

Chippewa County Hazardous Materials Functional Exercise

October 13, 2010

After Action Report/Improvement Plan

December 26, 2010



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EXECUTIVE SUMMARY

The Chippewa County Hazardous Materials exercise was developed to evaluate Chippewa County's Onsite Incident Command/Unified Command, Emergency Operations Center (EOC) Management, Critical Resource Logistics and Distribution, Responder Safety and Health, Emergency Public Information and Warning, Search and Rescue (Land-Based) and Emergency Triage and Pre-Hospital Treatment capabilities. The exercise planning team was composed of representatives from Chippewa County Emergency Management and EPTEC, Inc. The exercise planning team discussed the need to practice how the response agencies would work together to respond to a hazardous materials incident and to test improvements and planning assumptions discussed in the previous tabletop exercise.

Based on the exercise planning team's deliberations, the following objectives were developed for this exercise:

- Objective 1: Test the ability to establish and manage an Incident Command System to coordinate and communicate throughout the event.
- Objective 2: Test the ability to establish and manage a partial Emergency Operations Center to coordinate and communicate throughout the event.
- Objective 3: Test the ability to manage the Public Information function.
- Objective 4: Test the individual agency plans and protocols that guide portions of this response including:
 - HazMat Procedures
 - EMS Mass Casualty Plans
 - Fire Service Search and Rescue

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.

Major Strengths

The major strengths identified during this exercise are as follows:

- Mapping capabilities being sent in to the ICS remotely were very effective and effectively handled by GIS staff person.
- Reverse 9-1-1 ably showed the affected households and produced a printout of the contact results.
- EOC staff (LE Representative) was very knowledgeable on who to contact for resource requests from Incident Command.
- EOC quickly was able to arrange needed resources – sand, loader, shelter

opening, etc.

- The partial EOC allowed for in-coming calls to be put on speaker so everyone could hear the same message.
- The white board was used to list important contact numbers for event personnel.
- An IAP was created for next operational period.
- The runner was invaluable in getting information from the EOC to Incident Command at the incident.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in Chippewa County's ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- Continue to practice using the ICS to organize activities, using strong management to direct field operations. Use ICS vests so that staff, especially mutual aid staff, can recognize incident leaders.
- Ensure that staff is trained and aware of the resources that the DNR brings to hazmat incidents.
- Provide earbuds to the EOC/IC field liaison.
- Continue integrating things that worked well (EOC/ICP liaison/runner, GIS mapping, FGB channel) into future trainings, exercises and drills so that they become ingrained in the operations.
- There should be at least one stand-alone computer configured and ready for use at all times in the EOC. Computers are critical and would be used for press releases, GIS mapping and communications; multiple machines would be more effective.
- At times the EOC was waiting for Incident Command to provide to information, rather than initiating calls up to IC for needed information and updates.
- EOC personnel need to re-think who to have in the EOC for an event such as this, which could cover multiple operational periods and still have decision-makers present at a future operational periods.
- A designated individual specifically for PIO responsibilities would have eased the tasks on others in the EOC and gotten the press release done earlier in the event.
- This PIO could prepare bullet points for IC so that only desired specific information is shared with the media as deemed appropriate.
- A hotline number should be established as quickly as possible as dispatch will

be swamped with calls. This could be 2-1-1 or a general phone bank elsewhere.

- Listing of resource status – request, agency handling, deployment, etc. should be posted on white board so requests do not get forgotten.
- Typical briefings seen in an EOC were not held but the staff was small and was working cohesively to accomplish their tasks. Briefings could help to keep outstanding/undone tasks in the forefront and not forgotten amongst many other details.
- Continue training, drilling and exercising the ICS and including the EOC in those activities.
- Ensure that the Safety Office is integral to field decision-making from the approach to the incident until its conclusion. If the task is too big/complicated/geographically dispersed for one person to accomplish, assign Safety Assistants to help manage this critical function.
- Review the equipment concerns noted above and address as appropriate.
- Consider having a designated, trained and dedicated PIO as part of the initial activation package for most EOC activations, since public information is likely always going to be, at least partially, required in the EOC.
- Continue training, drilling and exercising with first response departments so that they understand how the EOC can help them release high-quality public information. To do this, they must share as much basic information as possible so that the entire response organization remains credible.
- There is a policy/procedure for verifying and reviewing all press statements before release but staff seemed unaware of it; train and drill staff on this.
- Continue training, drilling and exercising with the various fire departments on the options for protecting victims (e.g., evacuation vs. shelter-in-place) and also on the use and availability of the public rescue evacuation packs.



