

Mobilization and Situational Awareness Exercise 2 Overview—Unit 2

Purpose

The purpose of this exercise is to provide participants with an opportunity to gather information necessary for assessing incident assignment and determining immediate needs and actions. Incident activities that utilize these skills include all of the following:

- Initial dispatch to incident
- Agency Administrator Briefing
- Incident Commander Briefing
- Collecting information from outgoing Incident Commander, Finance/Administration Section Chief, or other personnel responsible for incident prior to your arrival
- Evaluating and sharing pertinent information that may affect incident management with other members of the Incident Management Team

Objectives

Students will:

- Review a sample Resource Order and identify what additional information is necessary and where to obtain it.
- Transfer pertinent information from an Agency Administrator Briefing and Delegation of Authority to an Information Gathering Checklist.

Exercise Structure

This scenario-based exercise is scheduled to last approximately one (1) hour, including small group discussions and presentations of each group's answers. Instructors will perform a role play of an Agency Administrator Briefing while students take notes. Participants will individually fill out their Information Gathering Checklists based on the Resource Order, Delegation of Authority, and Agency Administrator Briefing. In small groups, participants will discuss their answers. Each group will present its findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities and instructions for your participation in the exercise:

1. Review the Resources Order. Identify what additional information you will need and sources from which that information can be obtained.
2. Use an Information Gathering Checklist to capture information from the Agency Administrator Briefing and Delegation of Authority.
3. Form small groups and compare answers.
4. Present your findings to the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Exercise 2 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	5 minutes	Classroom
Instructor Role Play AA	10 minutes	Classroom
Documentation	10 minutes	Individually
Discussion	20 minutes	Small Groups
Debrief/Review	10-15 minutes	Classroom

Exercise 2 Questions

1. Review the Resource Order (ICS Form 206) for the C&C Train Derailment Incident. What additional information will you need and where will you get it?

2. Take notes during the Agency Administrator Briefing. Transfer pertinent information from the Briefing and Delegation of Authority over to the Information Gathering Checklist. (You will use this in other exercises.)

SAMPLE Finance/Administration Section Chief KIT LIST

Reference Material

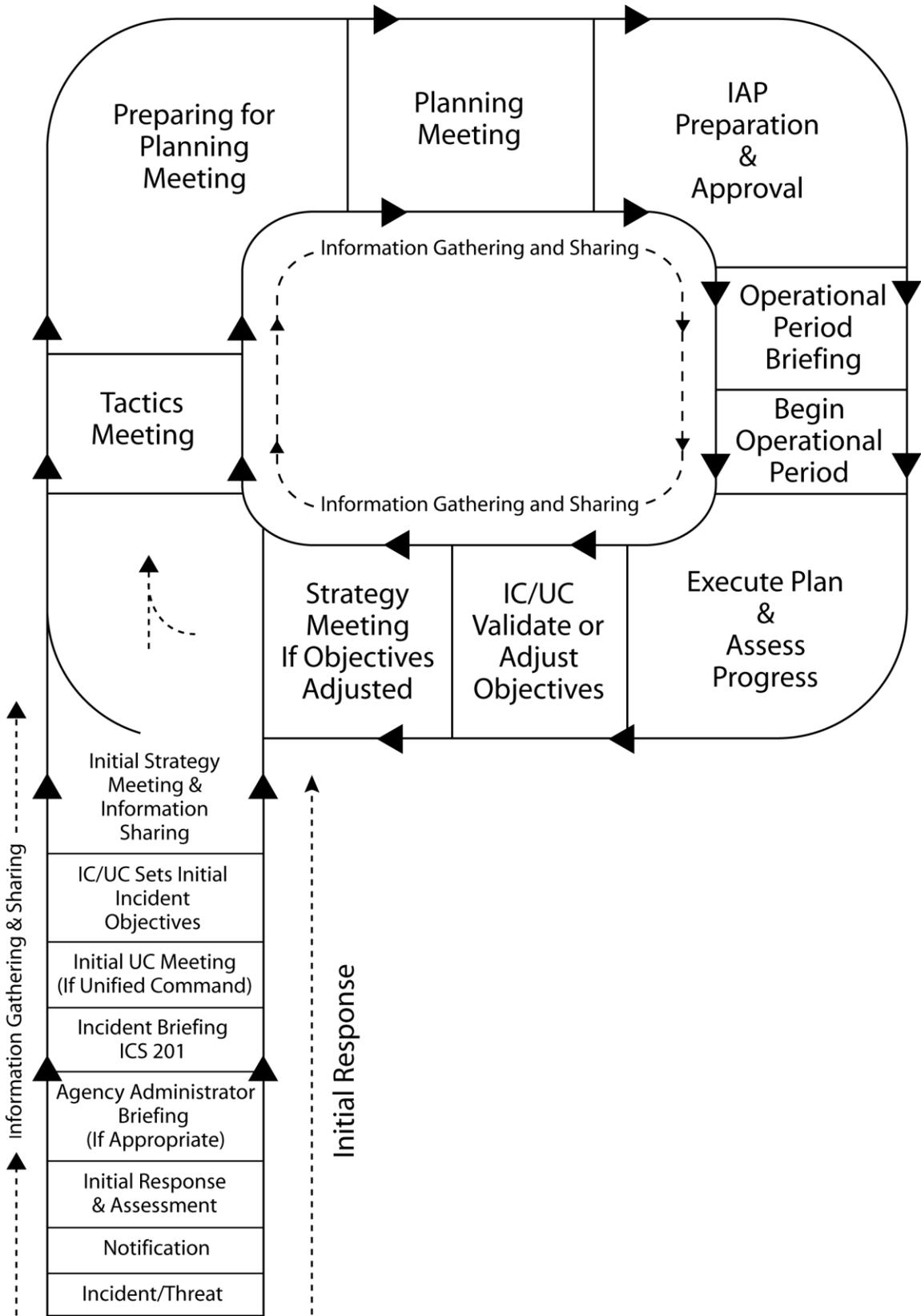
- Interagency Handbook
- Current pay plan for emergency workers
- Geographic area supplements
- Agency-specific policies and procedures
- Labor agreements
- Memorandums of understanding (MOUs)
- Team contact list

