



**2019 Butler County Local Emergency
Planning Committee (LEPC)
Table Top (TTX)
After Action Report / Improvement Plan
(AAR/IP)**

Butler County EMA
December 10, 2019

2019 Butler County Local Emergency Planning Committee – Table Top Exercise

Preface

Purpose	The purpose of this Table Top was to focus on an actual anhydrous ammonia hazardous materials response on I-75 that occurred in late 2018 in Butler County, Ohio. The scenario evolved with situation updates provided by the Butler County Local Emergency Planning Committee, Training and Exercise Sub Committee Controller Staff and the Exercise Director.
HSEEP Compliance	This After Action Report / Improvement Plan follows the guidance set forth by the Homeland Security Exercise and Evaluation Program (HSEEP) of the US Department of Homeland Security.
Title	The title of this document is the <i>2019 Butler County Local Emergency Planning Committee Table Top Exercise After Action Report / Improvement Plan.</i>
Objectives	<p>The 2019 Butler County LEPC TTX exercise is a tabletop exercise, planned for three (3) hours held and at the Sabin Center Hall inside of the Liberty Center Mall (7100 Foundry Row, Liberty Township, OH 45069). Exercise play was limited to discussion-based activities. The TT focused on the Ohio SERC required objectives of:</p> <ul style="list-style-type: none">● Initial Notification of Response Agencies● Communications (Not submitted)● Population Protective Actions● Emergency Public Information● Traffic and Access Control● Hospital Services
Structure & Scenario	This exercise begins with 911 getting reports of a multi -vehicle semi accident on I75 along the Liberty Township / West Chester Township border. Injuries and hazardous materials are involved. While surveying the site, first responders recognize that the tanker truck in the roadway (Type MC312 tanker) is placarded and diesel fuel is leaking onto the pavement. As responders near the truck, they smell a strong, pungent odor.
Document Restrictions	This exercise is an unclassified exercise, and therefore exercise documents may be viewed by anyone after the exercise. However, reproduction or distribution of this document, in whole or in part, without permission from the Butler County Emergency Management Agency is prohibited.
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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 Objectives	Core Capability
Objective 1 – Notification of Response Agencies	Operational Coordination Situational Assessment
Objective 6 – Communications	Interoperable Communication
Objective 8 – Population Protective Actions	Mass Care Services
Objective 9 – Public Information	Public Information and Warning
Objectives 10 - Traffic and Access Control	Organizational Command and Proper Monitoring of the Situation
Objective 13 – Hospital Services	Hazardous Materials Operations

Exercise Structure

The exercise was be a multimedia facilitated exercise. Players participated in the following four (4) modules:

- Module 1: Notification and Investigation
- Module 2: Coordinated Emergency Response
- Module 3: Breakout by Discipline
 - Fire / EMS
 - Law Enforcement / Transportation
 - HazMat / Environmental
 - Health / Hospitals
 - Education / Schools
 - Communication / PIO
 - Private Sector
- Module 4: Incident Resolution & Recovery

Each module began with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in functional group discussions of appropriate Protection, Response and Recovery issues.

After these functional group discussions, participants engaged in a moderated plenary discussion in which a spokesperson from each group presented a synopsis of the group’s actions, based on the scenario.

Lessons Learned

The following are the aggregate lessons learned, items needed, and concerns identified from the exercise. The lessons learned are not all inclusive, and do not set precedence for future discussions, planning efforts, or responses.

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- Lessons Learned** The following items were identified as the main lessons learned from the exercise:
- A.** Exercise brought over sixty (60) subject matter experts together from twenty-nine(29) disciplines to share best practices for response and recovery of a major hazardous materials incident disrupting a major highway.
 - a. Exercise could have used more time to get through the Recovery Module four (4)
 - b. Exercise could have used smaller groups for break-out sessions.
 - B.** Exercise Objectives:
 - a. Notification of Response Agencies:**
 - i. Call documented well in CAD but need to formalize the incident tracking forms (214) for all participants per local policy.
 - ii. Many informal notifications happened from the scene and through EMA. Look to formalize notification lists.
 - iii. Disaster Net activated quickly but could use regular updates from the scene or dispatch.
 - iv. Public Health and Hospitals requested earlier notification
 - b. Communications (Not Submitted for Credit):** No formal write-up.
 - c. Population Protective Actions:**
 - i. Isolation zone quickly identified through ERG and refined by plume modeling and air monitoring.
 - ii. Weather Services utilized for SPOT meteorology.
 - iii. Notification tree used for long-term care facilities and schools.
 - iv. No process was identified for return of evacuees other than by Law Enforcement with traffic control.
 - v. Evaluator recommended additional HazMatIQ training and utilization of the Charts and Wisser application. Need to review Access and Special Needs communication plans.
 - d. Emergency Public Information:**
 - i. West Chester PIO utilized neighbor PIOs to Establish a Joint Information Center for timely info dissemination. Email was the primary means of notification. It was suggested to re-convene a regional PIO Group.
 - ii. Reverse911 and Communicator used to notify the public and select groups like schools and businesses.
 - iii. ODOT shared the resource of message boards through OHGO and Law Enforcement suggested AM/FM radio.
 - iv. Consider use of the Incident Management Team personnel for planning and situation awareness.
 - v. Discussed setting up a media staging area. Could be rolled out as a function of a future exercise.
 - e. Traffic and Access Control:**
 - i. Law Enforcement worked in consultation with Incident Command for isolation zone information.
 - ii. Having the resource and experts at the table from transportation was invaluable for this scenario.
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- iii. Discussed reentry of evacuated personnel and opening up I75 safely.
- iv. West Chester discussed opening their EOC to assist cost tracking.
- f. **Hospital Services:**
 - i. Arriving patient triage and tracking was not discussed in this exercise.
 - ii. Hospitals and Health Departments leaned on Disaster Net for updates.
 - iii. West Chester Hospital was in direct communication with Incident Command but need a formal process for the exterior hospitals.
 - iv. Hospitals have strong hazardous materials decontamination plans exercised annually.
 - v. Record tracking was not discussed.
 - vi. Utilization of information sharing platforms recommended (Web-EOC)
- C. Trainings and exercises should be continual for local first responders and officials responding to a large scale hazardous materials incident. Small-scale exercises, especially to begin meetings, where participants review a recent news event and quickly determine local objectives, help reinforce the idea of being always ready and ready while key players may be absent.
- D. Public Information has become a primary focus of emergency incidents in the modern, ever-connected world of social media. Evaluate expected incident information needs against the existing operation plans and models, and determine if it helps address social media and public information expectations of community members.
- E. Adults are visual learners. Real world experiences and break-out discussions are important. The use of wall displays and the powers point were beneficial to this table top.
- F. Within the EOC Incident Command System, explore using “Planning” or “Planning/Operations” position for incidents such as this that may result in multiple Counties impacted or multiple operational periods.
- G. Actions needed to perform Continuity of Operations (COOP) from the various public and private sector impacted. This exercise was the first to bring private retail partners like Walgreens to the table to discuss issues. Butler County Education Services Center and various school systems were represented and engaged in “planning” for this scenario. The trick becomes keeping the communication lines open and process updates out there for partners to have in the real world setting. Additional interactions and trainings will facilitate. COOP operations are most similar to a hazardous materials release scene or a shelter activation. COOP plans should be the focus of stand-alone future exercises.
- H. Liberty Center – Sabin Center was an adequate venue for the scope of this discussion based exercise. Staff was great to work with and provided the facility at no charge to the Local Emergency Planning Committee.
- I. Keep building on the success of this exercise. Every Butler County LEPC Training and Exercise Committee meeting should have an exercise or team building component with and without hierarchy. Exercise activities that require improvisation and include a component of novelty are also ideal for fostering creative and time sensitive thinking skills.

