

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
Ratings Definitions: <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		

	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 Ptasek	
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