



UWF Incident Response Fire/Hazmat Exercise 2013

After Action Report/Improvement Plan

Homeland Security Exercise and Evaluation Program (HSEEP)

Date of Publication: February 12, 2014

This page is intentional left blank.

Table of Contents

Executive Summary	1
Exercise Overview.....	2
Analysis of Core Capabilities.....	4
Exercise Objectives and Core Capabilities.....	4
Table 1. Exercise Objectives and Associated Core Capabilities	4
Table 2. Summary of Core Capability Performance.....	5
Objective 1: Communications	5
Strengths	5
Areas for Improvement.....	5
Objective 2: Incident Command and Unified Command.....	5
Strengths	6
Areas for Improvement.....	6
Objective 3: Public Information and Campus Community Coordination.....	6
Strengths	6
Areas for Improvement.....	7
Objective 4: Public Safety	7
Strengths	7
Areas for Improvement.....	7
Appendix A: Improvement Plan.....	A-1
Appendix B: Exercise Planning Team.....	B-1
Appendix C: Participant Feedback Summary	C-1
Appendix D: Acronyms	D-1

EXECUTIVE SUMMARY

The University of West Florida (UWF) Incident Response Fire/Hazmat Exercise 2013 was a tabletop exercise (TTX) developed to test the emergency response plans, policies, and procedures as they pertain to a fire and hazardous materials incident on campus. The exercise's intention was to generate discussion regarding a hypothetical, simulated emergency in order to enhance general awareness, validate plans and procedures, and rehearse concepts during an incident. Training and planning are critical elements of the preparedness program for any type of emergency incident, natural, or otherwise.

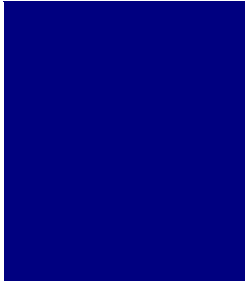
The UWF Incident Response Fire/Hazmat Exercise 2013, After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. The suggested actions in this report should be viewed as recommendations only. In some cases, agencies may identify alternative solutions that are more effective or efficient. Each agency should review the recommendations and complete actions in alignment with internal strategies, National Incident Management System requirements, national goals, and current program objectives.

Homeland security preparedness involves a cycle of assessment, planning, capability development and organization, training, exercising, evaluation, and improvement. Successful exercises lead to an ongoing program of progressive improvements. The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and to protect this material in accordance with current jurisdictional directives. Public release of exercise materials to third parties is at the discretion of the Department of Homeland Security, the University of West Florida, and participating agencies.

EXERCISE OVERVIEW

Exercise Name	UWF Incident Response Fire/Hazmat Exercise 2013
Exercise Date	December 19, 2013
Scope	This exercise is a Tabletop Exercise (TTX), to test current policies, plans, and procedures during a fire/hazmat incident.
Mission Area(s)	Protection, Mitigation, and Response
Core Capabilities	<ul style="list-style-type: none">• Public Information and Warning• Environmental Response/Health and Safety• Operational Coordination
Objectives	<ul style="list-style-type: none">• Communications• Incident Command and Unified Command• Public Information and Campus Community Coordination• Public Safety
Threat or Hazard	Fire/Hazardous Material Incident
Sponsor	University of West Florida 11000 University Parkway Pensacola, FL 32514
Participating Organizations	Escambia County <ul style="list-style-type: none">• Emergency Management• Fire• EMS• Public Safety 911• Sheriff Office Florida Department of Health (FDOH) Florida Department of Law Enforcement (FDLE) University of West Florida



- Department of Biology
- Department of Chemistry
- Environmental Health and Safety
- Marketing and Creative Services
- Police

West Florida Regional Planning Council



Exercise Director/Facilitator:

Peter Robinson
Environmental Health and Safety Director
11000 University Parkway, B-95
Pensacola, FL 32514
(850) 474-2435
probinso@uwf.edu

ANALYSIS OF CORE CAPABILITIES

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).

Exercise Objective	Core Capability
Communications	Public Information and Warning
Incident Command and Unified Command	Operational Coordination
Public Information and Campus Community Coordination	Public Information and Warning
Public Safety	Environmental Response/Health and Safety

Table 1. Exercise Objectives and Associated 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. Table 2 provides performance ratings for each exercise objective as observed during the exercise and determined by the evaluation team.

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Communications		S		
Incident Command and Unified Command		S		
Public Information and Campus Community Coordination		S		
Public Safety		S		

Ratings Definitions:

- 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

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<p>accordance with applicable plans, policies, procedures, regulations, and laws.</p> <ul style="list-style-type: none"> 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). 				