Forms (for at least 48 hours)

- At least one copy of each ICS Form
- CD of ICS Forms
- Agency-specific forms

Supplies (for at least 48 hours)

- Calculator
- Pens and pencils
- Erasers
- Stapler and staples
- Paperclips
- Binder clips
- Rubber bands
- Envelopes (large and small)
- Labels
- Floppy discs with labels
- File folders and document protectors
- Various types of tape (duct, scotch, packing)
- Paper
- Alarm clock
- White out
- Post-it notes
- Laptop
- Printer
- Cables
- CDs
- DVDs
- Disposable camera
- Digital camera
- Jump drive
- First aid kit
- Communication devices



RESOURCE ORDER		INITIAL DATE/TIME		2. INCIDENT/PROJECT NAME			3. INCIDENT /PROJECT ORDER NUMBER			4. OFFICE REFERENCE NUMBER					
-----		1/22/xx 0630		C & C Train Derailment			CC-315								
5. DESCRIPTIVE LOCATION/RESPONSE AREA				6. SEC.		TWN		RNG		Base MDM		8. INCIDENT BASE/PHONE NUMBER		9. JURISDICTION/AGENCY	
Central City Riverfront Park												547-391-8125			
7. MAP REFERENCE				11. AIRCRAFT INFORMATION			12. AIRCRAFT INFORMATION			10. ORDERING OFFICE					
				LAT.			LONG.								
BEARING		DISTANCE		BASE OR OMNI		AIR CONTACT		FREQUENCY		RELOAD BASE		OTHER AIRCRAFT/HAZARDS			
12. Request Number	Ordered Date/Time	From	To	Q T Y	RESOURCE REQUESTED	Needed Date/Time	Deliver To	Time	Agency ID	RESOURCE ASSIGNED	ETD	RELEASED		ETA	
												Date	To		
E-1	1/22/xx 0930			3	ST ENG	0930	CC	1/22/xx 0930		ST 6625C	1/22/xx 1000				
O-1	1/22/xx 0700				IC	1/22/xx 0900		1/22/xx 0930		J. Harper					
O-2					LOFR					N. Scott					
O-3					PIO					K. King					
O-4					SOFR					N. Dennis					
O-5					DSC					G. Cason					
O-6					LSC					D. Schneider					
O-7					PSC					F. Sheets					
O-8					FSC					B. Brindle					
13. ORDER RELAYED				ACTION TAKEN				ORDER RELAYED				ACTION TAKEN			
Req. No.	Date	Time	To/From	Req. No.	Date	Time	To/From	Req. No.	Date	Time	To/From	Req. No.	Date	Time	To/From

