

University of West Florida
Environmental Health and Safety

Hurricane Judy

Discussion-Based Exercise



Situation Manual

June 13, 2016

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EXERCISE OVERVIEW

Exercise Name	UWF: A Discussion-Based Exercise – Hurricane Judy
Exercise Dates	Wednesday, July 13, 2016, 1:00 PM - 4:00 PM
Scope	This exercise is a tabletop format, planned for Wednesday, July 13, 2016 at the UWF Campus – Building 92, Training Room. Exercise play involves members of the UWF Community and select Community Partners.
Preparedness Capabilities	<ul style="list-style-type: none">• Campus Preparedness – Pre & Post Storm• Planning• Risk Management
Objectives	See Exercise Objectives and Target Capabilities on page 3.
Threat or Hazard	Hurricane
Scenario	Hurricane Judy has formed in the Western Atlantic. It moves towards the Gulf of Mexico and then impacts the Pensacola area. Campus Departments must make decisions based on the impact to the campus community and the operations of the University. Coordination with community partners must also be taken into account.
Sponsor	UWF – Environmental Health and Safety
Participating Organizations	Participating organizations are listed on sign in sheet.
Point of Contact	Peter Robinson Director, Environmental Health and Safety Ext. 2435 Email: probinso@uwf.edu

GENERAL INFORMATION

This tabletop was developed to practice the coordination and communication activities in a Hurricane Response scenario impacting the UWF campus community and the surrounding community.

Exercise Objectives and Preparedness Capabilities

The exercise objectives in Table 1 describe the expected outcomes for the exercise and are aligned with the U.S. Department of Homeland Security: National Preparedness Guidelines document titled: Target Capabilities List, September 2007.

Exercise Objective	Target Capabilities
Exercise Objective #1: Assess how well the various campus departments are prepared to respond to a hurricane.	<ul style="list-style-type: none"> • Planning
Exercise Objective #2: Assess the ability of campus departments to respond to the aftermath of a severe hurricane strike.	<ul style="list-style-type: none"> • Operational Coordination
Exercise Objective #3: Identification of gaps in response plans and procedures.	<ul style="list-style-type: none"> • Risk Management

Table 1. Exercise Objectives and Associated 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.

Exercise Structure

This exercise will be presented as a facilitated exercise. Players will participate in the following three modules:

- Module 1: Pre-Landfall
- Module 2: Immediate Post Storm
- Module 3: Recovery

Each module begins with a presentation that summarizes key events occurring within that time period. After the updates, participants will review the situation and engage in discussions of appropriate issues. For this exercise, the sections will contain members of the following groups:

- UWF President's Division
- UWF Division of Academic Affairs
- UWF Division of Finance and Administration
- UWF Division of Student Affairs
- UWF Division of University Advancement
- Red Cross
- Escambia County Emergency Management

Exercise Guidelines

- This exercise is designed to be held in an open, low-stress, no-fault environment.
- 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 facility protection, information coordination, and response/recovery 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 scenario is plausible, and events occur as they are presented.
- Compressed timeline exists

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 Checklists. 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: PRE-LANDFALL

Monday, September 12, 9:00 AM

The National Hurricane Center (NHC) has been tracking a tropical wave as it moved off the coast of Africa. As the wave approached the Caribbean Islands it formed into a tropical storm and then became a hurricane. As this particular tropical storm was the 10th storm of the year, the NHC named it “Judy”. Hurricane Judy tracked into the Gulf of Mexico and strengthened into a Category 4 storm. The NHC forecast path projected a landfall in the Pensacola area in approximately two days.

Key Issues

- Preparations by Campus Departments
- Notification to Campus Community
- Coordination with Community Partners

Discussion

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.

1. What roles and responsibilities does your unit have for preparing the University for a hurricane landfall? What about community partners?
2. What specific actions and steps does your unit take before a hurricane landfall to protect your own facilities, equipment and records? Include details in terms of WHO will complete the tasks, WHAT resources are needed to complete the tasks and WHEN they need to be completed by.
3. What actions and steps does your unit expect ANOTHER UNIT to take before a hurricane landfall to protect your facilities, equipment, and records (e.g. Facilities, ITS, etc.).
4. How does preparing for a hurricane landfall impact your unit’s ability to conduct its routine business? Are you able to stay in business doing your normal job during this phase?
5. How prepared are your employees personally, including their families and homes? What are their plans to protect their homes and families?
6. What roles/responsibilities/actions do you think the university should take to help employees better personally prepare for a hurricane to assure their availability to work? (e.g., personal preparedness workshops, UWF timely closure)

MODULE 2: IMMEDIATE POST LANDFALL

Wednesday, September 14th, 1:00 PM

Hurricane Judy has devastated the Pensacola area. UWF has been very badly hit. You can expect the Main Campus will be closed for an extended length of time.

Key Issues

- Campus operations will be severely affected.
- UWF must now manage the aftermath of the hurricane.
- Can your operation function?

Discussion

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.

