Practicing Your Emergency Response Plan: Table Top Exercise Solution

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Session Agenda

• Introduction to Incident Command System (ICS)

• Review information about table top exercises

• Table Top Exercise
  – Scenario injects
  – Group decision and discussion
    • Facilitator directed questions

• Hotwash

• Next Steps
  – After Action Report (AAR)
  – Corrective Action Plan (CAP)
## Exercise Panel

<table>
<thead>
<tr>
<th>Exercise Role</th>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Large Event Producer</td>
<td>Jared Loranger</td>
<td>Fizz Events</td>
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<tr>
<td>Small Event Producer</td>
<td>Victoria Jones</td>
<td>Port Angeles Marathon Association</td>
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<tr>
<td>Operations Director</td>
<td>JulieAnn Clifton</td>
<td>Seattle Center</td>
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<tr>
<td>Communications Director</td>
<td>John Thorburn</td>
<td>Bold Hat Productions</td>
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<tr>
<td>Volunteer Director</td>
<td>Peggy Doeing</td>
<td>ValleyFest</td>
</tr>
<tr>
<td>Sponsorship Director</td>
<td>Robin Kelly</td>
<td>FISH</td>
</tr>
<tr>
<td>Emergency Services Commander</td>
<td>BC Scott Yurczyk</td>
<td>Seattle Fire</td>
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Why do a TTX?

• Testing the plan, **not** the people

• Key organizational personnel discuss simulated scenarios in an informal setting

• Assist in the promotion of understanding related concepts

• Used to assess plans, policies, procedures or the systems employed by the organization
  – Highlight strengths and areas for improvement within current plans, policies and procedures
Purpose

• The purpose of this exercise is to provide participants an opportunity to evaluate current response concepts, plans, and capabilities for a response to events occurring at a your event or festival.

• The exercise will focus on leadership response, command and control coordination, critical decisions, and operations necessary to protect public safety and recovery.
Scope

• The exercise will focus on the role of executives, staff, volunteer leaders in response to potential consequences of a critical incident event.

• Processes and decision-making are more important than minute details.

• The emphasis is on coordination, integration of capabilities, problem identification and resolution.
Participants

• Players
  – Respond to situations presented
• Observers
  – Support players as they develop responses to the scenario
• Facilitators
  – Provide situational updates and moderate discussions
• Evaluators
  – Observe and record discussions
Exercise Structure & Guidelines

• Modules, each comprised of...
  – Multimedia situation updates
  – Moderated group discussion of response issues
• This is an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected
• Consider different approaches and suggest improvements
• Base your responses on the current capabilities of your area of responsibility
• Feel free to visit other participants
Assumptions & Artificialities

• The scenario is plausible, and events occur as they are presented.
• There is no “hidden agenda”, nor any trick questions.
• All players receive information at the same time.
• Processes, discussion and decision-making are more important than minute details.
• For the purposes of this Table Top, our team is focused on testing the following capabilities:
  – Protection of life safety
  – Protection of property
  – Implementation and validation of emergency plan(s)
  – Continuity of the Event and critical decision making

• The objectives of today’s Table Top are:
  – Functionality of Unified Command
  – Functionality Incident Command
  – Protection of life safety
  – Incident stabilization
  – Continuation of the event (recovery)
Topics to Consider During TTX

• Emergency Response Plan(s)

• Incident Management Plan

• Communications Plan
  – Emergency Notification Plan
  – Risk Communications Policy

• Procedures
  – Disruption Actions
  – Impact Analysis Decision Making

• Appendices
  – Memorandums of Understanding (MOUs)
  – Key Contacts, Vendors & Suppliers
  – Other Important Documents

Crisis Resource Management

Ability, during an emergency, to translate knowledge of what needs to be done into effective real world activity
Remember...

• Accept the artificialities of the scenario
  – “Fight the problem not the scenario”

• Remember you are testing the plan, not the people
  – There are no right or wrong answers

• Consider your current plan, organization/committee, capacity & capabilities

• There will be time for group problem-solving, discussion and decision-making
  • Even though a TTX is a “discussion-based” exercise, you will need to make actual decisions at the end of each discussion

• Makes notes on your response
Incident Command System (ICS)

“The Incident Command System (ICS) is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, telecommunications, finance and administration. It is a fundamental form of management, with the purpose of enabling incident managers to identify the key concerns associated with the incident—often under urgent conditions—without sacrificing attention to any component of the command system.” -FEMA
Incident Command System (ICS)