INFORMATION GATHERING CHECKLIST

--Incident Agency/Unit_____

--Name of Incident_____

--Agencies Involved_____

--Location_____

--Land Ownership_____

--ICP Location/Owner_____

--Spike Camp(s)/Owner_____

--Water Source/Cost_____

--Resources on Incident:

Manpower (# and type)_____

Equipment_____

Local Private/Initial Attack/Coop_____

Aircraft_____

--Resources Ordered:

Manpower_____

Finance_____

Equipment_____

Aircraft_____

Caterer/Showers/Porta-potties_____

Other_____

Local Contacts

--Agency Administrator_____ Phone_____

--Resource Advisor_____ Phone_____

--Administration_____ Phone_____

--BUT/Expanded Dispatch_____ Phone_____

--Liaison_____ Phone_____

--Unit Supervisor_____ Phone_____

Specific Information

--Local Political Considerations_____

--Local Agency Direction for Finance_____

--Local Agreements_____

--Safety Hazards_____

--Number and Type of Injuries_____

--Treatment Facilities:

Doctor:_____ Phone:_____

Hospital:_____ Phone:_____

Dentist:_____ Phone:_____

Other Medical Facilities:_____

Burn Center_____

Medivac_____

--Possible Claims/Investigations_____

--Security/Law Enforcement_____

--Communications_____

--Facilities for Finance_____

Agency Administrator Briefing Checklist

Incident Name: _____ Incident #: _____ Date _____

Agency Administrator/Official: _____ Incident Commander: _____

Incident Description (ICS 209) and IAP

In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). The engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The Mayor has issued an evacuation order for residents in the surrounding area, and is requesting assistance from the state. The Central City hospital has exceeded its capability to staff the emergency room.

Location and Population Affected

Liberty County in the state of Columbia. Liberty County is the largest county in the State in terms of population and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 400,000, and the metropolitan area population is approximately 800,000. Central City serves as a major transportation hub within the state—commercial river traffic, rail, air, and interstate traffic—and is 40 miles from the Port of Charlotte on the Big Ocean.

Threats to Humans (current and immediate)

Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the liquid petroleum gas tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

Central City Police Department cars are on both sides of the river at the derailment. The police scanner picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The Red Cross is establishing an evacuation

center at North High Schools in Central City. The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. There are numerous water intakes along this stretch of the Roaring River.

Threats to Natural Resources (current and immediate)

There are rumors that hundreds of Coho salmon, a federally listed threatened species have been killed. The Parks Department, County, and State Dept of Natural Resources have issued an advisory and closed the river to fishing, recreation, and other uses for 25 miles down river from the rail bridge site. There are numerous water intakes along this stretch of the Roaring River.

Political and Community Concerns

There is a pervasive rumor that the train engineer's license to operate the engine had expired, but that is being checked out. Whether true or not, this has potential to create issues among the community.

Financial Considerations

See Management Objectives.

Jurisdiction Participants

There is uncertainty about whom or which agency is in charge of the incident. The IMT should aggressively pursue information on which agencies and jurisdictions have a responsibility to be in unified command and then submit the list of potential these agencies to the mayor's office. A determination will be made by the MACE. Responding agencies that should not be in unified command should be placed into one of the following categories: Cooperating Agency, Supporting Agency, or Stakeholder. The Liberty County Emergency Plan shall be followed. If the incident exceeds the response capability of Central City, resources shall be obtained from the county and State.

Response Options and Proposed Actions

Current response options include evacuation of residents and HAZMAT response. Search and rescue is underway in the derailment area. Options are limited. As soon as the rescue operations are completed and the fires are extinguished, containment and clean up are the only options.

Resource Needs (e.g., Contractors)

It is unlikely that the local HAZMAT resources will be adequate for this incident. EPA should be immediately involved in order to obtain the necessary contract HAZMAT resources. The Railroad should provide as many resources as possible from their resources.

Policy Issues

The Mayor has appointed the City Manager to be the Agency Administrator's Representative.

Stakeholders (Who are they and have they been notified?)

Displaced citizens due to evacuation, local business owners, All have been notified. Potential school closures need to be discussed with the School district.

Priorities

Life and safety of citizens and responders

Protection of city infrastructure

Protection of private property

Stabilization

Recovery

(See Management Objectives for more detail)

Health and Safety

See Management Objectives.

Schedule (Assume Command? IC Briefing? Planned Public Meeting?)

The IMT should assume command of this incident immediately following this briefing. A formal transfer of command shall be accomplished with the personnel currently on the incident.