SECTION 1: EXERCISE OVERVIEW

Exercise Details

Exercise Name

Chippewa County Hazardous Materials Table Top Exercise

Mission

Response and Recovery

Exercise Planning Team

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Participating Agencies:

Anson Fire
Boyd Fire & EMS
Chippewa County Emergency
Management
Chippewa County Sheriff's 911

Chippewa Falls Fire/EMS Dept.
St. Joseph's Hospital
SERT
WI Dept. of Natural Resources
EPTEC, Inc.

Scenario Type

Hazardous Materials Release

Handling Instructions

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WEM After-Action Information Form

County: Chippewa

Type of Exercise: Functional

Location of Exercise: Northern Wisconsin State Fairgrounds at 331 Jefferson Avenue, Chippewa Falls, WI 54729

Date/s & Time of Exercise: October 13, 2010

Was this Exercise Funded by a Grant from OJA? Yes

Hazard:

P=Primary, S=Secondary

Natural	P or S	Technological	P or S	National Security/Terrorism	P or S
Tornado		Dam Failure		Biological	
Drought		Hazardous Materials – Fixed Facility		Chemical	
Flood		Hazardous Materials – Transportation	P	Civil Disorder	
Winter Storm		Power Failure		Cyber	
Wild Fire		Radiological – Fixed Facility		Explosive	
Landslide		Radiological – Transportation		Hostage	
Subsidence		Structural Fires		Nuclear/Radiological	
		Transportation Accidents (Air/Rail/Highway/Water)		School Emergency	

Exercise Focus: Response and Recovery

For EPCRA Credit Provide EHS/HS: Names – Nitric Acid (CAS # 7697-37-2) and Caustic Soda (CAS # 1310-73-2)

Indicate Number of Participants in each Category:

	Number		Number		Number
Local Officials		Federal		Utilities	
Civil Air Patrol		Law Enforcement		Volunteer Agencies	
Communications/911	1	Search & Rescue		Federal	
Emergency Management	4	Private Industry		State DNR	3
Finance		Public Information		Military	
Fire	25	Public Participants		Other	3
Health & Medical	1	Public Works		SERT	10
Human Services		Radiological			
School Personnel		LEPC		Total	47

SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

The exercise was designed to provide participants with an opportunity to assess current capabilities to perform the critical tasks required during a hazardous material spill into the environment due to a transportation accident. Through assessment of those capabilities, participants identified strengths, weaknesses and future training needs.

Exercise Evaluation

Evaluators were positioned in the exercise area to observe and record exercise events including player actions. Immediately following the conclusion of the exercise, the exercise controller facilitated a hot wash to capture observations and opinions from participants.

An exercise evaluation conference was conducted following the hot wash section. Evaluator observations were analyzed, compared and prioritized during a discussion with evaluators and controllers to determine lessons learned, make recommendations for improvement actions and identify key areas of emphasis for future planning.

In keeping with the no-fault nature of this exercise, the evaluation in this report examines the plans, procedures and response systems used. As an evaluated practice, individual and team player performances were observed and documented to make recommendations for future improvements. Evaluator observations focus primarily on overall unit actions and the interaction between participating agencies rather than on individual players.

Exercise Capabilities

Based upon the identified exercise objectives below, the exercise planning team decided to demonstrate the following capabilities from the Target Capabilities List during this exercise:

- **Capability 1: Onsite Incident Command/Unified Command**
- **Capability 2: Emergency Operations Center Management**
- **Capability 3: Critical Resource Logistics and Distribution**
- **Capability 4: Responder Safety and Health**
- **Capability 5: Emergency Public Information and Warning**
- **Capability 6: Search and Rescue (Land-Based)**
- **Capability 7: Emergency Triage and Pre-Hospital Treatment**

Scenario Summary

A truck hauling a 1000-gallon tank of 70% nitric acid and another 1000-gallon tank containing caustic soda blows a tire in residential Chippewa Falls, jumps the curb and tips over. The driver escapes unharmed. The bulk tanks are in close proximity and both are leaking. The Chippewa Falls Police Department and the Level B Hazardous Materials team are called to the scene.

The nitric acid tank has a four-inch cut half way between the top and bottom of the tank. A pool of acid is beginning to form around the tank. The other poly tank containing a 40% caustic solution has a slow leak coming from somewhere beneath the tank. Vapors are visible where the acid is contacting moist soil and also where the two chemicals are beginning to mix. Homes in the surrounding area need to be evacuated. (Note: this is simulated in the exercise by requiring evacuation of all of the buildings at the fairgrounds.)