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Improvement Plan

Based on review of actions, evaluator notes, and hot-wash discussions, the following items were determined as those actions in need of improvement:

<p>1. Continue to enhance the partnerships and collaboration with the Private Sector, faith based community and school districts in Butler County. Model after the “Hospital Summit” preparedness group.</p>	<p>Assigned to:</p>
<p>2. Update a basic Emergency Resource Manual that contains points of contact for things like mobile sign boards, communication resources, IPAWS activations, NWS contact numbers, etc. Also share the EMA Elected Officials Guide with Officials. Located on the EMA website.</p>	<p>Assigned to:</p>
<p>3. Sign up and procure GETS Cards for key staff and have a system to make test calls on at least a quarterly basis.</p>	<p>Assigned to:</p>
<p>4. Exercise participants need to be encouraged to continue to attend emergency management training to better prepare for their roles. G191 EOC /IC Interface is a great class as well as IC300 or IC400 for officers. Continue hosting the many FEMA or DHS trainings locally and at times convenient to public safety.</p>	<p>Assigned to:</p>
<p>5. All Command Staff needs awareness level public information officer training. Public Information Officers need in-depth training on their role in emergencies. Suggested trainings are available here.</p>	<p>Assigned to:</p>
<p>6. Consider using ICS 214 Incident Tracking Form or comparable agency tracking report forms. Detailed time and expenditures are required for cost recovery. Hazmat Cost Recovery can be seen here.</p>	<p>Assigned to:</p>
<p>7. Continue to update emergency notification lists in the Communicator System. Test the IPAWS cell phone alert system including multi county activation for incidents the cross jurisdictional borders.</p>	<p>Assigned to:</p>
<p>8. Investigate the existence of Public Information groups already meeting within the region that Butler PIOs can attend, network within, and call for backup assistance on large events.</p>	<p>Assigned to:</p>
<p>9. Explore conducting Hazmat drills using Butler County’s mass notification system at random times (early morning, nights, weekends, holidays, etc.)</p>	<p>Assigned to:</p>
<p>10.</p>	
<p>11.</p>	
<p>12.</p>	

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Participant Feedback Forms

Based on review of all of the forty-three (43) submitted participant / Evaluator / Observer feedback forms these items stuck out as the either the most useful items from the exercise or items determined as those actions in need of improvement

Most Useful	Improvements
Situation Manual was helpful	More time needed for 4 modules
Great resources in the room / representatives from many areas for expertise	Smaller functional groups or more time for Module 3
Video and visual examples	Change the location to a more rural area with fewer available resources
Knowing what resources are available	Involvement of OEPA/ODNR concerning water runoff
Conversation/videos/breakout sessions were great for hospitals	Controller could track time better during breakout
Awesome networking opportunities	Because it was based on a real-world event, it was difficult to differentiate between real actions that were taken and what they would do in the TTX scenario
Discussion led to “what if?” questions that were not previously thought of	Communication with health partners
Written materials were good and cohesive with the overall goal of the drill	More time for breakouts
Material came from past real events	If running late, have a “working lunch” and serve food on time
Exposes the need for agency PIO’s to connect before an emergency	Share participant contacts
PowerPoint kept it moving	Continue to use real-world examples, best learning comes from what worked and where improvements can be made
Players were placed with their professions which made for smooth decision making	Module 1 was long and kept many participants sidelined. Potentially breakout after each module.
Sample news coverage	More frequent short breaks
Mapping and Plume information	Active participation from Liberty Center would have been good
Hearing about how agencies handle public information and warning	Talking with hospitals about Public Health coordination during an active scenario. Improved communication pathways.
Great learning opportunity for our staff and remind others that we exist. Learned some easy ways to communicate better with partners.	