

TCRP

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Command-Level Decision Making for Transportation Emergency Managers

Richard A. Madrid, Jr.
Engineering & Computer Simulations, Inc.
Orlando, FL

Conduct of Research Report for TCRP Project A-36
NCHRP Project 20-59
ACRP Project 04-04
Submitted June 2021

The National Academies of
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FOREWORD

By Stephan A. Parker
Staff Officer
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TCRP Web-Only Document 75\NCHRP Web-Only Document 321\ACRP Web-Only Document 52: Command-Level Decision-Making for Transportation Emergency Managers is designed to assist public transportation agencies, state departments of transportation (DOTs), and airports to develop training and exercises to prepare for natural or manmade disaster incidents. It also can be used by organizations as they prepare to meet training and exercise requirements.

Command-level decision-making is a critical factor in successfully managing and mitigating critical incidents. Incident training for public transportation, state DOT, and airport emergency response personnel is typically conducted manually; that is, a live exercise facilitator is in a room with the personnel who will serve as command and general staff, and uses paper handouts and PowerPoint slides to conduct the training or exercise. This publication documents the field validation of 24 tabletop exercise (TTX) training and simulation scenarios for emergency managers across airport, public transportation, and state DOT agencies. While the body of the publication focuses on public transportation and state DOT agencies that engaged in the final phase of field validation under TCRP Project A-36, the appendices include scenarios developed and validated under ACRP Project 04-04. All the scenarios were unified on a single game engine platform under TCRP Project A-36, “Command-Level Decision Making for Transportation Emergency Managers.”

The goal of this project was to develop a Transportation Emergency Response Application (TERA) that accurately trains transportation command-level decision-makers through simulation guided experiential learning. Simulated guided experiential learning provides gradual and consistent guidance while using a blend of instructional strategies to aid learners in achieving expert performance. TERA provides training and exercise for command-level roles in the public transportation agency, state DOT, and airport emergency operations centers (EOCs) in relation to mitigating specific emergencies and supporting state and local emergency management authorities in natural or manmade disaster incidents.

Under TCRP Project A-36, Engineering and Computer Simulations developed TERA, a scenario-based training system compliant with federal standards (e.g., the National Incident Management System (NIMS), the Homeland Security Exercise Evaluation Program (HSEEP)), and relevant public transportation and state DOT standards and regulations. For a number of years, the training system was delivered through an automated, functional exercise simulation system capable of providing on-demand emergency response training and exercises. The training system initially operated on an existing platform, the Emergency Management Staff Trainer (EMST) that had been adopted by the National Guard Bureau. TERA accommodated individual training, team training, and multiagency training within one framework. It also addressed novice, intermediate, and expert levels of learning and provided foundational concepts in a knowledge-level system for prerequisite study prior to team exercises, thus moving the learner from novice to expert. TERA was cost free to the end-user, scalable, easy to setup and use, had readily available support,

provided a measured assessment, and allowed participants to exercise the resources and policies they used currently in response to emergencies. TERA also allowed the user to customize training and exercises reflecting particular staffing and geographic characteristics.

The TERA scenarios allow for transportation-specific roles, interactions, emergency tasks, and other relevant context to be easily “played” by transportation emergency management personnel who may be assigned (with various degrees of training and experience) to an EOC that is managed using various levels of planning. As a result of previous NCHRP, TCRP, and ACRP funding, TERA now includes 24 different transportation emergency scenarios and over 1,300 simulated emergency management interactions for use by airport, state DOT, and public transportation EOCs. A key feature of TERA is its ability to allow a mix of on-site, socially distanced, and quarantined staff to participate collaboratively in tabletop exercises and training in real time.

The sunset of Flash technology at the end of 2020, however, has made the TERA scenarios unplayable on the EMST game engine. A project jointly funded under TCRP Project A-36 and ACRP Project 04-29, “Transportation Emergency Response Application (TERA): Migration Options Beyond 2020,” will identify migration options for the core features, training capabilities, scenarios, and content of TERA onto a modern platform. However, the scenario learning objectives, scripts, injects, and artifacts created under ACRP, TCRP, and NCHRP are valuable resources for creating training and tabletop exercises. The scripts are included as appendices in this web-only document. More than 1,000 items related to the 24 scenarios are freely available for download and use from the National Academies Press website at www.nap.edu by searching for *TCRP Web-Only Document 75*, *NCHRP Web-Only Document 321*, *ACRP Web-Only Document 52: Command-Level Decision-Making for Transportation Emergency Managers*.

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CHAPTER 1: INTRODUCTION

1.1 Summary

TCRP Project A-36, an ongoing Transportation Research Board (TRB) Cooperative Research Programs project since at least 2010 entitled “Command Level Decision Making for Emergency Managers” evolved into development of the Transportation Emergency Response Application (TERA). TERA is web-based software designed to simulate the Emergency Operations Center (EOC) environment and conditions that approximate transportation emergency conditions, thus allowing users to become familiar and practiced in transportation emergency response and recovery.

TRB contracted with Engineering and Computer Simulations (ECS) Inc. since 2010 to lead TERA development and implementation. Under the terms of ECS’s contract with TRB, TERA is available free of charge to US-based transportation agencies.

