

Lesson 5:

Response Planning Scenario Model Response

Central City Introduction and Background

Central City is a small city in the United States with a population of approximately 20,000. It is located near your current location in the U.S. (if you are outside the U.S., it is near your home office within the United States). It may be adjacent to an international border and/or on the coast. Central City's climate and geography are similar to the climate and geography most representative of the area in which your department/agency/office conducts your missions.

It has typical infrastructure for a small city, but also has freight and passenger rail running through it, with a small passenger terminal and two freight stops, one at the warehouse complex and one at the chemical plant. The nearest municipal airport is 35 miles away, and the nearest commercial airport is 100 miles away. Central City's businesses include typical small-city businesses with a few big-box stores, as well as a chemical processing plant on the edge of the city. Central City has a small U.S. Federal installation near the city limits.

Central City has one high school, one junior high school, and several elementary schools, a small hospital, and several nursing homes. Central City has a police force, fire department, and EMS, and a city emergency manager.

Scenario

Your supervisor has received an email from the State Emergency Operations Center (EOC). He has sent you some information about it.

The email reads:

I received an email about 20 minutes ago from the State EOC with information on the terror attack that recently occurred. . I need you to develop a plan to respond to the effects of this attack.

This is what we know so far:

- A group of terrorists have attacked the Central City chemical plant and its storage warehouse.
- The attack was initiated by detonating an explosive on a freight train car that was adjacent to the plant.
- The explosion has caused major damage to the chemical plant, the warehouse holding its chemicals, and the Central City rail system.
- Some chemicals have also been stolen.

- The damage to the plant has resulted in chemical releases into the environment. Likely chemicals include chlorine, phosgene, and petrochemicals, all of which are manufactured or handled by the Central City chemical plant.
- Upon the request of the Governor and the recommendation of the FEMA Administrator, the President has approved a Stafford Act declaration.

I need you to develop a plan to respond to the effects of this attack and to minimize the effects of the chemical release in Central City. You will need to combine elements of Local, State, and Federal entities into response actions. Don't forget to consider any mission support (human resources, logistics, administrative, communications, legal, etc.) requirements to carry out the needed actions

<u>Question</u>	<u>Model Response</u>
<p>Question #1:</p> <p>Which of the following is likely to be a member of your planning team?</p> <ul style="list-style-type: none"> A. Subject matter expert on hazardous materials (HAZMAT) B. Point of contact at the state level C. Mission Support Personnel in Logistics D. Representatives from other Federal Government entities E. All of the above 	<p>All of the people listed are likely to be members of your planning team.</p> <p>Broadly speaking, there are four groups of people that you may benefit from having on your planning team:</p> <ol style="list-style-type: none"> 1. Subject matter experts (SMEs) such as a/an: <ol style="list-style-type: none"> a. Intelligence expert b. Technical expert on the subject of the plan <ol style="list-style-type: none"> i. In this case: a Hazardous Materials (HAZMAT) SME 2. "Vertical" integration stakeholders such as: <ol style="list-style-type: none"> a. Normal point of contact (POC) at the State level b. Appropriate POC at county/city level c. Private-sector officials responsible for security (at chemical plant or for freight rail) or for other appropriate tasks 3. "Horizontal" integration stakeholders such as: <ol style="list-style-type: none"> a. Other Federal Government entities you work with (i.e., Justice Department; CBP working with ICE; FEMA working with NOAA, etc.) 4. Mission Support personnel including: <ol style="list-style-type: none"> a. Human Resources b. Logistics c. Communications d. Admin and Legal e. Budget <p>Remember that when Mission Support personnel are</p>

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	involved early on in the planning process, they can assist in resourcing the plan and provide expert advice.
<p>Question #2:</p> <p>What tools, equipment, and support materials do you require for this planning effort? <i>List at least three resources needed.</i></p>	<p>Planners use particular tools, equipment, and supporting materials to assist in their understanding of the situation and development of options. Among the typical tools are:</p> <ul style="list-style-type: none"> • Computers with Internet access • Previously developed plans • Maps • Models and simulations such as for natural disasters (hurricane, earthquake) or downwind hazards (chemical release) • Regulations and standard operating procedures • Other items that will make your planning process more efficient and fruitful
<p>Question #3:</p> <p>In your research, what facts are needed to plan? <i>List at least three facts.</i></p>	<p>Facts</p> <ul style="list-style-type: none"> • Extent of casualties resulting from the explosion and the subsequent chemical release • Extent of damage to the chemical plant, warehouse, and transportation system and any other damage • Chemical plume downwind monitoring and analysis • Response Capabilities available in Central City – including through agreements – for the different Emergency Support Functions (ESFs), particularly for evacuation, medical, and hazardous materials • Number, role, and owning agency of emergency response and law enforcement personnel who would work any response • Existence of already-drawn-up response plans to a chemical incident in Central City • Previously identified shortfalls in capabilities – what will others need or provide – for the response
<p>Question #4:</p> <p>Which of the following assumptions are both <u>necessary</u> for planning and <u>valid</u> (more than likely true)?</p>	<p>The assumptions that are necessary and valid are:</p> <ul style="list-style-type: none"> • There will be unreported casualties from chemical-downwind-affected areas • Stafford Act declaration will widen to include other counties affected by chemical downwind spread