Three residents from the neighborhood who were at the scene at the time of the crash tracked through the product on the street and have been exposed to the nitric acid solution. They removed their shoes and much of the contaminated clothing but two of the victims have chemical burns primarily to their hands, feet and legs. All of them are experiencing minor respiratory distress. They are currently being assisted by a police officer in a building near the scene. (Three victims at the I-94 radio booth “Front Porch”)



The wind direction for this exercise is set to be from the west/northwest at 3 mph.

St. Joseph’s Hospital will participate. A “House Supervisor” (extra Charge Nurse) will be available. Incident Command positions will be filled by on-duty personnel and mutual aid. “A” shift is on duty on the evening of Oct. 13. Jon Taylor is Battalion Chief. Contact Mary Wiley by phone at the E.R.

The simulated crash scene will be located in Northern Wisconsin State Fairgrounds. (Maps available upon request).

SECTION 3: ANALYSIS OF CAPABILITIES

CAPABILITY 1: ONSITE INCIDENT COMMAND/UNIFIED COMMAND

Capability Summary: On-site incident management is the capability to effectively direct and control incident management activities by using the Incident Command System (ICS) consistent with the National Incident Management System (NIMS).

Observation: As in every exercise, the compressed timeline and exercise artificialities make the scene more difficult to manage but in general, the Incident Command function worked well. Initially it seemed as though the incident commander was trying to run too much of the field-level activities (i.e. instead of telling someone to search an area, he told them how to search the area) but he quickly realized the issues and began delegating. Once he began delegating, many firefighters were able to take leadership responsibilities, which was good. ICS position vests were not worn immediately, causing some confusion regarding who was filling which role. The IC leadership was very busy and there were many people around them making it difficult to hear and to take/make calls. Consider working from the ICP (with security) to reduce the extraneous distractions and noise.

The Incident Command pondered over how to manage the clean-up of the spill. The Wisconsin Department of Natural Resources (DNR) is almost entirely responsible for this recovery activity. In general, the ICS can order activities to contain the spill but when it comes to final clean-up the DNR coordinates with the spiller to get it done. If the spiller does not have anyone already contracted to do the work, they have contractors that can be contacted. Perhaps the scene would have worked more efficiently with a unified command consisting of a fire officer (in coordination with the hazmat team) working with the DNR warden.

The EOC staff was able to communicate well with Incident Command by use of the telephones – both landline and cellular as needed. When needed information was not readily provided by IC, EOC freely called and requested updates. The runner was invaluable in getting information from the EOC to Incident Command at the incident although he needed earbuds because he could not hear well. Field communications were good up and down the system and briefings were conducted as needed. The Fire Ground Blue channel worked well although mutual aid needs to be informed of FGB channel use.

Maps were remotely sent to the ICP from the EOC. This was a newer function demonstrated for the first time in this exercise and it worked extremely well. The GIS staff generated affected residences on spreadsheet. The Reverse 9-1-1 call area (for the emergency notification) was determined by a mapping polygon. Plume maps were also generated for the ICP and were extremely useful.

Recommendations:

- Continue to practice using the ICS to organize activities, using strong management to direct field operations. Use ICS vests so that staff, especially mutual aid staff, can recognize incident leaders.
- Ensure that staff is trained and aware of the resources that the DNR brings to hazmat incidents.
- Provide earbuds to the EOC/IC field liaison.
- Continue integrating things that worked well (EOC/ICP liaison/runner, GIS mapping, FGB channel) into future trainings, exercises and drills so that they become ingrained in the operations.

CAPABILITY 2: EMERGENCY OPERATIONS CENTER MANAGEMENT

Capability Summary: Emergency Operations Center (EOC) Management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes EOC activation, notification, staffing and deactivation; management, direction, control and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, state and federal EOCs; coordination of public information and warning and maintenance of the information and communication necessary for coordinating response and recovery activities.

Observation: The EOC was set-up and had adequate equipment (e.g., telephone, white board, printer) and the laptop computer that was used to remote-in the mapping capabilities and for Reverse 9-1-1 was invaluable. (It should be noted that the computer was a laptop that is not usually available in the EOC but significant time was spent setting up this machine prior to the exercise.) This allowed the EOC to activate as soon as needed. Since there was a small staff in the EOC, incoming calls were put on speaker so everyone heard the same message. The white board was used to list important contact numbers for event personnel.