As the project concluded, ECS implemented the “2019 Continuance” of the TCRP A-36 Project. This continuance involved engaging prospective users via TERA Introduction Webinars, providing support to transportation agencies that wish to run TERA scenarios, and facilitating a certain number of scenario validation exercises. Together, elements of this scope of 2019 work market TERA utility and availability, foster greater TERA use, and ensure the quality of the TERA interface, scenarios, and overall user experience.

1.2 Background

Events such as the terrorist attacks of 9/11 and Hurricane Katrina have shown that a critical element of a successful response is the ability for public and private transit agencies to work as coordinated teams with leading counterpart local, state, and federal emergency response organizations. The National Response Framework (U.S. Department of Homeland Security, rev. October 28, 2019, <http://www.fema.gov/national-response-framework>) provides a scalable, flexible, and adaptable framework for coordinating agencies such as transportation agencies to align key roles and responsibilities as they manage incidents from local events up to large-scale terrorist attacks or catastrophic natural disasters. The national framework calls for cooperation and understanding between local communities, tribes, states, the federal government, and the private sector as they strive to achieve shared goals. Moreover, outlined in the National Response Framework is the Incident Command System (ICS) which is a standardized, all-hazards incident management approach for integrating facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, enabling coordinated response among various jurisdictions and functional agencies, both public and private, and establishing common processes for planning and managing resources. During an emergency, each responding agency is responsible for developing the capabilities needed for a timely and effective response by making assessments and providing resources and information. In order for transit agencies to be prepared for unexpected incidents or emergencies, realistic and consistent training must be offered to personnel before and after an event. Effective response as described in this framework prefaces itself upon well-trained leaders and responders who have developed engaged partnerships and are able to achieve shared objectives. The aim of the “Command-Level Decision Making for Emergency Managers” project was to develop a Transportation Emergency Response Application (TERA) to achieve the goals as outlined in the National Response Framework through simulation guided experiential learning. TERA provides training and exercise for command level roles in the transportation agency emergency operations center in relation to mitigating transit- and state-DOT-specific emergencies and supporting state and local emergency management authorities in natural or manmade disaster incidents.

1.3 Contract Tasks

Contract Number TCRP A-36 was awarded to ECS on November 1, 2010. Although the substantive work was completed in late 2020, the contract completion date was June 30, 2021, to accommodate for the compilation and submission of this final report.

Under the contract, are three distinct Phases of effort, under which Tasks exist, that guided the program, and are summarized as follows:

Phase I Tasks:

Task 1: Analyze and describe emergency response training needs for transit agency management and supervisory level staff, including (a) training needs associated with assessing critical incident decision making under real-world constraints and (b) needs for NIMS compliance.

Task 2: For transit agency staff positions (command and general staff under the Incident Command System) identified in Task 1, identify prerequisites (e.g., prior training and familiarity with specific documents and definitions) for using the scenario-based training system that will be developed in Phases II and III.

Task 3: Based on Tasks 1 and 2, identify appropriate learning objectives to be addressed through application of the scenario-based training system. For the identified learning objectives, describe how the scenario-based training system will provide monitoring, evaluation, and feedback to users and training administrators.

Task 4: Develop an outline for the scenario-based training system for use in simulations ranging from 2 to 48 hours of play, with opportunities for all player roles (potentially 100+ roles). The scenario-based training system will provide transit-specific scenarios. The outline should cover the potential events and message-injects from the onset of emergency through recovery and shall include all disciplines. The resulting scenario-based training system should provide an immersive environment for exercising emergency response decision making by command and general staff at transit agencies/properties.

Task 5: Submit an interim report on the information developed in Tasks 1 through 4. The interim report shall also contain a detailed, updated Phase II work plan.

Phase II Tasks:

Task 6: Submit a revised Phase II work plan based on panel decisions at the Task 5 interim meeting.

Task 7: Develop story boards for the scenarios and a detailed outline for a facilitator's guide and a user's guide.

Task 8: Develop a prototype module of the scenario-based training system that implements one of the hazard scenarios. The prototype should be suitable for field testing at small, medium, and large transit agencies.

Task 9: Field test the Task 8 generic module with at least 3 representative transit agencies. Report on the user experience in a technical memorandum.

Task 10: Submit interim report #2 providing the results of Tasks 7 through 9. The interim report should also include a test plan (to be executed under Task 13) for the scenario-based training system.

Task 11: Submit the revised Phase III work plan based on decisions at the panel meeting.

Phase III Tasks:

Task 12: Develop the scenario-based training system in accordance with the approved Phase III work plan. At a minimum, the system should (a) include an electronic incident command board function; (b) simulate use of multiple communications media; (c) simulate the layout of the transit incident, including affected resources, assets, networks, and systems; (d) display the environment with sufficient detail for players to understand their position and orientation in the environment; and (e) allow players to manipulate their environment as necessary, including record-keeping. The scenario-based training system must be supportable by independent, third-party controller / evaluator positions (i.e., the vendor or the vendor's representative should not be the controller / evaluator). The scenario-based training system should have manual authoring capability for development of

environments and hazards (e.g., any transit agency should be able to customize the scenario-based training system to reflect its environment).

Task 13: Execute the test plan as described in the approved Phase III work plan. Prepare a technical memorandum on the test results, documenting issues and how they will be resolved in Task 14.