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<p>A. Stafford Act declaration will widen to include other counties affected by chemical downwind spread</p> <p>B. There are 60 casualties resulting from the explosion and the subsequent chemical release</p> <p>C. There will be unreported casualties from chemical-downwind-affected areas, including some who will require long-term health care</p> <p>D. The chemicals stolen during the attack will be used as part of a weapon of mass destruction targeted towards a European city.</p>	<p>The word “will” is used in assumptions. The second choice is a fact, not an assumption. The fourth choice is not necessary for this planning effort.</p> <p>Some additional assumptions include:</p> <ul style="list-style-type: none"> • Chemical incident will include both hazardous materials and downwind hazard • Chemical releases will be within the United States Coast Guard (USCG) zone of responsibility • Hospital will be too small to take care of all who are injured
<p>Question #5:</p> <p>What are some of the primary and secondary threats, hazards, and risks that your plan should consider? <i>List at least three threats, hazards, or risks.</i></p>	<ul style="list-style-type: none"> • Explosion-caused building damage, trapped workers, and multiple casualties • Downwind chemical hazard • Hazardous material incident • Damaged transportation infrastructure • Long-term health hazards
<p>Question #6:</p> <p>Which of the following is a complete mission statement (includes who, what, when, where, and why)?</p> <p>A. DHS and its whole community partners will conduct response actions in Central City</p>	<p>The complete mission statement is:</p> <p>Immediately following the terrorist attack, DHS and its whole community partners will conduct response actions in Central City and related areas to save lives and property and to stabilize the situation.</p> <p>Who: DHS and its whole community partners What: Conduct Response actions When: Immediately following the terrorist attack Where: Central City and its related areas</p>

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<p>and related areas to save lives and property and to stabilize the situation.</p> <p>B. Immediately following the terrorist attack, DHS and its whole community partners will conduct response actions in Central City and related areas to save lives and property and to stabilize the situation.</p> <p>C. Immediately following the terrorist attack, DHS and its whole community partners will conduct response actions to stabilize the situation.</p> <p>D. Immediately following the terrorist attack, DHS and its whole community partners will conduct response actions in Central City and related areas.</p>	<p>Why: to save lives and properties and to stabilize the situation</p>
<p>Question #7:</p> <p>During <i>Determine Goals and Objectives</i>, you draft a set of objectives. Whom would you ask for input into those objectives?</p>	<p>Input from:</p> <ul style="list-style-type: none">• Your supervisor• Other stakeholder senior officials, if applicable• Stakeholders who were not part of the planning team

Scenario Inject #1

Your supervisor sends you another email. It reads:

It looks as if you are well on your way to developing the plan. Here are some additional things to keep in mind as you work on developing options:

- Use whole community approaches in responding to this attack.
- Consider using FEMA Incident Management Assistance Teams.
- Initiate recovery activities as soon as possible.
- Please consider what preparedness actions can be taken to increase our ability to respond to this attack.

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<p>Question #8:</p> <p>Based on the objectives and your supervisor's input, what are some options for how to organize and conduct the Response effort?</p>	<ul style="list-style-type: none">• Locally, the immediate incident response will occur based on the tenets of the National Incident Management System (NIMS). The incident action plan should be informed by previous and ongoing deliberate planning done by the planning team.• After the planning team develops a clear understanding of the characteristics of the incident – HAZMAT, number injured, chemical downwind, etc. – they should align available resources against the likely response problems and determine those areas that will need immediate or follow-on federal assistance.• The Federal response may include immediate assistance from the Federal installation on the border of Central City.• If requested or agreed upon during response planning, Federal response is likely to include an IMAT (Incident Management Assistance Team) from FEMA as well as any health or chemical hazard specific assistance identified.• The Stafford Act Declaration is likely to lead to the use of a Federal Joint Field Office (JFO) and a Federal Coordinating Official (FCO) to assist State and Local homeland security officials.• Federal response will also coordinate the law enforcement and emergency management response efforts.

Scenario Inject #2

Your supervisor sends you another email. It reads:

Great job! This plan looks very thorough and well-thought-out. I have reviewed it and it has been approved. We will move ahead with implementing the plan.

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<p>Question #9:</p> <p>Which of the following is <i>not</i> an action you would take to prepare to execute the plan?</p> <p>A. Maintain the plan in a safe place in your office, ensuring other offices and departments do not have to access it.</p> <p>B. Conduct exercises, such as workshops, tabletops, and functional exercises</p> <p>C. Conduct rehearsals of operations</p> <p>D. Establish Memorandums of Agreement or Understanding between jurisdictions</p>	<p>Keeping the plan in a safe place and not sharing it would not allow stakeholders access to it.</p> <p>Planning is an excellent way to coordinate the actions of multiple stakeholders working together to achieve a common aim. Prior to an operation, there are other actions that will increase preparedness:</p> <ul style="list-style-type: none">• Exercises including workshops, tabletop exercises, and functional exercises assist in evaluating a plan and determining necessary improvements, particularly if they involve non-governmental, private-sector and other whole community partners.• Rehearsals of operations, similar to exercises, assist in preparing to execute the plan.• Planning will often lead to the identification of other tasks that need to be conducted as part of the Preparedness Cycle, such as:<ul style="list-style-type: none">○ Memorandums of Agreement or Understanding between jurisdictions on support for an operations (such as use of a hazmat team)○ Training events○ Grant applications or other ways to increase resource availability