The EOC staff was knowledgeable and able to readily contact agencies to provide needed resources such as a bus company for transportation, the American Red Cross (ARC) for sheltering and feeding, city public works for sand and loader etc. The management of larger community issues (e.g., opening a shelter at the YMCA by ARC and activating the Reverse 9-1-1 system) was done well.

The EOC is able to provide additional support (such as public information) if they have a good communications link with the field. Consider using this to take extraneous responsibilities from field staff thereby allowing them to focus more energy and resources on tactics. If that request will be made, ensure that it is communicated to the EOC as soon as possible so the function

(staff, resources) can be activated quickly.

Recommendations:

- There should be at least one stand-alone computer configured and ready for use at all times in the EOC. Computers are critical and would be used for press releases, GIS mapping and communications; multiple machines would be more effective.
- At times the EOC was waiting for Incident Command to provide to information, rather than initiating calls up to IC for needed information and updates.
- EOC personnel need to re-think who to have in the EOC for an event such as this, which could cover multiple operational periods and still have decision-makers present at a future operational periods.
- A designated individual specifically for PIO responsibilities would have eased the tasks on others in the EOC and gotten the press release done earlier in the event.
- This PIO could prepare bullet points for IC so that only desired specific information is shared with the media as deemed appropriate.
- A hotline number should be established as quickly as possible as dispatch will be swamped with calls. This could be 2-1-1 or a general phone bank elsewhere.
- Listing of resource status – request, agency handling, deployment, etc. should be posted on white board so requests do not get forgotten.
- Typical briefings seen in an EOC were not held but the staff was small and was working cohesively to accomplish their tasks. Briefings could help to keep outstanding/undone tasks in the forefront and not forgotten amongst many other details.

CAPABILITY 3: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION

Capability Summary: Critical Resource Logistics and Distribution is the capability to identify, inventory, dispatch, mobilize, transport, recover and demobilize and to accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those necessary to preserve life, property, safety and security.

Observation: The EOC was able to meet the requests for support/needed resources as requested from Incident Command on a timely basis. These included: load of sand, loader, bus for transport of evacuees, shelter for evacuees. EOC staff (LE Rep) was very knowledgeable on who to contact for resource requests from Incident Command. Though it was slow to be implemented, the next operational period IAP was generated before the exercise was concluded.

There was some confusion in the field regarding who was responsible for the various resources at different times throughout the incident (between Operations/Staging and Logistics).

Recommendations:

- Continue training, drilling and exercising the ICS and including the EOC in those activities.

CAPABILITY 4: RESPONDER SAFETY AND HEALTH

Capability Summary: Responder Safety and Health is the capability that ensures adequate trained and equipped personnel and resources are available at the time of an incident to protect the safety and health of on scene first responders, hospital/medical facility personnel (first receivers) and skilled support personnel through the creation and maintenance of an effective safety and health program. This program needs to comply with the Occupational Safety and Health Administration's (OSHA) "HAZWOPER" standard (29 CFR 1910.120, as implemented by EPA or State authorities) and any other applicable federal and state regulations. The program also needs to be integrated into the Incident Command System (ICS) and include training, exposure monitoring, personal protective equipment, health and safety planning, risk management practices, medical care, decontamination procedures, infection control, vaccinations for preventable diseases, adequate work-schedule relief, psychological support and follow-up assessments. This capability identifies the critical personnel, equipment, training and other resources needed to ensure that all workers are protected from all hazards, including fire (heat and products of combustion), CBRNE (chemical, biological, radiological, nuclear or explosive) materials, electrical hazards, collapsed structures, debris, acts of violence and others.

Observation: The evacuation team that went into the "neighborhood" to notify and evacuate the public should have gone through the decontamination process when they exited the hot zone. Also, emergency vehicles were placed downgrade from the decontamination area for the general public. There was not much volume of water (only three victims were wet down) but in a real incident, there may have been more people/more water. These may have been exercise artificialities but they were not noticed and/or corrected by the Safety Officer. Otherwise, decontamination worked well and per policy and procedure for the general public and the hazmat team. Equipment concerns included a note that the glare from the lights was blinding to the hazmat team members while in their suits and that the training outfits are worn out and need to be replaced because the reflective parts are ineffective.

Recommendations:

- Ensure that the Safety Office is integral to field decision-making from the approach to the incident until its conclusion. If the task is too big/complicated/geographically dispersed for one person to accomplish, assign Safety Assistants to help manage this critical function.
- Review the equipment concerns noted above and address as appropriate.