Task 14: Revise the scenario-based training system to resolve issues identified through tests.

Task 15: Submit a final report that documents the entire research effort. Include, as separate deliverables, the software, the facilitator's guide, and the user's guide. In addition, provide a stand-alone Executive Summary; an updated implementation plan; and a PowerPoint presentation summarizing the background, objectives, research method, results, and benefits.

1.4 Accomplishments

This document is to summarize prior reports that are available on-file, and to primarily focus on the most recent Phase III Tasks and associated accomplishments. In summary, as reported in prior reports, and as supplemented herein, we have demonstrated the following Accomplishments:

Phase I Accomplishments

During Phase I (Tasks 1-5), we achieved the following objectives:

- Wrote a Training Needs Analysis report that
 - Identified the transit concentration areas (transit mode and/or mean)
 - Identified primary transit agency command-level decision making roles
 - Identified the primary functions of transit agencies (primary behavioral functions)
 - Identified primary cognitive functions and associated processes of transit agency command-level decision makers
 - Identified prerequisite knowledge and supplemental training individuals should receive prior to engaging in a TERA exercise
 - Incorporated the TCRP review panel's feedback/guidance and data from follow-up interviews from Tier One transit cities
- Wrote role-based learning objective profiles that
 - Identified and described the terminal and enabling outcomes
 - Identified the tasks, conditions, standards, and expected actions
 - Identified and applied instructional strategies and performance measures for each enabling outcome
- Wrote a scenario timeline that
 - Identified and outlined the prototype structure of major events and time segments
 - Identified and documented the progression and simulated content and injects that drive the storyline
- Wrote a prioritized list of potential TERA scenarios that
 - Identified and categorized story types as natural or manmade disasters with task functions
 - Identified and discussed the scenario's applicability issues to transit emergency management

Phase II Accomplishments:

During Phase II (Tasks 6-11), we achieved the following objectives:

- Developed storyboards and facilitator/user guides
 - Developed draft facilitator and user guides. These guides were submitted for review and were also available on the prototype TERA portal at tera.train-emst.com
 - Wrote high-level outlines for all six scenarios as identified in Phase I (see Appendix A) that describe details such as plot summary, various service disruptions, and transit authority tasks.

- Wrote storyboards for software engineers to translate and transfer instructional content such as inject type and content, time, incoming & outgoing recipients, response feedback, and consequences into TERA.
- Developed a prototype module
 - Identified and implemented artifacts such as video clips (e.g., TV news), email attachments, forms, and website news articles to support immersion in the prototype (flood with hazardous materials) scenario.
 - Performed internal quality control checks which included scenario test runs and inject timing adjustments.
 - Released the prototype to the TERA portal at tera.train-emst.com.
- Performed field testing of the prototype module
 - Conducted field tests at three different transit agencies.
 - Evaluated and documented participant reactions concerning usability of the system, content realism and accuracy, and training effectiveness.

Phase III Accomplishments:

During Phase III (Tasks 12-15), we achieved the following objectives:

- Developed the scenario-based training system
 - Implemented the remaining five TERA scenarios on the latest baseline of the core platform including simulated multiple communications media such as phone, email, websites, television, fax, bulletins, forms, and face to face interactions.
 - Added any specialized user interface components necessary to simulate the workflow of a transit emergency operations center that is relevant to critical incident management.
 - Conducted a final field test to generate a Kirkpatrick Level 2 evaluation with pre- and post-testing that focuses on participants' ability to meet learning objectives.
- Executed Test Plan
 - Executed the Internal (Beta) Test Plan on the beta release candidate to include automated scenario runs, inject acceptance tests, component acceptance test, assessment acceptance test, and browser compatibility acceptance test.
 - Delivered the completed Internal Test Plan to the TCRP as part of our quality assurance process.
- Resolved Issues Identified through Tests
 - Addressed all software issues by documenting them in an external test document and verifying fixes through confirmation by test personnel.
 - Released the final software package for delivery when all issues were resolved.
- Prepared and Submitted Final Report
 - Wrote and submitted a final report that documents all three phases of the TERA project. The final report details the overall scope and goals for the project and research plan for each task including the background, objectives, research methods, results, and benefits of TERA.

1.5 Purpose of Report

The purpose of this report is not to reiterate the detailed analysis of prior reports, but rather to incorporate them by reference. The project has concluded, all previous reports have been filed, and this report is to synopsize the overarching outcomes from the recent conclusion of Phase III activities under the contract.

CHAPTER 2: RESEARCH APPROACH

Facilitated Exercises

2.1 Facilitated Exercises Format and Objectives

ECS conducted 9 Facilitated Exercises for various state DOT organizations. ECS provided one facilitator for two days of on-site support. The first day was setup and one-on-one train-the-trainer instruction. The second day was an on-site exercise, with up to 10 participants. DOT personnel practiced the role of facilitator with ECS personnel in support.

These exercises served to reinforce transit, state DOT, and airport use of TERA as a program enhancement tool. The facilitation of multi-agency exercises also served to reinforce effective integration of transportation and other roles during emergency responses.

Webinars

2.2 Webinar Format

ECS held a series of 12 webinars for DOT personnel who were interested in utilizing TERA. Each webinar covered TERA functionality and how to run an exercise and provided personnel with links to further references and tutorials. To allow interaction and questions from the participants, each webinar was capped at 20 DOT attendees.

