitions:</p> <ul style="list-style-type: none"> • Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. • Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). | | |

Objective 1:

Discuss the process for communications interoperability and redundancy among all participating agencies and organizations, in accordance with current communications protocols.

- **Core Capability:** Operational Communications

Strengths

The partial capability level can be attributed to the following strengths:

- **Strength 1:** Individual agencies have a good working knowledge of their individual communication processes.
- **Strength 2:** Participants quickly addressed issues of 911 and dispatch inundation.
- **Strength 3:** Participants understand local and state radio templates.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

- **Area for Improvement 1:** Utilizing state radio templates
- **Reference:** Office of Emergency Communications website
- **Analysis:** While participants understand there are radio templates, further training on their use is needed.

- **Area for Improvement 2:** Use of Virtual EOC
- **Reference:** Shawnee County EOP
- **Analysis:** Proficiency training on use of Virtual EOC through multiple platforms i.e.; phone, computer, etc.

- **Area for Improvement 3:** How to implement conventional vs trunked radio communication
- **Reference:** SNCO CECC plan DRAFT
- **Analysis:** Recognizing the trigger point to request radio changes to accommodate additional traffic

Objective 2:

Identify strategies to establish and maintain a command structure and process that integrates all critical stakeholders, in accordance with current plans, policies, and procedures.

- **Core Capability:** Operational Coordination

Strengths

The partial capability level can be attributed to the following strengths:

- **Strength 1:** Quickly worked together to determine objectives and needs for incident control.
- **Strength 2:** Participants worked well in Unified Command structure
- **Strength 3:** Broad range of participants allowed for breakout into ESF groups, providing more specific involvement from individuals and agencies.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

- **Area for Improvement 1:** Ability to quickly and decisively set up command structure and determine if/when Unified Command should be used.
- **Reference:** NIMS/ICS
- **Analysis:** ICS refresher - identify IC and jurisdictional ownership

- **Area for Improvement 2:** Activation/notification of Public Works, Fire Mutual Aid, VOAD's, State Fire Marshal, and other pertinent State and local assets should take place early in response phase.
- **Reference:** SNCO/City of Topeka EOP, CECC protocol
- **Analysis:** Develop redundant follow up notification protocol/process after initial virtual EOC notification

- **Area for Improvement 3:** Relaying of information from operations to EOC for the Common operation picture - i.e.; hot/warm/cold zones, staging areas, TIMS plan
- **Reference:** NIMS/ICS MAC, SNCO EOP, Traffic Incident Management System Plan (TIMS)
- **Analysis:** Training and coordination

Objective 3:

Prioritize available resources to support the incident and identify resource needs by type to support ongoing operations.

- **Core Capability:** Operational Coordination

Strengths

The partial capability level can be attributed to the following strengths:

- **Strength 1:** Participants were able to quickly determine response protocol.
- **Strength 2:** Participants were able to discuss capabilities and limitations
- **Strength 3:** BNSF representative shared multiple railroad capabilities and resources.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

- **Area for Improvement 1:** Identify needs based on area industry and commodity flow.
- **Reference:** LEPC SARA Title III/CERCLA
- **Analysis:** Conduct needs assessment within two years

- **Area for Improvement 2:** Improve awareness of Railroad EOP and SOP/SOG
- **Reference:** Railroad EOP and SOP/SOG
- **Analysis:** Improve awareness of Railroad EOP and SOP/SOG

- **Area for Improvement 3:** Training and familiarization on ERG
- **Reference:** ERG
- **Analysis:** Training and familiarization on ERG

Objective 4:

Identify strategies to deliver prompt and reliable information regarding any threats, actions being taken and any assistance being made available, in accordance with plans, policies, and procedures.

- **Core Capability:** Public Information and Warning

Strengths

The partial capability level can be attributed to the following strengths:

- **Strength 1:** Participants were able to quickly identify multiple means of notifying the public of threats and hazards.
- **Strength 2:** Participants were willing to think outside the box for means of public communication (i.e.; Weather Radio)
- **Strength 3:** County PIO group communicates well

Areas for Improvement

The following areas require improvement to achieve the full capability level:

- **Area for Improvement 1:** Further discussion on reaching vulnerable (language, disability, mobility etc.) population.
- **Reference:** ADA, SNCO EOP
- **Analysis:** Discussion with CECC and SNCO and City of Topeka GIS
- **Area for Improvement 2:** Understanding VOAD roles and responsibilities to public information
- **Reference:** SNCO EOP
- **Analysis:** Local meeting, training and coordination with VOAD
- **Area for Improvement 3:** Assessing capabilities for implementation towards public information
- **Reference:** SNCO EOP
- **Analysis:** Local meeting, training and coordination with VOAD
- **Area for Improvement 4:** HazMat Public awareness campaign
- **Reference:** SNCO EOP, IPAWS
- **Analysis:** Increase public knowledge on actions to be taken upon hazmat/technical hazard warning.