• All hazards approach
• Applicable to federal, state, tribal, local governments and private and non-profit sectors
• Events are defined within ICS as planned situations. Incident command is increasingly applied to events both in emergency management and non-emergency management settings.
• Examples of events may include:
  – Concerts
  – Parades and other ceremonies
  – Fairs and other gatherings
  – Training exercises
Scenario

• Candle Light Parade – Downtown Seattle – August 2, 2021
• 1.2 mile parade route
• 74 parade units – walking, mounted, floats, vehicles, corporate sponsors
• Start at 8PM
• Street closed two hours prior to start
• Staffing is event staff, licensed security contractor, route volunteers, police, fire, event emergency management team
• Live broadcast on local television
TTX Scenario 1
Inject 1

- Protesters have “scuffle” with security at near TV Zone at 4/Pine
- PD advises event command center protester #2 is known to engage criminal threats.
- Protester #1 is overheard by event staff working near 4/Pike to make verbal threats to “stop this capitalistic parade”

- DISCUSS & DECIDE (5 minutes)
  - Discuss how you would response based on the above inject
  - Make decisions based on current plans and capabilities
Panel Discussion

- Review of immediate activities.
- Identify good/best practices.
- Identification of areas needing improvement.
- Protesters depart the route, into the crowd.
- Sponsor’s vehicle found vandalized near Assembly area.

DISCUSS & DECIDE (5 minutes)
- Discuss how you would response based on the above inject.
- Make decisions based on current plans and capabilities.
Panel Discussion

• Review of immediate activities.
• Identify good/best practices.
• Identification of areas needing improvement.
 Inject 3

• Parade volunteer tells Volunteer Director about social media post – “Don’t go to the parade tonight; it will be bad”

• DISCUSS & DECIDE (5 minutes)
  • Discuss how you would response based on the above inject
  • Make decisions based on current plans and capabilities
Panel Discussion

- Review of immediate activities.
- Identify good/best practices.
- Identification of areas needing improvement.
TTX Scenario 2
Inject 4

- Pickup truck is observed to drive past barricade near 4/Madison
- Vehicle enters closed intersection and strikes numerous persons, including parade participants
- Mass Casualty Incident called by Fire
- Harborview Disaster Medical Control Center activated
- PD advises driver in custody

- DISCUSS & DECIDE (5 minutes)
  - Discuss how you would response based on the above inject
  - Make decisions based on current plans and capabilities
Panel Discussion

- Review of immediate activities.
- Identify good/best practices.
- Identification of areas needing improvement.
Inject 5

- Parade volunteer group advises one of their members is missing
- EM Liaison learns vehicle is registered to Protester #2
- Event Crisis Team activated
- Emergency Operations Center advises 21 patients (9 life threatening, 12 emergent)

- DISCUSS & DECIDE (5 minutes)
  - Discuss how you would respond based on the above inject
  - Make decisions based on current plans and capabilities
Panel Discussion

- Review of immediate activities.
- Identify good/best practices.
- Identification of areas needing improvement.
Hot Wash - Questions

1. What strengths in your events emergency plans did this exercise identify?
2. What weaknesses in your event’s emergency plans did this exercise expose?
3. What unanticipated issues arose during the exercise?
4. What gaps were identified?
5. What are some high-priority issues that should be addressed?
6. What are some new ideas and recommendations for improvement?
COVID-19 Discussion

<table>
<thead>
<tr>
<th>Age Cohort</th>
<th>Case %</th>
<th>Death %</th>
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<tbody>
<tr>
<td>&lt;19</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>20-29</td>
<td>9%</td>
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<td>17%</td>
<td>6%</td>
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<td>60-69</td>
<td>17%</td>
<td>10%</td>
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<tr>
<td>70-79</td>
<td>15%</td>
<td>30%</td>
</tr>
<tr>
<td>80+</td>
<td>15%</td>
<td>50%</td>
</tr>
</tbody>
</table>

[Map showing distribution of COVID-19 cases across different counties in Washington state]
COVID-19 Discussion

- Person-to-person spread

- Between people who are in close contact with one another (within about 6 feet).
- Through respiratory droplets produced when an infected person coughs or sneezes. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
- People are thought to be most contagious when they are most symptomatic. Some spread might be possible before people show symptoms.
- A person can get COVID-19 by touching a surface or object that has the virus on it and then touching their own mouth, nose, or eyes.
COVID-19 Discussion

Flattening the COVID-19 Case Curve

Number of cases

Without measures to slow the rate of infection

Capacity of Healthcare System

Measures taken to slow the rate of infection
(e.g. social distancing, event size limits)

Source: Adapted from Drew Harris, CDC
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