2.3 Webinar Dates

- 4/29/2019 0800 PDT
- 4/30/2019 1000 PDT
- 5/13/2019 10:00 PDT
- 5/14/2019 1:00 PDT
- 10/15/2019 10:00 PDT
- 10/23/2019 1:00 PDT
- 1/15/2020 10:00 PDT
- 1/28/2020 1:00 PDT
- 2/4/2020 10:00 PDT
- 4/15/2020 13:00 PDT
- 4/21/2020 10:00 PDT
- 7/13/2020 13:00 PDT

Scenarios and Scenario Exercises Listing

2.4 Scenario Validation and Objectives

As noted in prior reports, the TERA interface was completed and validated several years ago, and because interface redesign is not the subject of current TRB A-36 Panel focus, scenario validation exercises primarily examine the effective utility of the TERA scenario (content) when played by two or more participants who have both transportation domain and emergency management experience, the latter applied within the transportation domain.

The objective of the scenario validation was to engage transit agencies and state DOTs in rigorous validation testing of the 6 TERA scenarios initially developed under this project, along with the validation testing of 4 new

TERA scenarios, and to then deploy the program via webinars, other outreach presentations, and facilitated exercises

2.5 Scenario Exercise Dates

9/6/2019 – Wyoming Department of Transportation (WYDOT)

10/3/2019 – North Carolina State University, Institute for Transportation Research and Education (ITRE/AirTAP)

12/19/2019 – North Carolina Department of Transportation (NCDOT)

12/20/2019 – Georgia Department of Transportation (GDOT)

7/27/2020 – Georgia Department of Transportation (GDOT)

8/24/2020 – Utah Department of Transportation (UDOT)

Scenario Exercises and Outcomes

2.6 Wyoming DOT – Earthquake

Exercise Host: Wyoming Department of Transportation (WYDOT)

Exercise Scenario: Earthquake

Exercise Location: Conference room adjacent to WDOT's Transportation Management Center, Cheyenne, WY

Exercise Date: Friday, September 6, 2019

Duration of Exercise: Approximately 8:00 am to 12 pm

Exercise Facilitator: George Whitney, Complete EM, LLC

Exercise Scenario Evaluators: WYDOT State Planning Engineer
WYDOT ITS/GIS Manager

Number of Exercise Participants: 22

Exercise Roles Available for Play: 7 (DOT Emergency Manager, DOT EOC Manager, DOT EOC Public Information Officer, DOT EOC Operations Section Chief, DOT EOC Planning and Intelligence Section Chief, DOT EOC Logistics Section Chief, DOT EOC Finance and Administration Section Chief).

**Exercise
Facilitator Notes:**

As was discovered during the TERA 2017 Continuance period, previous TERA scenarios were not necessarily designed to facilitate completion of specific exercise objectives and, as such, were difficult to market to end users as their utility was not apparent until completion of an exercise. Since December 2017, all new TERA scenarios have been developed to focus on achievement of specific transportation EOC training objectives and host confirmation of these objectives has become the first step in exercise support planning.

Due to several factors beyond the scope of this report (i.e., maturity of transportation emergency management programs, limited adoption of national emergency management doctrine within the transportation domain, predominance of transportation emergency management falling within the “DOT Maintenance” and “Transit Executive” domains) transportation emergency management training objectives, when found, are largely non-standardized. Consequently, most TERA hosts choose to alter standard TERA exercise objectives to better reflect their local operations. These changes, in turn, require some degree of scenario redesign which the TERA team anticipated in 2017 and subsequently re-engineered the TERA scenario design process to be more efficient.

As with all other TERA exercise scenario validation engagements, WYDOT chose to alter the list of suggested TERA exercise objectives which required non-trivial editing of scenario injects and tasks. Using the new, more-efficient scenario design process, scenario adaptations were made within 1-2 days and another scenario instance was created that was also available to other TERA users.

**Exercise
Objectives:**

- Confirm incident
- Alert leadership
- Brief EOC manager
- Develop initial EOC objectives and priorities
- Coordinate multiple resource requests
- Mobilize EOC
- Complete EOC sign in sheets
- Develop Situation Report
- Develop map of routes and status
- Develop Incident Action Plan
- Complete position logs
- Track response and recovery costs
- Facilitate emergency purchasing authority
- Perform radio checks

**Positive Scenario
Comments Made
by Experts:**

- The software worked as advertised, with very few flaws.
- Having a set scenario is a huge bonus for an organization in the learning stage. WYDOT is holding monthly meetings to answer questions documented during the workshop and we plan on running the same scenario when the questions are answered. TERA allows for us to evaluate the injects at a very controlled rate, then do it again at a faster rate, then at full speed. This single point makes the software worthwhile.
- The software excelled at small group level. It was a large benefit to be able to run the scenario with only one or two people after the workshop. This allowed for detailed, one-on-one discussions about their role and expectations.