Objective 5:

Assess and manage consequences of a hazmat release and mitigate effects of hazardous materials

- **Core Capability:** Environmental Response / Health and Safety

Strengths

The partial capability level can be attributed to the following strengths:

- **Strength 1:** Local responders have a good working knowledge of HazMat and train frequently
- **Strength 2:** BNSF HazMat teams will work closely with locals as well as other agencies.
- **Strength 3:** Standard MOU/MOA's with Civil Support Team and other response agencies

Areas for Improvement

The following areas require improvement to achieve the full capability level:

- **Area for Improvement 1:** HazMat decontamination capabilities for the city and county are limited.
- **Reference:** LEPC, State Emergency Response Commission
- **Analysis:** These capabilities will be tested and evaluated further during the two Full Scale Exercises taking place July 20-21 2017.

- **Area for Improvement 2:** HazMat Public awareness campaign
- **Reference:** SNCO EOP, IPAWS
- **Analysis:** Increase public knowledge on actions to be taken upon hazmat/technical hazard warning.

- **Area for Improvement 3:** Needs assessment on hazmat capabilities in SNCO
- **Reference:** Needs assessment on hazmat capabilities in SNCO
- **Analysis:** Needs assessment on hazmat capabilities in SNCO

Objective 6:

Discuss strategies to provide lifesaving medical treatment, transport, sheltering, and mental health services during a mass casualty/fatality event.

- **Core Capability:** Public Health and Medical Services
- *Hospitals were unable to fully participate due to real world events*

Strengths

The partial capability level can be attributed to the following strengths:

- **Strength 1:** AMR was a strong member of unified command
- **Strength 2:** Utilizing Topeka Metro to provide transportation and services
- **Strength 3:** Psychological first aid through Valeo, FSGC, Red Cross and 10-33
- **Strength 4:** SNCO Coroner participation was beneficial

Areas for Improvement

The following areas require improvement to achieve the full capability level:

- **Area for Improvement 1:** Hospital participation
- **Analysis:** Hospitals were unable to fully participate due to real world events

- **Area for Improvement 2:** Recognize capabilities of outside health agencies during an event
- **Reference:** SNCO EOP
- **Analysis:** Training and dissemination of available capabilities

- **Area for Improvement 3:** Mass fatality training
- **Reference:** SNCO Mass Fatality plan
- **Analysis:** Train on current plan as well as outside sources of mass fatality training

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Shawnee County as a result of the HazMat Train Derailment TTX conducted on April 18, 2017. The Capability Elements are categorized by Planning, Organization, Equipment, Training, and/or Exercise (POETE).

| Core Capability | Issue/Area for Improvement | Corrective Action | Capability Element (POETE) | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
|--|---|-------------------|----------------------------|----------------------------------|------------------|------------|-----------------|
| Core Capability 1: Operational Communication | 1. Utilizing state radio templates | | | ESF 2 | Jeremy Rabb | | |
| | 2. Use of Virtual EOC | | | ESF 5 | Nelson Casteel | | |
| | 3. How to implement conventional vs trunked radio communication | | | ESF 2 | Jeremy Rabb | | |
| Core Capability 2: Operational Coordination | 1. Set up command structure and if/when to use Unified Command. | | | ESF 5 | Errin Mahan | | |
| | 2. Activation / notification of State and local assets. | | | ESF 5 | Nelson Casteel | | |
| | 3. Relaying of information from OPS to EOC forCOP. | | | ESF 5 | Nelson Casteel | | |
| Core Capability 3: Operational Coordination | 1. Identify needs based on area industry and commodity flow. | | | LEPC | Kevin Flory | | |
| | 2. Improve awareness of Railroad EOP and SOP/SOG | | | BNSF | Derek Lampkin | | |
| | 3. Training and familiarization on ERG | | | ESF 5 | Errin Mahan | | |
| Core Capability 4: Public Information and Warning | 1. Further discussion on reaching vulnerable population. | | | ESF 5 | Scott Garcia | | |

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|--|--|--|--|--------|--|--------------|--|--|
| | 2. Understanding VOAD roles & responsibilities to public information | | | ESF 15 | Dusty Nichols | | | |
| | | | | | | | | |
| | 3. Assessing capabilities for implementation toward public information | | | ESF 15 | Dusty Nichols | | | |
| | | | | | | | | |
| | 4. HazMat Public awareness campaign | | | ESF 5 | Errin Mahan | | | |
| | | | | | | | | |
| | Core Capability 5: Environmental Response / Health and Safety | 1. HazMat decon. capabilities for the city and county are limited. | | | ESF 8 | Matt Matheis | | |
| | | | | | | | | |
| 2. HazMat Public awareness campaign | | | | ESF 5 | Errin Mahan | | | |
| | | | | | | | | |
| | 3. Needs assessment on hazmat capabilities in SNCO | | | ESF 10 | Kevin Flory | | | |
| | | | | | | | | |
| Core Capability 6: Public Health and Medical Services | 1. Hospital participation | | | ESF 8 | Julie Schmidt Shelby Patch Danielle Marten | | | |
| | | | | | | | | |
| | 2. Recognize capabilities of outside health agencies during an event | | | ESF 8 | Quinton Unruh Danielle Marten | | | |
| | | | | | | | | |
| | 3. Mass fatality training | | | ESF 8 | Matt Matheis | | | |
| | | | | | | | | |