1. Once the storm has made landfall and passed, what roles and responsibilities does your unit have to ensure the campus is safe and ready for occupancy? What other programs and services (emergency roles) does your unit have as a result of the storm that it normally doesn't do?
2. What actions can you take to ensure your departments essential functions can continue?
3. What specific actions and steps does your unit take to ensure that your office is safe and ready for occupancy? Include details in terms of WHO will complete the tasks, WHAT resources are needed to complete the tasks and WHEN they need to be completed by.
4. What actions and steps do you expect ANOTHER UNIT to perform to ensure that campus and your office is safe and ready for occupancy?
5. Assuming widespread trees and power lines are down throughout the community, as well as damage to your employee's personal property, how long do you think it would take for them to be able to safely report to work?
6. Assume that your offices have sustained moderate damage that can be expected from a hurricane (e.g., broken windows, roof leaks, loss of power, internet, communications and other utilities). Now assume the same level of damage exists throughout campus. What programs/services do you provide that you think are "critical" to reopening the university for business?

7. Assume the UWF Facilities Department tells you that it will be 4 to 6 weeks before you can use your offices again. Where else can you set up a temporary office? What resources would you need should the University be closed for this extended period? For how long? What guides the decision?
8. Classes cancelled or campus closed?
9. What is the academic impact of an extended closing of Campus?
10. If classes are suspended, will the University maintain other operations such as dining? What about campus housing? What about conferences and or sports and special events?
11. How does UWF assist the Red Cross with shelter issues?
12. How is restoration of buildings from shelter to functioning UWF facility going to be accomplished?
13. How would UWF deal with the needs of the media?
14. What are the most important messages to be conveyed to the media? How will they be delivered? By whom? How often? What about UWF's web presence and other social media? Who would be responsible for those facets?
15. What information would be disseminated to UWF students/parents/employees?
16. Will we have a liaison between UWF and County EOC (Emergency Operations Center)?

MODULE 3: RECOVERY

Thursday, September 15th, 8:00 AM

Work is beginning to bring the campus back into operational mode. Facilities is working to repair the infrastructure, grounds and buildings. Administrative departments are trying to ensure they can provide services. Academics are evaluating how the semester will be impacted.

Key Issues

- Ability to complete the semester
- Student Housing and other student services
- Restoration of facilities
- Cost recovery efforts

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.

1. After the campus is rendered safe for immediate occupancy, but is far from whole, what roles and responsibilities does your unit have to ensure campus can reopen its doors to students?
2. Assuming it will be several weeks before the University can be made whole again, what programs and services does your unit provide that you feel are absolutely critical to have in place for students to return to campus? What programs and services does your unit have as a result of the storm that it normally doesn't do?
3. Assuming your primary operating space has been significantly damaged, what requirements would your unit have for an alternate facility? How much space do you need? What sort of infrastructure (e.g. phones, internet) do you need?
4. Under what circumstances is the decision made to close the shelter and who makes the decision?
5. Assume that a number of your employees are unable to work due to extensive damage and disruption to their personal lives. Which employees are critical to your critical programs and services? What would you do without them?

6. Assume that the storm severely damaged your records and/or data. What information is critical to your operations? What backups do you have in place?
7. What specific actions and steps does your unit need to take to ensure that students can return to campus? Include details in terms of WHO will complete the tasks, WHAT resources are needed to complete the tasks and WHEN they need to be completed by.
8. What actions and steps do you expect ANOTHER UNIT to perform to ensure that students can return to campus?
9. What emergency related programs and services do you think the university should provide to its students, faculty staff and/or families in order to support their personal response and recovery?
10. Is your department prepared to assist/provide EH&S with information for FEMA reimbursement efforts?

Appendix A: Exercise Agenda

TIME	LOCATION	ACTIVITY
March 6, 2015 2:00 PM- 4:00 PM		
1:00 – 1:30	Building 92, Training Rm	Welcome and Overview of Table Top Exercise Design
1:30 – 2:15	Building 92, Training Rm	Module 1 Overview and Discussion
2:15 – 3:00	Building 92, Training Rm	Module 2 Overview + Discussion
3:00 – 3:45	Building 92, Training Rm	Module 3: Overview + Discussion
3:45 – 4:00	Building 92, Training Rm	Participant Discussion

APPENDIX B: LINKS

UWF – Police Department	http://uwf.edu/offices/police/
UWF- Environmental Health and Safety	http://uwf.edu/offices/environmental-health-safety/
Escambia County Emergency Management	http://myescambia.com/our-services/public-safety/beready
American Red Cross	http://www.redcross.org/
FEMA	http://www.fema.gov

APPENDIX C: ACRONYMS

ACRONYM	TERM
AAR	After Action Report
DHS	DHS U.S. Department of Homeland Security
EH&S	Environmental Health and Safety
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
JIC	Joint Information Center
MCI	Mass Casualty Incident
NRF	National Response Framework
OPS	Operations
PIO	Public Information Officer
POC	Point of Contact
SITMAN	Situation Manual
SITREP	Situation Report
SME	Subject Matter Expert
TSU	Tactical Support Unit
TTX	Tabletop Exercise