Negative Scenario Comments Made by Experts: None reported

Expert Suggestions for Improvement of TERA Interface:

- The software platform was accessed on Adobe Flash which caused long delays to get participants computers properly configured. We had planned on 30 minutes to validate computers before the exercise but due to security protocols and the obsolete nature of Flash it took us much longer.
- The MSEL seemed difficult to modify. A specific question asked was if the exercise manager could change the timing of individual messages to facilitate discussion and we were told that we had to stick with the schedule on the MSEL. I would suggest that the MSEL have the ability to modify the time of inject.
- The software needing updates in its own presentation or email system caused confusion for a new group. Perhaps because of the newness of the group, but a question often posed was “so in a real emergency we would post this data here.” We may have been biting off too much, but we ended up keeping a log both in TERA and in our own system.

TERA Facilitator Final Comment:

At the time of this TERA exercise, WYDOT did not employ an emergency manager, maintain an EOC, or formally identify an emergency management team. Not unlike most state DOTs, they have developed a TMC to monitor traffic operations and have been prepared to send a representative to the state’s EOC to address any transportation issues. Conduct of this TERA exercise, which involved the state DOT Director, most executive staff, and division leadership, led to a greater appreciation for complex transportation emergency management issues. WYDOT has continued to use TERA and pursued development of additional emergency management capability through planning, training, and exercising. During the hot wash immediately after the TERA exercise, I observed a participant saying to the DOT Director: “I literally recorded 80 items we need to work on as a department.”

Regarding expert suggestion 2. (above), there appears to have been a miscommunication. TERA does indeed allow full edit of a MSEL by exercise facilitators, including the content and timing of each inject.

WYDOT has provided a copy of their brief exercise after-action report along with a cover letter expressing appreciation for TERA support. Due to the sensitive nature of some of the report’s contents, it was held in confidence and planned for destruction at project completion.

2.7 North Carolina State University ITRE – Airport Hangar Fire

Exercise Host: North Carolina State University, Institute for Transportation Research and Education (ITRE)

Exercise Scenario: Airport Hangar Fire (Scenario to support airports or DOTs with general aviation oversight elements)

Exercise Location: McKimmon Conference and Training Center, Raleigh, North Carolina

Exercise Date: Thursday, October 3, 2019

Duration of Exercise: Approximately 12:45 pm to 3 pm

Exercise Facilitator: George Whitney, Complete EM, LLC

Exercise Scenario Evaluators: Former Fire Chief, North Carolina Air National Guard Director, Stanly County Airport

Number of Exercise Participants: ~60

Exercise Roles Available for Play: 7 (DOT Emergency Manager, DOT EOC Manager, DOT EOC Public Information Officer, DOT EOC Operations Section Chief, DOT EOC Planning and Intelligence Section Chief, DOT EOC Logistics Section Chief, DOT EOC Finance and Administration Section Chief).

Exercise Facilitator Notes: As was discovered during the TERA 2017 Continuance period, previous TERA scenarios were not necessarily designed to facilitate completion of specific exercise objectives and, as such, were difficult to market to end users as their utility was not apparent until completion of an exercise. Since December 2017, all new TERA scenarios have been developed to focus on achievement of specific transportation EOC training objectives and host confirmation of these objectives has become the first step in exercise support planning.

Due to several factors beyond the scope of this report (i.e., maturity of transportation emergency management programs, limited adoption of national emergency management doctrine within the transportation domain, predominance of transportation emergency management falling within the “DOT Maintenance” and “Transit Executive” domains) transportation emergency management training objectives, when found, are largely non-standardized. Consequently, most TERA hosts choose to alter standard TERA exercise objectives to better reflect their local operations. These changes, in turn, require some degree of scenario redesign which the TERA team anticipated in 2017 and subsequently re-engineered the TERA scenario design process to be more efficient.

As with all other TERA exercise scenario validation engagements, NCSU ITRE/AirTAP chose to alter the list of suggested TERA exercise objectives which required non-trivial editing of scenario injects and tasks. Using the new, more-efficient scenario design process, scenario adaptations were made within 1-2 days and another scenario instance was created that is now available to other TERA users.

- Exercise Objectives:**
- Confirm incident
 - Confirm affected hangers are evacuated
 - Ensure appropriate responders alerted
 - Consider evacuation of other, not-yet-affected areas
 - Ensure responder access to field Make notifications to leadership
 - Move nearby aircraft
 - Activate EOC/DOC
 - Consider notifications to FAA, county and/or state DOT
 - Complete EOC/DOC sign in and maintain position logs
 - Integrate or otherwise connect EOC/DOC ops with ICP via comms or agency rep
 - Prepare to answer media inquires
 - Prepare to answer owner/operator inquiries
 - Track disaster response/recover costs
 - Determine operational status of airport
 - Post NOTAM

Positive Scenario Comments Made by Experts: TERA exercise tool seems very useful.

Negative Scenario Comments Made by Experts: None reported

- Expert Suggestions for Improvement of TERA Interface:**
- The software platform was accessed on Adobe Flash which caused long delays to get participants computers properly configured. We had planned on 30 minutes to validate computers before the exercise but due to security protocols and the obsolete nature of Flash it took us much longer.
 - There were a couple of programming glitches noted during the exercise. These have probably been fixed.