CAPABILITY 5: EMERGENCY PUBLIC INFORMATION AND WARNING

Capability Summary: The Emergency Public Information and Warning capability includes public information, alert/warning and notification. It involves developing, coordinating and disseminating information to the public, coordinating officials and incident management and responders across all jurisdictions and disciplines effectively under all hazard conditions.

Observation: The EOC provided timely and accurate public information. It was able to activate the Reverse 9-1-1 to notify the public of the action to shelter-in-place until further information or contact was made by public safety police or fire personnel. Reverse 9-1-1 showed the affected households and produced a printout of the contact results.

A press release was created but it took quite some time because of limited staff in the EOC and because the IC did not readily release the number of victims, condition of the driver, type of chemicals, etc. that the news media would press to know. A designated PIO specifically for this task would have been helpful as GIS was fully occupied with the Reverse 9-1-1 notification and there was only one computer in the EOC. The press release should also be vetted through the IC before release to the news media. A press briefing also could have been scheduled.

Recommendations:

- Consider having a designated, trained and dedicated PIO as part of the initial activation package for most EOC activations, since public information is likely always going to be, at least partially, required in the EOC.
- Continue training, drilling and exercising with first response departments so that they understand how the EOC can help them release high-quality public information. To do this, they must share as much basic information as possible so that the entire response organization remains credible.
- There should be a policy/procedure for verifying and reviewing all press statements before release. Train and drill staff on this.

CAPABILITY 6: SEARCH AND RESCUE (LAND-BASED)

Capability Summary: Search and Rescue (Land-Based) is the capability to coordinate and conduct search and rescue (SAR) response efforts for all hazards including searching affected areas for victims (human and, to the extent no humans remain endangered, animal) and locating, accessing, medically stabilizing and extricating victims from the damaged area.

Observation: Air monitoring was an issue with search and rescue; the first group of firefighters went as a group of three and used up a lot of air without covering much ground.

They then broke off into separate search groups and were more effective at that point. The second evacuation group brought in new air cylinders for the firefighters and evacuation air packs for the victims. There was minimal discussion of sheltering-in-place although this might have been an exercise artificiality. The victim air pack instruction was good and people were able to use them effectively.

Recommendations:

- Continue training, drilling and exercising with the various fire departments on the options for protecting victims (e.g., evacuation vs. shelter-in-place) and also on the use and availability of the public rescue evacuation packs.

CAPABILITY 7: EMERGENCY TRIAGE AND PRE-HOSPITAL TREATMENT

Capability Summary: Emergency Triage and Pre-Hospital Treatment is the capability to appropriately dispatch emergency medical services (EMS) resources; to provide feasible, suitable and medically acceptable pre-hospital triage and treatment of patients; to provide transport as well as medical care en-route to an appropriate receiving facility and to track patients to a treatment facility.

Observation: This function went as dictated by policy and procedure. Victims were identified, decontaminated, triaged, treated and transported appropriately. Contaminated victims were first approached verbally and given directions to remove clothing and come toward firefighters/decontamination. Gross decontamination was completed before transport to the hospital. St. Joseph's hospital staff listened to the scanner, which aided with quickening the response at the hospital.

Recommendations:

- N/A



SECTION 4: CONCLUSION

This exercise was developed to assess the ability of response agencies in Chippewa County to use existing emergency plans to respond to a hazardous materials incident. While the general ability to respond to an incident of this type was demonstrated, there were some key areas in which improvements could be made. It should be noted that all participants have expressed their commitment to the quality improvement process.

Major recommendations for improvement include:

- Continue to practice using the ICS to organize activities, using strong management to direct field operations. Use ICS vests so that staff, especially mutual aid staff, can recognize incident leaders.
- Ensure that staff is trained and aware of the resources that the DNR brings to hazmat incidents.
- Provide earbuds to the EOC/IC field liaison.
- Continue integrating things that worked well (EOC/ICP liaison/runner, GIS mapping, FGB channel) into future trainings, exercises and drills so that they become ingrained in the operations.
- At times the EOC was waiting for Incident Command to provide to information, rather than initiating calls up to IC for needed information and updates.
- EOC personnel need to re-think who to have in the EOC for an event such as this, which could cover multiple operational periods and still have decision-makers present at a future operational periods.
- A designated individual specifically for PIO responsibilities would have eased the tasks on others in the EOC and gotten the press release done earlier in the event.
- This PIO could prepare bullet points for IC so that only desired specific information is shared with the media as deemed appropriate.
- A hotline number should be established as quickly as possible as dispatch will be swamped with calls. This could be 2-1-1 or a general phone bank elsewhere.
- Listing of resource status – request, agency handling, deployment, etc. should be posted on white board so requests do not get forgotten.
- Typical briefings seen in an EOC were not held but the staff was small and was working cohesively to accomplish their tasks. Briefings could help to keep outstanding/undone tasks in the forefront and not forgotten amongst many other details.
- Continue training, drilling and exercising the ICS and including the EOC in those activities.
- Ensure that the Safety Office is integral to field decision-making from the approach to the incident until its conclusion. If the task is too big/complicated/geographically dispersed for one person to accomplish, assign Safety Assistants to help manage this critical function.
- Review the equipment concerns noted above and address as appropriate.
- Consider having a designated, trained and dedicated PIO as part of the initial activation package for most EOC activations, since public information is likely always going to be, at