Visuals (maps, photos)

Obtain all maps and photos from the City and County public works depts.

Management Objectives

1. As always, the top priority is the safety and rescue of the public and safety of the responders.
2. Monitor responder work and rest guidance and insure your team implements appropriate work and rest mitigation processes to avoid cumulative fatigue of all assigned personnel.
3. Identify the threat to the public and the environment presented by materials involved in the derailment.
4. Prevent further damage to property, public facilities, and the tourist economy by utilizing appropriate strategies to prevent the further release of materials from the rail cars.

5. Provide logistical support (food, water, and rest) for local resources assigned to your incident.
6. Complete a damage survey within 24 hours.
7. Obtain the necessary resources through the local EOC, and return all public facilities you use to at least minimal operational condition within 48 hours.
8. Manage the Public Information process until the JIC is established, at which time, information releases will be generated by the IMT PIO and released by the JIC.
9. The Mayor of Central City has directed that all city resources ordered and assigned to your incident will work for you as an assisting or cooperating agency.
10. This incident shall be managed under the ICS system.
11. Maintain a high level of cooperation between all responding agencies and elected officials.
12. Manage the human resources assigned to the incident in a manner that promotes a positive and harassment free work environment.
13. Financial Considerations.
 - a. After safety considerations, select the most cost efficient alternatives for managing the incident.
 - b. Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process. When possible select the least cost option. Provide cost analysis for activities with high costs.
 - c. All contract resources must be under a valid federal or county contract. You are the delegated authority to sign emergency contracts for this incident on behalf of the County. Blank contracts will be provided for this purpose.
 - d. All costs, claims, and potential claims must be tracked and recorded in the final documentation package.
14. A standard final Incident Documentation package will be provided to the Mayor's Office prior to the team's release.

Need for Inter/Intra-Agency Support

Liberty County Emergency plan outlines inter/intra agency support. Follow the direction in the plan. The county EOC will support the incident. The EOC is also described in the plan.

Media Interest? How to handle release of information (Agency or IMT?)

One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for the evening news, and other reporters are lining up for interviews as well.

The IMT will be responsible for public warnings and emergency notifications. Media releases shall be coordinated and released through the Mayor's Public Affairs office. On-scene interviews should be controlled by the PIO on the IMT.

The report about the chlorine gas plume was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident.

Other Available Resources (water plans, city equipment, and location or method of obtaining)

Contact the City Manager

Deficiencies in Information—Data Gaps

Exact contents of all the train cars and potential interaction and hazards.

It is not clear how many people were on the train when it derailed.

Other Command Post Locations or Facility Recommendations?

The current location of the ICP and staging areas are considered temporary until the threat assessment can be accomplished and safe locations are identified. The Logistics Section of the IMT shall coordinate with the EOC and the City Manager on proposals for long term facilities, including a base or camps.

Special Information on Finance/Administration (burn rates, source of money, in-kind services ceilings)

The City and County Administrative Officers will issue specific financial direction within 24 hours.

Scope of Work (as defined) (Action Memos, Delegation of Authority, Mission Assignments)

A written letter of Delegation between the Mayor and the IC has been prepared and will be issued to the IC. Management Objectives are provided. Normal laws and regulations shall be employed. The IC shall create specific incident objectives.

Logistics Concerns and Needs

No logistical support has yet been arranged for the initial responders. They will soon need food, water, replacement tanks, and fuel. The river may cause logistical challenges to coordinate activities on both sides of the river.

Central City, Columbia
Office of the Mayor

To:

Subject: Delegation of Authority

From: Mayor, Central City

You have been assigned as the Central City Incident Commander of the C & C Train Derailment Incident. The complexity of this incident requires duties and responsibilities that are not described in your normal position in Central City. Therefore, I am issuing this Delegation of Authority.

You are hereby delegated the authority to manage all aspects of this incident including establishing incident objectives, directing all resources assigned to the incident, obligating funds required to manage the incident, and making strategic decisions on behalf of Central City.

The following are my management objectives for this incident:

1. As always, the top priority is the safety and rescue of the public and safety of the responders.
2. Monitor responder work and rest guidance and insure your team implements appropriate work and rest mitigation processes to avoid cumulative fatigue of all assigned personnel.
3. Identify the threat to the public and the environment presented by materials involved in the derailment.
4. Prevent further damage to property, public facilities, and the tourist economy by utilizing appropriate strategies to prevent the further release of materials from the rail cars.
5. Provide logistical support (food, water, and rest) for local resources assigned to your incident.