TERA Facilitator Final Comment: Development of this exercise scenario was requested by NCSU ITRE/AirTAP to help engage general aviation airports and foster a broader appreciation for airport emergencies within in the DOT domain. NCSU provided two subject matter experts to review, play, and edit the scenario before it was played with representatives from general aviation airports throughout North Carolina. At the time of the scheduled (second or public) exercise, the NCSU host asked the TERA exercise facilitator to play all exercise roles from one location where the interface could be seen by all participants, and to play the scenario with all involved (similar to how someone would play a card game with cards face-up in order to teach others how to play). The NCSU host wanted to run this second exercise this way in order to save time and avoid computer and internet troubleshooting. This second, public play of the scenario continued inject-by-inject with frequent pauses so the audience could discuss play and stay engaged.

NCSU ITRE/AirTAP has provided a copy of their brief exercise after-action report. Due to the potentially sensitive nature of some of the report's contents, it was held in confidence and is planned for destruction at project completion.

2.8 North Carolina DOT – Hurricane

Exercise Host: North Carolina Department of Transportation (NCDOT)

Exercise Scenario: Hurricane

Exercise Location: North Carolina DOT Maintenance Headquarters

Exercise Date: Thursday, December 19, 2019

Duration of Exercise: Approximately 9:00 am to 11:30 am

Exercise Facilitator: George Whitney, Complete EM, LLC

Exercise Scenario Evaluators: State Training and Exercise Engineer, NCDOT
State Maintenance Engineer, NCDOT

Number of Exercise Participants: 7

Exercise Roles Available for Play: 7 (DOT Emergency Manager, DOT EOC Manager, DOT EOC Public Information Officer, DOT EOC Operations Section Chief, DOT EOC Planning and Intelligence Section Chief, DOT EOC Logistics Section Chief, DOT EOC Finance and Administration Section Chief).

**Exercise
Facilitator Notes:**

As was discovered during the TERA 2017 Continuance period, previous TERA scenarios were not necessarily designed to facilitate completion of specific exercise objectives and, as such, were difficult to market to end users as their utility was not apparent until completion of an exercise. Since December 2017, all new TERA scenarios have been developed to focus on achievement of specific transportation EOC training objectives. Host confirmation of these objectives has become the first step in exercise support planning.

Due to several factors beyond the scope of this report (i.e., maturity of transportation emergency management programs, limited adoption of national emergency management doctrine within the transportation domain, predominance of transportation emergency management falling within the “DOT Maintenance” and “Transit Executive” domains) transportation emergency management training objectives, when found, are largely non-standardized. Consequently, most TERA hosts choose to alter standard TERA exercise objectives to better reflect their local operations.

As with all other TERA exercise scenario validation engagements, NCDOT chose to alter the list of suggested TERA exercise objectives which required non-trivial editing of scenario injects and tasks. NCDOT also chose to assign TERA participant roles different from typical NIMS/ICS Command and General staff positions to better reflect state operations. Using the new, more-efficient scenario design process, scenario adaptations were made within 1-2 days and another scenario instance was created that is now available to other TERA users.

**Exercise
Objectives:**

- Confirm incident
- Alert leadership
- Brief EOC manager
- Develop initial EOC objectives and priorities
- Coordinate multiple resource requests
- Mobilize EOC
- Complete EOC sign in sheets
- Develop Situation Report
- Develop map of routes and status
- Develop Incident Action Plan
- Complete position logs
- Track response and recovery costs
- Facilitate emergency purchasing authority
- Perform radio checks

**Positive Scenario
Comments Made
by Experts:**

- There will always be something we can change or edit to improve upon, but that would stem from our side as we continue to refine our processes. From the team’s perspective they felt the scenario was authentic and it was interesting to see what was coming next.
- We definitely see the advantage and value in using TERA for ongoing and future training. It is one of the only tools I have seen that can come close to replicating the overwhelming requirements of an event.
- The TERA interface looked good, was straight forward, and flowed well. We especially liked the changing interface between how messages were delivered and what the correct responses would be.

Negative Scenario Comments Made by Experts: None

Expert Suggestions for Improvement of TERA Interface: One TERA item for which I will spend more time practicing with my team is controls (where to look for prompts, hints, etc.) so that we can spend more time on the scenario in the future and less on set up.

TERA Facilitator Final Comment: At the time of this TERA exercise, NCDOT did not employ a DOT EOC or DOC, rather they staff an ESF-1 cell within the North Carolina State Operations Center. Overall, the scenario supported orientation and supplemental training for several staff, most of whom are involved in disaster cost recovery operations for DOT.

NCDOT leadership expressed interest in performing more TERA exercises and extending exercises to the DOT District level.

2.9 Georgia DOT – Ice Storm

Exercise Host: Georgia Department of Transportation (GDOT)

Exercise Scenario: Ice Storm

Exercise Location: State of Georgia EOC, ESF-1 Room

Exercise Date: Friday, December 20, 2019

Duration of Exercise: Approximately 7:00 am to 11:30 am

Exercise Facilitator: George Whitney, Complete EM, LLC

Exercise Scenario Evaluators: GDOT Emergency Management Assistant Operations Officer
GA Director of Emergency Operations

Number of Exercise Participants: 9

Exercise Roles Available for Play: 7 (DOT Emergency Manager, DOT EOC Manager, DOT EOC Public Information Officer, DOT EOC Operations Section Chief, DOT EOC Planning and Intelligence Section Chief, DOT EOC Logistics Section Chief, DOT EOC Finance and Administration Section Chief).