least partially, required in the EOC.

- Continue training, drilling and exercising with first response departments so that they understand how the EOC can help them release high-quality public information. To do this, they must share as much basic information as possible so that the entire response organization remains credible.
- There is a policy/procedure for verifying and reviewing all press statements before release but staff seemed unaware of it; train and drill staff on this.
- Continue training, drilling and exercising with the various fire departments on the options for protecting victims (e.g., evacuation vs. shelter-in-place) and also on the use and availability of the public rescue evacuation packs.



This exercise served as a valuable tool in the ongoing effort by Chippewa County and all participating response agencies to ensure that they are ready to respond to this type of incident.

Subsequent exercises should evaluate the effectiveness of changes implemented in response to recommendations outlined herein.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Chippewa County Emergency Management as a result of the Chippewa County Hazardous Materials Functional Exercise conducted on October 13, 2010.

Capability	Observation	Recommendation	Primary Responsible Agency	Agency POC	Completion Date
On-site Incident Management	As in every exercise, the compressed timeline and exercise artificialities make the scene more difficult to manage but in general, the Incident Command function worked well. Initially it seemed as though the incident commander was trying to run too much of the field-level activities (i.e. instead of telling someone to search an area, he told them how to search the area) but he quickly realized the issues and began delegating. Once he began delegating, many firefighters were able to take leadership responsibilities, which was good. ICS position vests were not worn immediately, causing some confusion regarding who was filling which role. The IC leadership was very busy and there were many people around them making it difficult to hear and to take/make calls. Consider working from the ICP (with security) to reduce the extraneous distractions and noise.	Continue to practice using the ICS to organize activities, using strong management to direct field operations. Use ICS vests so that staff, especially mutual aid staff, can recognize incident leaders.	Chippewa Co. Emergency Management	Dennis Brown	See Appendix D for additional information regarding corrective Actions Ongoing
	The Incident Command pondered over how to manage the clean-up of the spill. The Wisconsin Department of Natural Resources (DNR) is almost entirely responsible for this recovery activity. In general, the ICS can order activities to contain the spill but when it comes to final clean-up the DNR coordinates with the spiller to get it done. If the spiller does not have anyone already contracted to do the work, they have contractors that can be contacted. Perhaps the scene would have worked more efficiently with a unified command consisting of a fire officer (in coordination with the hazmat team) working with the DNR warden.	Ensure that staff is trained and aware of the resources that the DNR brings to hazmat incidents.	Chippewa Co. Emergency Management	Dennis Brown	June 2011
	The EOC staff was able to communicate well with Incident Command by use of the telephones – both landline and cellular as needed. When needed information was not readily provided by IC, EOC freely called and requested updates. The runner was invaluable in getting information from the EOC to Incident Command at the incident although he needed earbuds because he could not hear well. Field communications were good up and down the system and briefings were conducted as needed. The Fire Ground Blue channel worked well although mutual aid needs to be informed of FGB channel use.	Provide earbuds to the EOC/IC field liaison.	Chippewa Co. Emergency Management	Dennis Brown	March 2011
Prepared by EPTEC, Inc.	Maps were remotely sent to the ICP from the EOC. This was a newer function demonstrated for the first time in this exercise and it worked extremely well. The GIS staff generated affected residences on spreadsheet. The Reverse 9-1-1 call area (for the emergency notification) was determined by a	21 Continue integrating things that worked well (EOC/ICR liaison, water, GIS mapping, FGB channel) into future trainings, exercises and drills so that they become ingrained in the operations.	Chippewa County Hazardous Materials Functional Exercise, October 13, 2010 Chippewa Co. Emergency Management	Dennis Brown	