6. Complete a damage survey within 24 hours.
7. Obtain the necessary resources through the local EOC and return all public facilities you use to at least minimal operational condition within 48 hours.
8. Manage the Public Information process until the JIC is established, at which time, information releases will be generated by the IMT PIO and released by the JIC.
9. All city resources ordered and assigned to your incident will work for you as an assisting or cooperating agency.
10. This incident shall be managed under the ICS system.
11. Maintain a high level of cooperation between all responding agencies and elected officials.
12. Manage the human resources assigned to the incident in a manner that promotes a positive and harassment free work environment.
13. Financial considerations.
14. After safety considerations, select the most cost efficient alternatives for managing the incident.
15. Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process. When possible, select the least costly option. Provide cost analysis for activities with high costs.
16. All contract resources must be under a valid federal or county contract. You are delegated authority to sign emergency contracts for this incident on behalf of the County. Blank contracts will be provided for this purpose.
17. Track and record all costs, claims, and potential claims in the final documentation package.
18. A standard final Incident Documentation package will be provided to the Mayor's Office prior to the team's release.

These Management Objectives are also included in the Agency Administrator's Briefing package.

Additional Emphasis Areas:

* There is not a clear understanding of which jurisdictions have a responsibility for this incident. Identify all responding jurisdictions and make recommendations to me about the potential for Unified Command.

* There will be long-term administrative actions as a result of this incident. I am designating the City Manager as my Incident Business Advisor to ensure all administrative issues are processed in accordance with City Policy.

Mayor, Central City

Incident Commander

Sample Transition Checklist

Team Section Chiefs should coordinate transition contacts and needs during Transition Plan development with an Incident Management Team or the Hosting Unit.

Logistics

- Staffing
- Communications (Cache or local)
- Shower
- Food (Caterer or local)
- Transportation
 - o Overhead?
 - o Crews?
 - o Supplies?
- Security (Base only and or Road closures)
- Camp Management
- Procurement (Who, Where)
- Supply Cache
- Ordering (Expanded Dispatch or local)
- Medical emergency plans and EMT'S

Safety

- Staffing
- Accident Investigation
- Medical Facilities
- Communication of safety issues
- Medical emergency plans

Planning

- Staffing
- WFSA
- 209 status
- Intelligence gathering
- Operational period planning
- 14 Days or 21 Days (R&R)
- Weather
- Briefings
- Planning Meetings
- Training
- Demobilization
- Documentation

Operations

- Staffing
- Objectives were met
- Strategies and tactics employed
- Resource needs
- Coordination of resources
- Initial attack support
- Aviation operations

Finance

- Staffing
- Personnel time
- Equipment time
- Contracts or Rental agreements
- Claims
- Equipment inspections documented
- Management of shift length
- Compensation for injury
- Accident investigation

Fire Information

- Staffing
- Information number
- Information updates and releases
- Community contacts
- Media contacts
- Information for incident personnel
- Coordination with unit(s)

Incident Commander

- Staffing
- Thirty-mile Abatement Plan
- Inter-agency coordination
- Human Resources
- Union
- Incident facilitator

Incident Transition

- Shadow Date
- Transition Date and Time

Key points about information logged on the ICS Form 214.

The purpose of the 214 is to provide documentation of 'significant' activities you have worked on when on duty. As with all documentation about an incident, it serves as a record of actions and activities that are part of the official documentation and timeline of the incident. There is therefore a dual use for this documentation. First as your personal reminder list / memory jog; and second as proof of action taken in fulfilling your official duties.

1. **0730** Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.
2. **0800** Assigned Ed Gross to track down AREP from Tri-County Ambulance Service....
 - a. This serves as a reminder to me to follow up later if I haven't heard back from Ed and/or TriCounty Ambulance.
 - b. Also a documentation that we have tried to establish contact and have not yet done so.
3. **0930** Baker County Commissioner called...
 - a. Noted who I informed and the assignment of responsibilities
4. **0945** Ed contacted ambulance AREP
 - a. Noted completion of task assignment #2 above.
 - b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.
5. **1200** SOFR told me...
 - a. Any safety issue is potentially critical. Noted my involvement in this issue.
 - b. Potential follow-up with both SO and AREP later on
6. **1300** Parker County AREP wants fire engines back
 - a. Very significant issue
 - b. Documented that I informed the two critical C&G staff about this development.
 - c. May need to follow-up later.