**Exercise
Facilitator Notes:**

As was discovered during the TERA 2017 Continuance period, previous TERA scenarios were not necessarily designed to facilitate completion of specific exercise objectives and, as such, were difficult to market to end users as their utility was not apparent until completion of an exercise. Since December 2017, all new TERA scenarios have been developed to focus on achievement of specific transportation EOC training objectives and host confirmation of these objectives has become the first step in exercise support planning.

Due to several factors beyond the scope of this report (i.e., maturity of transportation emergency management programs, limited adoption of national emergency management doctrine within the transportation domain, predominance of transportation emergency management falling within the “DOT Maintenance” and “Transit Executive” domains) transportation emergency management training objectives, when found, are largely non-standardized. Consequently, most TERA hosts choose to alter standard TERA exercise objectives to better reflect their local operations. These changes, in turn, require some degree of scenario redesign which the TERA team anticipated in 2017 and subsequently re-engineered the TERA scenario design process to be more efficient.

As with all other TERA exercise scenario validation engagements, GDOT chose to alter the list of suggested TERA exercise objectives which required non-trivial editing of scenario injects and tasks. Using the new, more-efficient scenario design process, scenario adaptations were made within 1-2 days and another scenario instance was created that is now available to other TERA users.

**Exercise
Objectives:**

- Confirm incident
- Alert leadership
- Brief EOC manager
- Develop initial EOC objectives and priorities
- Coordinate multiple resource requests
- Mobilize EOC
- Complete EOC sign in sheets
- Develop Situation Report
- Develop map of routes and status
- Develop Incident Action Plan
- Complete position logs
- Track response and recovery costs
- Facilitate emergency purchasing authority
- Perform radio checks

**Positive Scenario
Comments Made
by Experts:**

- It's pretty clear that this is a good way to drive conversation but everyone in the room needs to get more comfortable with their roles. We should probably do this 1x a quarterly, preferably 4-6 times a year.
- I enjoyed the actual technology and exercise; again, we could do this with a higher frequency and see the payoff.
- Long term, we can rotate roles, i.e., cross train.
- I like the system. Definitely agree that 3-6 times a year would be beneficial to keep the SAW Sharpened!

Negative Scenario Comments Made by Experts:

- I think it was a good initial introduction. I believe it will be more effective the next opportunity to just walk into the room with the emergency at hand and then we go to work. The initial training took the live real-time simulation feel away, because we had to be introduced to the system and learn where everything was. I like the system and feel it will be a major help for those of us who don't operate in this area every day. As we discussed before we left on the day of the training, adding positions and forms more familiar to GDOT will help enhance the training as well.
- Need to tailor it more to the "Georgia way" of activation as far as how our State Operations Center operates. Overall, though, very helpful software and the more we use it the more it will help us in our roles.

Expert Suggestions for Improvement of TERA Interface:

I would like to see some more exercises involving other emergency situations and also maybe to include some of the Maintenance Managers from the Districts.

TERA Facilitator Final Comment:

At the time of this TERA exercise, GDOT did not employ a DOT EOC or DOC, rather they staffed an ESF-1 cell within the Georgia State Operations Center. Overall, the scenario appeared helpful in underscoring several emergency and disaster requirements for DOT that might not be anticipated by non-DOT staff, and to help DOT staff gain an appreciation for other important EOC functions often performed by others within the Georgia Emergency Management Agency.

GDOT leadership expressed interest in performing more TERA exercises and extending exercises to the DOT District level.

2.10 Georgia DOT – Hurricane with COVID-19 Considerations

Exercise Host:	Georgia Department of Transportation (GDOT)
Exercise Scenario:	Hurricane with COVID-19 considerations
Exercise Location:	Via web meeting with the State of Georgia EOC, ESF-1 Team
Exercise Date:	Monday, July 27, 2020
Duration of Exercise:	Approximately 1:00 pm to 3:00 pm EDT
Exercise Facilitator:	George Whitney, Complete EM, LLC
Exercise Scenario Evaluators:	GDOT Emergency Management Assistant Operations Officer GA Director of Emergency Operations

Number of Exercise Participants: 21

Exercise Roles Available for Play: 7 (DOT Emergency Manager, DOT EOC Manager, DOT EOC Public Information Officer, DOT EOC Operations Section Chief, DOT EOC Planning and Intelligence Section Chief, DOT EOC Logistics Section Chief, DOT EOC Finance and Administration Section Chief).

Exercise Facilitator Notes: This TERA Scenario Validation Exercise became the first one facilitated remotely due to the COVID-19 Pandemic. All participants joined a web meeting to share audio communication and allow the facilitator to share a common scenario screen. COVID-19 also became part of the exercise scenario when a DOT Hurricane scenario was expanded with COVID-related considerations and tasks.

Like the previous remotely facilitated TERA exercise (Trinity Metro, April 2020), GDOT participants indicated that sharing a web meeting while logged-in and exercising with TERA software made for an engaging and valuable preparedness activity, but that exercise activities became less efficient with more participants.