Table 2. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement

Objective 1: Communications

Description: The ability to establish and maintain a multidisciplinary/ multijurisdictional communications network during a response to a fire/hazmat incident.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Policies in place to notify campus community.

Areas for Improvement

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

Area for Improvement 1: Observation: Campus Police radio system is different from other agencies, which is a communications concern.

Reference: NA

Analysis: Review policies in place and possible solutions for communications integration. The use of the Florida Interoperability Network (FIN) is a useful tool for integration.

Area for Improvement 2: Observation: Additional discussion on the use of a Joint Information System/Center (JIS/JIC) for the coordination of information and messaging amongst the participating agencies was recommended.

Reference: NA

Analysis: Formalize the protocols and provide more details and contact information for JIS/JIC establishment.

Objective 2: Incident Command and Unified Command

Description: Assess the ability of the campus public safety and additional requested resource agencies to coordinate on-scene operations by establishing Incident Command and transitioning

to a Unified Command structure within the framework of Incident Command System (ICS) procedures.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Building emergency coordinators wear vests to identify their role and can assist in the IC.

Areas for Improvement

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

Area for Improvement 1: Observation: Campus personnel that are familiar with the various buildings and their specific requirements may be required to assist by providing their knowledge/area of expertise to the incident commander.

Reference: NA

Analysis: Build redundancy with local experts, as to avoid a gap.

Area for Improvement 2: Observation: Current policy is UWF campus police as initial IC. There was some confusion as to setting up of UC or IC once assisting agencies arrive, as well as who should be present.

Reference: Incident Command System (ICS)

Analysis: Review current policies and procedures on incident command within the campus community.

Area for Improvement 3: Observation: Building emergency coordinators can be used to help evacuate the building, establish muster points, and as a liaison to the IC.

Reference: NA

Analysis: The use of vests for emergency coordinators is a good policy. Training personnel in the Incident Command System (ICS) may provide additional resources/assistance.

Objective 3: Public Information and Campus Community Coordination

Description: Discuss options to provide timely dissemination of information to the population, exclude conflicting data, and minimize public chaos. Assess the adequacy of the university's plans to disseminate information within the campus community.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Campus PIO policies in place to handle a large incident.

Strength 2: Building Emergency Coordinators assigned to each building can be an asset to the IC.

Strength 3: Muster points established on campus.

Areas for Improvement

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

Area for Improvement 1: Observation: Early identification of chemicals involved in the incident may reduce the need for safety options, such as Shelter in Place (SIP).

Reference: Shelter in Place Policy

Analysis: During a chemical release, sheltering in place may be required. The longer the community is required to SIP, the more issues may occur, maximizing public chaos. Enhancement of the campus SIP policy will provide guidance regarding SIP.

Area for Improvement 2: Observation: List and verification of possible persons in building is not accessible.

Reference: NA

Analysis: A complete list of possible building populace is not possible due to the nature of the campus community. The building may contain students, faculty, staff, research students and visitors. Muster points are a tool that could assist.

Area for Improvement 3: Observation: There was confusion as to the Dean of Students role in the incident.

Reference: NA

Analysis: Clarification is needed on when/how the Dean of Students is involved in issues from a holistic perspective.

Objective 4: Public Safety

Description: Discuss the university's ability, along with requested resource agencies, to manage a fire/hazmat incident.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: First responders were well versed in their particular policies/procedures.

Areas for Improvement

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

Area for Improvement 1: Observation: The current practice is for the local/campus responders to verify many incident types before calling offsite responders.

Reference: NA

Analysis: Review current practice/policy. Notifications should be made as early as possible to offsite responders. The response can always be downgraded if offsite responders are not needed.

Area for Improvement 2: Observation: May be difficult to determine chemical and hazard due to the broad spectrum of chemicals in the building.

Reference: NA

Analysis: There is a current list of chemicals available but not readily accessible. Centralized storage or policy on where to find safety data sheets (SDS) is beneficial.

Area for Improvement 3: Observation: View of fire hose connection in the back of building was obscured.

Reference: NA

Analysis: Fire hose connection areas for emergency response should be kept clear of debris.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the UWF Incident Response Fire/Hazmat Tabletop Exercise conducted on December 19, 2013.