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APPENDIX B: ACRONYMS

AAR	After Action Report
CBRNE	Chemical, Biological, Radiological, Nuclear, or Explosive
CDC	Centers for Disease Control and Prevention
C/E Handbook	Controller and Evaluator Handbook
CIA	Central Intelligence Agency
CST	National Guard Civil Support Team
DHS	U.S. Department of Homeland Security
DOD	U.S. Department of Defense
DOJ	U.S. Department of Justice
EEG	Exercise Evaluation Guide
EM	Emergency Management
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operating Procedure
EPA	U.S. Environmental Protection Agency
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FD	Fire Department
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
FOUO	For Official Use Only
FSE	Full-Scale Exercise
HazMat	Hazardous Materials
HHS	U.S. Department of Health and Human Services
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IED	Improvised Explosive Device

IP	Improvement Plan
JIC	Joint Information Center
LE	Law Enforcement
MOU	Memorandum of Understanding
MSDS	Material Safety Data Sheet
MSEL	Master Scenario Events List
NIMS	National Incident Management System
NRP	National Response Plan
ODP	Office for Domestic Preparedness
PIO	Public Information Officer
POC	Point of Contact
PPE	Personal Protective Equipment
PREP	U.S. Coast Guard National Preparedness for Response Exercise Program
SIMCELL	Simulation Cell
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
SWAT	Special Weapons and Tactics
TCL	Target Capabilities List
TSA	Transportation Security Administration
TTX	Tabletop Exercise
UC	Unified Command
USCG	U.S. Coast Guard
USDA	U.S. Department of Agriculture
UTL	Universal Task List
WMD	Weapon of Mass Destruction

APPENDIX C: SIGN-IN SHEETS

SIGN-IN

Event: FX EX Date: 13 OCT 10 Location: Chippewa Co

Name (Please Print)	Agency/Department	Email/Phone Number
LENORA BORCHARDT	EPTEC, INC	LENORABORCHARDT @ HOTMAIL.COM 608-834-0822
Jane Grabarski	EPTEC Inc.	608/547-2419 jane47@mags.net
Erik D. Jackson	Chippewa Falls	dickson.erik@marshfieldclerks.org (715) 577-4302
JOSEPH SEE	Chippewa Falls FIRE	jsee@CHIPPWEAFALLS-WI.GOV 715 723 5710
Andrew F. Teska	Chippewa Falls Fire	ateska@chippewa.falls-wi.gov 715-723-5710
TREVOR Weiland	CFFD	tweiland@chippewa.falls-wi.gov 715-723-5710
Justus Busse	CFFD	jbusse@chippewa.falls-wi.gov 715-723-5710
Cody Adams	WDNR	Cody.adams12@yahoo.com 715-781-9153
SCOTT BOWE	WI DNR	scott.bowe@wisconsin.gov 715-239-6586
KYLE DILLEY	WI DNR	KYLE.DILLEY@WISCONSIN.GOV 608-228-7253
Mary Wiley	St Joseph's ER	MWRIWBSNER @ 715-723 Yahoo.com 9452
Annaka Fischer	Chi Hi SERT	annaka.fischer@yahoo.com (715) 724-1013
Jessamy Lauritzen	Chi Hi SERT	864-4394
CHARLES J. GOETTL	CF Fire Dept	715-723-5710
JAMET A. BOWIE	ANSON FIRE	715.382.5493

SIGN-IN

Event: _____ Date: _____ Location: _____

Name (Please Print)	Agency/Department	Email/Phone Number
Dennis Brown	Emerg. Mgmt.	dbrown@co.chippewa.wi.us 715 726 7728
Ronald PATTEN	Boyd Fire+EMS	chiefpatten601@yahoo.com 715-667-3255
Doug Ellis	Emerg. Mgmt	dougdeb@stcglobal.net 715-723-5094
Russell Bauer	EMERG MGMT	rbauer@co.chippewa.wi.us 715-726-7930
Tricia Fredrickson	SERT	triciafredrickson@yahoo.com (715)559-9550
April Sloan	SERT	aprilmaystean6@hotmail.com (715)491-5160
Beau Busmussen	SERT	slayfish5@gmail.com
MIKE SOKUP	ANSON FIRE	FIRE FRONTIER TEX@yahoo.com
TOM LARSON	CHIPPEWA FALLS FIRE/EMS	
Steven Leahy	Chip Fire	
Mary Dachel	SERT	715-723-1309 dodachel@yahoo.com
Patrick Schemerauer	Anson Fire	Fire.Schemerauer@us.nestle.com
Carol Schick	ANSON FIRE	715 226 1113
Mark Woodford	Anson Fire	Woodfordm@earthlink.net 715-380-4366
Tim Bly	911 Centn	
Mukeshaka	Anson Fire	mskshak@gmail.com