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations

| Position | Agency/Organization | Attendees | |
|--------------------------------------|--|---------------------|----------------|
| TABLE 1 ESF 1, 3, 13 | Topeka Metro | Tom Baumgartner | |
| | Shawnee County Public Works | Tom Vlach | |
| | City of Topeka Traffic Engineering | Kent Pelton | |
| | City of Topeka Police Department | Jennifer Cross | |
| | Shawnee County Sheriff's Office | Dan Lotridge | |
| TABLE 2 ESF 4, 9, 10 | LEPC and Soldier Township Fire | Karl McNorton | |
| | 190th Air Refueling Wing Fire/Rescue | John Evans | Ryan Current |
| | Metropolitan Topeka Airport Authority (MTAA) | JT Ogrady | |
| | Taskforce 2 - Mission Township Fire Department | Forrest Walter | |
| | BNSF | Dillon Magers | |
| | Regional HazMat Team - City of Topeka Fire | Dan Macke | |
| TABLE 3 ESF 2, 5, 15 | CECC - Radio Shop | Kyle Soldani | |
| | 190th Air Refueling Wing EM | Scott Horne | Skylar Dickey |
| | Shawnee County EOC Manager | Scott Garcia | |
| | City of Topeka EM | Jim Green | |
| | Shawnee County Department of Corrections | Brett Fisher | |
| | City of Topeka Police Department | Amy McCarter | |
| TABLE 4 ESF 6, 8 | Community Resources Council | GR Laughlin | |
| | Shawnee County Regional VOAD | Steve Christenberry | |
| | American Red Cross | Ariane Burson | Becky LaPolice |
| | American Red Cross | Rebecca Estrella | |
| | 1033 Foundation - Kansas Region | Dawn Ptaschek | |
| TABLE 5 - UIC ESF 4, 6, 8, 10, 13 | City of Topeka Fire Department | Richard Sigle | |
| | Metropolitan Topeka Airport Authority (MTAA) | Tim Cochran | |
| | American Medical Response | Matt Orozco | |
| | Shawnee County Coroner | Annette Carper | |
| | Shawnee County MRC | Quinton Unruh | |
| | Shawnee County Sheriff's Office | Tom Bronaugh | |

| | | | |
|---|--|------------------------|--|
| POLICY GROUP ESF 2, 4, 5, 7, 10, 13, 15 | Shawnee County Purchasing | Michele Hanshaw | |
| | Shawnee County BOCC | Shelly Buhler | |
| | Shawnee County Emergency Management | Dusty Nichols | |
| | Shawnee County Audit-Finance | Betty Greiner | |
| | City of Topeka Fire | Craig Duke | |
| | City of Topeka Police Department | Russell Klumpp | |
| | Shawnee County Department of Corrections | Brandy Biltoft | |
| | CECC | Jeremy Rabb | |
| | Kansas Department of Transportation | Kim Qualls | |

| EXERCISE PLANNING TEAM AND OBSERVERS | | |
|--------------------------------------|-------------------|------|
| Nelson Casteel | Exercise Director | SNEM |
| Kevin Flory | Exercise Planner | TFD |
| Gary Middleton | Exercise Planner | MAI |
| Matt Golubski | Exercise Planner | ARC |
| Gary Wadley | Logistics | SNEM |

APPENDIX C: ACRONYMS

| Acronym | Meaning |
|---------|---|
| AAR/IP | After Action Report/Improvement Plan |
| ADA | Americans with Disabilities Act |
| AMR | American Medical Response |
| CECC | Consolidated Emergency Communications Center |
| CERCLA | Comprehensive Environmental Response, Compensation, and Liability Act of 1980 |
| COOP | Continuity of Operations |
| COP | Common Operating Picture |
| DHS | U.S. Department of Homeland Security |
| EEG | Exercise Evaluation Guide |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| EPCRA | Emergency Planning and Community Right-to-Know Act of 1986 |
| ERG | Emergency Response Guidebook |
| ESF | Emergency Support Function |
| HazMat | Hazardous Materials |
| HSEEP | Homeland Security Exercise and Evaluation Program |
| IAP | Incident Action Plan |
| IC | Incident Commander |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| IMT | Incident Management Team |
| IPAWS | Integrated Public Alert and Warning System |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| MAC | Multiagency Coordination System |
| NGO | Non-Governmental Organization |
| NIMS | National Incident Management System |
| POC | Point of Contact |
| SARA | Superfund Amendments and Reauthorization Act |
| SitMan | Situation Manual |
| SME | Subject Matter Expert |
| SNCO | Shawnee County |
| TIMS | Traffic Incident Management System |
| TTX | Tabletop Exercise |
| UC | Unified Command |
| VEOC | Virtual Emergency Operations Center |
| VOAD | Voluntary Organizations Active in Disaster |