

**Lesson Overview**

Now that all of the preparatory work is complete, your jurisdiction can develop its HazMat Appendix. If your planning team has completed all of the steps to this point carefully and accurately, developing the appendix should be relatively easy.

This lesson will describe the steps required to develop a HazMat Appendix. At the end of this lesson, you should be able to:

- Develop a draft HazMat Appendix to your jurisdiction's EOP.
  - Develop an implementation plan for training and exercising the Appendix.
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**Developing the Appendix**

Developing a HazMat Appendix involves four steps:

1. Review the Existing EOP.
2. Identify HazMat-Unique Response Elements.
3. Draft the Appendix and Implementing Documents.
4. Train Personnel and Test the Appendix.

Each of these steps will be described in this lesson.

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**Step 1: Review the Existing EOP**

Begin by reviewing your jurisdiction's EOP. The basic plan lays the foundation for functional annexes and hazard-specific appendixes. It establishes the concept of operations during all types of incidents.

Review the basic plan carefully. It will form the basis for the HazMat Appendix.

FEMA recommends a format and contents for EOPs, but some States have **different** requirements, and some jurisdictions have added or deleted certain information based on jurisdiction-specific requirements or needs.

To make developing your jurisdiction's HazMat Appendix easier and to integrate it better with the entire EOP, follow the format and content requirements established by the basic plan.

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**Step 2: Identify HazMat-Unique Response Elements**

Typical response procedures often do not work for HazMat responses. The purpose of a hazard-specific appendix is to develop response procedures that are unique for the hazard while not repeating general response procedures. To identify HazMat-unique response elements, review each of the EOP's functional annexes. As you review each annex, ask yourself: How would a HazMat incident differ in relation to:

- The jurisdiction's general situation?
- Direction and control?
- Responder communications requirements?
- Public warnings?
- Public information?
- Health and medical requirements?
- Mass care?
- Resource management requirements?

Specify unique response procedures in the HazMat Appendix.

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**Step 3: Draft the Appendix and Implementing Documents**

The next step is to draft the HazMat Appendix. When developing the draft HazMat Appendix, check it against the basic plan to ensure that it is:

- Consistent.
- Compatible.
- Realistic.

Even though the HazMat Appendix is developed by stakeholders, distribute it for review. The Appendix will serve as the basis for implementing documents at the agency level, so it must be accurate and acceptable to everyone who will be involved in an incident.

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**Implementing Documents**

Agency personnel will develop implementing documents for HazMat incidents.

Implementing documents **must** be developed at the agency level because only agency personnel are thoroughly familiar with their mission and capabilities. Let the experts develop standard operating procedures, checklists, worksheets, and other documents needed for their part of the response.

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**Step 4: Train Personnel and Test the Appendix**

The process of implementing the HazMat Appendix is a cyclical process that requires:

- Training personnel on the HazMat-unique tasks.
  - Exercising the Appendix and rating performance.
  - Revising the Appendix based on the exercise results.
  - Conducting regular drills and exercises.
  - Revising the Appendix based on lessons learned and changing situations (e.g., a new industrial complex opens or an obsolete facility closes).
  - Retraining and more exercises.
  - And so forth!
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**Training vs. Exercising**

Exercises **test the Appendix**—not personnel. Following each exercise, the lessons learned should be incorporated back into a revision of the Appendix.

Before the Appendix can be tested, some personnel must be trained so that they know what their responsibilities are and have the skills and knowledge necessary to carry out their responsibilities.

Two common types of training are described in this lesson.

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**Orientations**

Orientations are usually the first type of training conducted. They are typically presented as briefings. Orientations are a good way to:

- Introduce the general concepts of the HazMat Appendix.
  - Announce staff assignments, roles, and responsibilities.
  - Present general procedures.
  - Describe how the Appendix will be tested and within what timeframes.
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**Hands-On Training**

After familiarizing personnel with basic policies and procedures, hands-on training can:

- Provide practice in specialized skills (e.g., using the Emergency Response Guide to determine the isolation distance required).
  - Allow for practice of newly acquired skills.
  - Help maintain proficiency at infrequently used skills.
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### **The Goal of Exercises**

When personnel are trained, the Appendix can be tested through exercises. The goal of exercising your HazMat Appendix is to prepare for a real incident—to save lives and limit property damage.

The broad goals of exercises are to:

- Discover planning weaknesses.
  - Reveal resource gaps.
  - Improve coordination.
  - Practice using the communication network.
  - Clarify roles and responsibilities.
  - Improve individual performance.
  - Improve readiness for a real incident.
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### **Types of Exercises**

After personnel are trained, you will be able to test the Appendix through exercises. There are several types of exercises that are commonly used to test HazMat Appendixes:

- Tabletop exercises
- Functional exercises
- Full-scale exercises

Each of these will be described in this lesson.

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### **Tabletop Exercises**

A tabletop exercise is a simulation activity in which a scenario is presented and participants in the exercise respond as if the scenario was really happening.

The scenario for a tabletop exercise can be presented orally by the exercise controller, in written text, or by audio or video means.

In a tabletop exercise, new information is presented as the situation unfolds, making the participants reconsider their previous decisions and plan their next actions based on the new information.

Typically, a tabletop exercise takes about 2 hours, including the postexercise debriefing.

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### **When to Use Tabletop Exercises**

Tabletop exercises are particularly useful to:

- Enable decisionmakers to walk through an incident and make decisions similar to those in an actual incident.
- Provide a forum for discussion of plans, policies, and procedures in a low-stress, low-risk environment.
- Resolve questions of coordination and responsibility.

It is particularly helpful to conduct tabletop exercises on new or newly revised Appendixes before more wide-scale, higher-risk exercises are conducted.

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### Advanced Exercises

Other types of exercises are more advanced and include:

- **Functional Exercises.** Functional exercises simulate a function (e.g., decontamination, fire suppression) within a real incident. Functional exercises test a single part of a HazMat response to be tested independently of other responders.
- **Full-Scale Exercises.** Full-scale exercises test the jurisdiction's total response capability for HazMat incidents. These exercises are as close to reality as possible, with roleplayers and field equipment being deployed.

A solid, progressive exercise program takes time and careful planning—up to 18 months or more in the case of a full-scale exercise. Be sure to devote the time necessary to developing appropriate exercises to test your Appendix.

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### What if Data Show Poor Performance?

Let the measurements speak for themselves. Show personnel how they are doing. Ask for, and offer explanations and work as a team to identify the “why” behind the poor performance.

Plan to address the “why” in future training, exercises, and/or other interventions.

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### Lesson Summary

Developing the HazMat Appendix involves four steps:

1. Review the Existing EOP.
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Training, exercising, and revising the Appendix are cyclical. Personnel must be trained to have the skills and knowledge they need to respond. Exercises will tell you whether or not your HazMat Appendix works. Lessons learned from exercises will tell you what needs to be updated or revised in the Appendix.

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