SIGN-IN

Event: _____ Date: _____ Location: _____

Name (Please Print)	Agency/Department	Email/Phone Number
Ber Morganroth	Chipp. Cty Emerg. Mgt	B.Morganroth@co-chippewa.wi.us 715-726-7677
Jon Taylor	CF Fire	715-723-5710
Kristin Subera	Sert	715-963-6455
Greg Saraver	Sert	715-382-3904
Jason Thom	Chippewa Falls FD	715-723-5710
Matthew Bradley	Jim Falls	715-271-4197

SIGN-IN

Event: _____ Date: _____ Location: _____

Name (Please Print)	Agency/Department	Email/Phone Number
John Bowe	CFFD	jbowe@chippewa-felts-wisconsin.gov
Greg Bowe	CFFD	gcbowe@gmail.com
Tom Bowe	CFFD	878-9067
Mike Neffler	CFFD	715-723-0596
Dan Loeschke	CFFD	715-723-0596
Lee Douglas	CFFD	715-723-5710
Samuel Petrich	SERT	cfpetrichsj@epals.com 715-726-0959
Shelly Sarauer	McDon-SERT	sanma.red.16@hotmail.com 644-8212
Elijah Mutter-Schutz	Sert	715-726-0879 715-456-1093
Dan Wolf	Anson Fire	Emil + boy 15@hotmail.com 715-404-5170

Appendix D: Corrective Actions

Major recommendations for improvement include:

- Continue to practice using the ICS to organize activities, using strong management to direct field operations. Use ICS vests so that staff, especially mutual aid staff, can recognize incident leaders. **Vests are used for both exercises and real events.**
- Ensure that staff is trained and aware of the resources that the DNR brings to hazmat incidents. **WDNR spill responsibilities and Administrative rules were reviewed with staff.**
- Provide earbuds to the EOC/IC field liaison. **Done. New cell phones have ear piece with separate volume control.**
- Continue integrating things that worked well (EOC/ICP liaison/runner, GIS mapping, FGB channel) into future trainings, exercises and drills so that they become ingrained in the operations. **Ongoing.**
- At times the EOC was waiting for Incident Command to provide information, rather than initiating calls up to IC for needed information and updates. **Reviewed with EOC staff.**
- EOC personnel need to re-think who to have in the EOC for an event such as this, which could cover multiple operational periods and still have decision-makers present at a future operational periods. A designated individual specifically for PIO responsibilities would have eased the tasks on others in the EOC and gotten the press release done earlier in the event. This PIO could prepare bullet points for IC so that only desired specific information is shared with the media as deemed appropriate. **Exercise simulations and personnel available affected this. All stakeholders are notified for real events and Liaisons are requested to respond to the EOC.**
- A hotline number should be established as quickly as possible as dispatch will be swamped with calls. This could be 2-1-1 or a general phone bank elsewhere. **Noted.**
- Listing of resource status – request, agency handling, deployment, etc. should be posted on white board so requests do not get forgotten. **A status board scribe position has been added to EOC staffing.**
- Typical briefings seen in an EOC were not held but the staff was small and was working cohesively to accomplish their tasks. Briefings could help to keep outstanding/undone tasks in the forefront and not forgotten amongst many other details. Continue training, drilling and exercising the ICS and including the EOC in those activities. **Noted.**
- Ensure that the Safety Office is integral to field decision-making from the approach to the incident until its conclusion. If the task is too big/complicated/geographically dispersed for one person to accomplish, assign Safety Assistants to help manage this critical function. **The importance of the Safety Officer was reviewed with Incident Command.**
- Review the equipment concerns noted above and address as appropriate. **A dedicated computer will be added to the EOC by the Fall of 2011 to facilitate EOC functions.**

- Consider having a designated, trained and dedicated PIO as part of the initial activation package for most EOC activations, since public information is likely always going to be, at least partially, required in the EOC. **This is the county's standard procedure for real events.**
- Continue training, drilling and exercising with first response departments so that they understand how the EOC can help them release high-quality public information. To do this, they must share as much basic information as possible so that the entire response organization remains credible. **Upcoming exercises and drills will include activation of an EOC.**
- There is a policy/procedure for verifying and reviewing all press statements before release but staff seemed unaware of it; train and drill staff on this. **Reviewed with staff.**
- Continue training, drilling and exercising with the various fire departments on the options for protecting victims (e.g., evacuation vs. shelter-in-place) and also on the use and availability of the public rescue evacuation packs. **This will be included in future exercises and drills.**