Objective	Issue/Area for Improvement	Corrective Action	Organization	Start Date	Completion Date
Communications	1. Agencies have different radio systems	Review policies in place, training in FIN	Various Agencies	February 2014	January 2015
	2. JIC Establishment	Review policies for JIC establishment	Various Agencies	February 2014	January 2015
Incident Command and Unified Command	1. Campus building emergency response personnel	Build in redundancy with local experts	UWF	February 2014	Ongoing
	2. IC/UC formation	Review IC policies ICS Training	Various Agencies	February 2014	Ongoing
	3. The use of building emergency coordinators	Additional training for BECs, such as ICS	UWF	February 2014	Ongoing
Public Information and Campus Community Coordination	1. Shelter in Place Policies to avoid additional chaos	Review / Enhance Shelter in Place policies	UWF	February 2014	January 2015
	2. List of building occupants	Review policy on how/where to get list of occupants Review muster point policy	UWF	February 2014	January 2015
	3. Dean of Student's role	Clarification on the Dean's role	UWF	February 2014	January 2015
Public Safety	1. Notification of offsite responders	Review policies for requesting offsite responders	UWF	February 2014	January 2015
	2. Determination of chemical hazard	Create policies on where chemical list and SDS can be found	UWF	February 2014	Ongoing

APPENDIX B: EXERCISE PLANNING TEAM

Name	Organization/Agency
Ahlen, Kathy	West Florida Regional Planning Council
Ammons, Craig	Escambia County FR
Faircloth, David	University of West Florida
Gilmore, Elton	Escambia County EM
Kostic, Pat	Escambia County EMS
McLaughlin, Sabrina	University of West Florida
Pomory, Chris	University of West Florida
Robinson, Peter, Facilitator	University of West Florida
Salter, Leon	Escambia County EMS
Schwartz, Matt	University of West Florida
Smith, Anthony	Escambia County FR
Stewart, George	University of West Florida
Thayer, Debbie	FDLE
Warren, John	University of West Florida

APPENDIX C: PARTICIPANT FEEDBACK SUMMARY

By utilizing a participant feedback survey, all of the individuals and agencies involved in the UWF Incident Response Fire/Hazmat Tabletop Exercise were able to provide ideas and comments indicating the exercise's successes and areas for improvement. Included in this summary is a compilation of the most common comments expressed by participants, as well as a sample participant feedback survey with data expressing the average of all the exercises feedback survey answers. The results of this summary will provide valuable guidance in planning future exercises.

Participant Feedback:

Strengths

- Coordination of emergency response team
- Communication with UWF police and community
- Good subject matter experts that knows the chemicals in the building and the facility
- UWF folks now know that there are a lot of agencies that can assist
- Knowledge of building staff as a resource
- Good campus notification system
- Sharing of ideas
- Networking
- Improved knowledge of other agency's protocols and procedures

Areas of improvement

- Ensure chain of command is established
- Persons were not identified who would be in the ICP
- Clarify who needs to be in the Unified Command
- Identify JIC & CIC center processes
- Establish jurisdiction protocol
- Early notification of fire, should not be delayed
- Formation of IAPs for various incidents
- Improvement- integration of policies/ procedures between agencies
- Manpower will be an issue for the hazmat team
- Need for quicker decon for patients needing treatment
- Verification of UWF policies and procedures
- Communication between departments and agencies needs improvement
- Mustering area policy control needs consideration
- Identification & communication of backup muster points
- Clearer knowledge of what chemical we were dealing with
- Quick access to chemical inventory
- Need for identification of building engineers
- Place wind sock on building 58
- Create COMM flowchart
- Identification badges/vests for staff from emergency management

- Information on process/protocols for shutting down campus utilities, getting building engineer involved in situation, etc.
- General flow of process in emergency situation, i.e. a flow chart beyond the communication specific action steps would be helpful in order to understand everyone's role and where they fit into the process
- Conduct biannual meeting with PIOs from outside agency teams to ensure joint communication procedures have been developed and remain current
- Complete Communication Staging area process/protocol by adding JIC procedures to information flow, etc.
- Determine who from communications would be in JIC verses Central Command verses Communication Staging Area
- Need for more redundancy with UWF people who know building/what's in them

APPENDIX D: ACRONYMS

Acronym	Term
AAR	After Action Report
DHS	U.S. Department of Homeland Security
EEG	Exercise Evaluation Guide
EMS	Emergency Medical Services
FDLE	Florida Department of Law Enforcement
FDOH	Florida Department of Health
FEMA	Federal Emergency Management Agency
FIN	Florida Interoperability Network
Hazmat	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
SitMan	Situation Manual
SME	Subject Matter Expert
TTX	Tabletop Exercise
UWF	University of West Florida
JIC	Joint Information Center
SIP	Shelter in Place
SDS	Safety Data Sheets