Appendix C

Scope of Work - Hazardous Materials Exercise

The purpose of conducting a hazardous materials (hazmat) exercise is to test the ability of a jurisdiction to respond to hazmat incidents. The following steps should be followed to plan, organize, and conduct an exercise.

ESTABLISH THE BASE:

- Review the current plan(s) – Emergency Operations Plan (EOP)/area contingency plan/operational or operating plan/what resources, personnel, and procedures will be used to respond to a hazmat related incident.
- Assess the jurisdiction's capability to conduct an exercise - Existing hazmat emergency response capabilities of the community in terms of skills, personnel, time, facilities, support, and funding.
- Address cost and liabilities – Financial aspects, organizational liabilities, staff time, equipment and materials, contract services, miscellaneous items.
- Select exercise type Tabletop/functional/full scale.
- Gain support and announce the exercise – Build a comprehensive, progressive exercise program/gain support from management.
- Organize design team – Identify team members, assign responsibilities, delineate activities, develop schedule, share expertise, and measure progress.

PREPARE EXERCISE DOCUMENTS – Include exercise plan (EXPLAN), controller and evaluator handbook, exercise evaluation guide (EEG), player handbook, master scenario event list (MSEL).

DESIGN & DEVELOP EXERCISE - The following eight steps are generally applicable regardless of the type of exercise. Additional steps that are required depending on the type of exercise are listed below:

- Assess needs – identify potential hazards /functions most in need of rehearsal/potential. participants/past exercises/ exercise requirements and capabilities, in regards to hazmat response, etc.
- Define scope - Type of emergency/location/functions/participants/all functions/ in the context of hazards from hazmat incidents/in all exercise formats/employing all resources, etc.
- Write a statement of purpose - Develop statement of purpose.
- Prepare objectives – SMART (specific, measureable, attainable, realistic, time-based) objectives - actions stated in observable term (e.g. identify and activate an alternate communication system to be used as a backup within 30 minutes of failure of the primary communication system).
- Compose a narrative - Outline the key points/compose the script/be very specific/phrase in present tense/write in short sentences. Must include hazmat incident scenario.
- List major detailed events - List events that might occur in your emergency scenario/list of specific problems likely to occur in connection with each major event, chemical spills/release, etc.
- List expected actions - Write expected actions from participants involved in the exercise.
- Prepare messages - Consider message variables/examples/ format/compose messages, etc.
- Prepare Master Scenario Events List - Outputs from the design process are pulled together in the MSEL, a chart that the controller and simulators can use in keeping the exercise on track and on schedule.

Tabletop Exercise: The tabletop exercise is designed to conduct a group brainstorming session

centered on a scenario narrative and problem statements or messages that are presented to members of the group.

- *Exercise Format* – Informal brainstorming session/scenario narrative and problem statements or messages are presented to members of the group/self-evaluated.
- *Facilitating a Tabletop* The facilitator is responsible for:
  - Setting the stage/distributing messages/stimulating discussion and pushing participants toward in-depth problem solving/involving everyone/controlling and sustaining the action
- *Designing a Tabletop Exercise* – Follow the eight step design process described above:
  - First four steps are handled in normal manner.
  - Short narrative.
  - Only a few major or detailed events, usually turns into problem statement.
  - Expected actions are identified, usually involve discussion or reaching consensus.
  - Needs only a few carefully written messages or problem statements

Functional Exercise: The functional exercise usually takes place in the operating center and involves policy makers and decision makers. It uses an event scenario to test multiple functions or organizations, emphasizing coordination and communication.

- *Exercise Format* – Primarily includes policy makers and decision makers, uses an event scenario to test multiple functions or organizations, emphasizing coordination and communication.
- Exercise participants include:
  - Controller (the manager of the exercise).
  - Players (people responding to the scenario within their normal roles.
  - Simulators (people playing parts of the organizations and field unit outside the operations center).
  - Evaluators (observers who record actions taken in response to messages).
- *Participant Roles* - Participants respond in real time, adding an element of stress to the exercise. Communications equipment, displays, and other enhancements can be used to add to the realism.
- *Designing a Functional Exercise* - The full eight-step process is used to develop functional exercises.

Full scale Exercise: The exercise combines the interactivity of the functional exercise with a field element and requires the coordination of the efforts of several organizations:

- *Exercise Format:*
  - Controller/Player/Simulators/Evaluators.
  - On-scene actions and decisions.
  - Simulated victims.
  - Search and rescue requirement.
  - Equipment deployment.
  - Communication devices.
  - Actual resource and personnel allocation.
- *Participant Roles* - Participants respond in real time, adding an element of stress to the exercise. Communications equipment, displays, and other enhancements can be used to add to the realism.
- *Designing a Full-Scale Exercise* - After the first four design steps, the following special considerations apply to the design process:
  - Major and minor events are often presented visually and must be carefully planned
  - Expected actions must be specifically identified.
  - Both visual and pre-scripted messages are used.
- *Site Selection* Adequate space and realistic without interfering with normal traffic or safety
- *Scene Management*, includes:
  - Logistics at the scene.
  - Creation of a believable emergency scene.

- Number of victims.
- Management of props and materials.
- Number of controllers.

- *Other Special Considerations* – Other special considerations for a full scale exercise include - safety issue/legal liability/plan for emergency call off/managing personnel and resources/working with media.

CONDUCT EXERCISE: Prepare facility, assemble props and enhancements, brief participants and conduct exercise:

- Sustain action/foster realism/establish timelines/review emergency call-off procedures.
- Track progress, implement exercise enhancements (injects), manage personnel and resources.

EVALUATE EXERCISE:

- Decide on evaluation methodology that would be appropriate for your exercise.
- Determine evaluation criteria/observation strategies/document actions.
- Identify whether exercise achieved its exercise/needed improvement in. plans/procedures/guidelines/ equipment needs/need for additional. exercise/personnel training/overcoming staffing deficiencies.

CONDUCT POST EXERCISE MEETING – Include player debriefing/meeting of evaluation team to prepare after action report/assess achievement of objectives/prepare evaluation report.

WRITE AFTER ACTION REPORT/IMPROVEMENT PLAN – An after action report and improvement plan (AAR/IP) captures observations and recommendations based on the exercise objectives as associated with the capabilities and tasks. The Improvement Plan (IP) identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. Counties should use Homeland Security Exercise and Evaluation Program (HSEEP) AAR/IP template to document the retrospective analysis of the exercise.

CONDUCT FOLLOW UP ACTIVITIES – The County will track and implement corrective actions identified in the AAR/IP. They would also identify an individual to be responsible for this corrective action program.