Participants responded well to the TERA Hurricane scenario, including the COVID-19 injects and tasks. In addition to the standard TERA exercise objectives listed in the next section. GDOT requested the following over-arching objectives to be factored into the enhanced scenario:

1. Coordinate evacuation and traffic support
2. Secure and stage specialized resources
3. Factor social distancing, PPE, and sanitation considerations into deployment and lodging

- Exercise Objectives:**
- Confirm incident
 - Alert leadership
 - Brief EOC manager
 - Develop initial EOC objectives and priorities
 - Coordinate multiple resource requests
 - Mobilize EOC
 - Complete EOC sign in sheets
 - Develop Situation Report
 - Develop map of routes and status
 - Develop Incident Action Plan
 - Complete position logs
 - Track response and recovery costs
 - Facilitate emergency purchasing authority
 - Perform radio checks

- Positive Scenario Comments Made by Experts:**
- Several people commented that GDOT should have these [exercises] several times a year because it was helpful overall to discuss issues and talk thru them about how we would handle.
 - Our Emergency Ops Staff definitely think the software is a good thing and we will continue to utilize it moving forward to test, train, and exercise our staff.

Negative Scenario Comments Made by Experts:

One person felt that the injects came a little fast, but most thought it was realistic because emergencies are always chaotic.

Expert Suggestions for Improvement of TERA Interface:

- TERA is a good program to do exercise training on, but it was difficult to do virtually with so many people on the call.
- There were no complaints about the software program as a whole. The main challenge was for some people getting logged on and having their assignments due to the fact that most people were just on the call to listen in and see the software.
- The best use will be for GDOT to utilize the program in smaller groups in our 7 districts and have them provide people to play each role in the exercise.

TERA Facilitator Final Comment:

GDOT employed this scenario validation exercise to examine regional DOT response operations during emergency and TERA's ability to serve as a regional training tool. GDOT also used the scenario to explore novel solutions for COVID-19 challenges.

Results of this exercise were effective validation of the TERA Hurricane scenario, TERA's ability to simplify regional (below state level) DOT exercises requirements, and help identify additional policy, practices, and resources needed to mitigate COVID-19 effects on DOT emergency operations.

2.11 Utah DOT – Wildfire

Exercise Host: Utah Department of Transportation (UDOT)

Exercise Scenario: Wildfire

Exercise Location: Via web meeting with UDOT Headquarters and UDOT Region participants

Exercise Date: Monday, August 24, 2020

Duration of Exercise: Approximately 11:00 am to 1:00 pm MDT

Exercise Facilitator: George Whitney, Complete EM, LLC

Exercise Scenario Evaluators: UDOT Sr. Strategic Communications Manager
UDOT Region 3 Area Supervisor

Number of Exercise Participants: ~10

Exercise Roles Available for Play: 7 (DOT Emergency Manager, DOT EOC Manager, DOT EOC Public Information Officer, DOT EOC Operations Section Chief, DOT EOC Planning and Intelligence Section Chief, DOT EOC Logistics Section Chief, DOT EOC Finance and Administration Section Chief).

Exercise Facilitator Notes: This TERA Scenario Validation Exercise became the third one facilitated remotely due to the COVID-19 Pandemic. All participants joined a web meeting to share audio communication and allow the facilitator to share a common scenario screen. UDOT also used local TERA customizations much more than have other TERA users to create region-specific renditions of a TERA scenario. UDOT also used the exercise to examine UDOT HQ and UDOT Region operations including information and command hand-offs to one another.

Like the previous remotely facilitated TERA exercises (Trinity Metro in April 2020 and GDOT in July 2020), UDOT participants indicated that sharing a web meeting while exercising with TERA software made for an engaging and valuable preparedness activity.

Participants responded well to the TERA Wildfire scenario and the extensive user-entered customizations of injects, titles, and names for simulated players. For example, just before STARTEX, UDOT entered very specific incident and geographic context, applied its own incident command system, and inserted the names of actual UDOT leaders into the scenario.

UDOT's overall objectives for the exercise were to:

1. Establish incident location
2. Effect rapid DOT coordination with Incident Command
3. Establish local jurisdiction requirements and begin support
4. Begin developing traveler and other information

General TERA scenario objectives are listed in the next section.

- Exercise Objectives:**
- Confirm incident
 - Alert leadership
 - Brief EOC manager
 - Develop initial EOC objectives and priorities
 - Coordinate multiple resource requests
 - Mobilize EOC
 - Complete EOC sign in sheets
 - Develop Situation Report
 - Develop map of routes and status
 - Develop Incident Action Plan
 - Complete position logs
 - Track response and recovery costs
 - Facilitate emergency purchasing authority
 - Perform radio checks

**Positive Scenario
Comments Made
by Experts:**

- Although not an “in the field” asset, [TERA] really is field/operationally related.
- Being able to include [customizations] in the [scenario] make it easier for me in the future to run exercises on my own with my other Regions.
- I think that would be useful for other Region folks to look at [TERA] as a way to replay the situation and have them think about the "what ifs" and perhaps lead to more self-improvement.
- I think keeping the ICS/NIMS associated issues in place is key to helping DOTs who might not be familiar with the concepts and principles to slowly align themselves with these established norms.
- The ease of set up and the ability to insert any Utah location also is a great feature that assists in the reality of play.

**Negative
Scenario
Comments Made
by Experts:**

None reported

**Expert
Suggestions for
Improvement of
TERA Interface:**

None reported

**TERA Facilitator
Final Comment:**

UDOT employed this scenario to evaluate TERA’s ability to both enhance region exercising and the manner in which information and command are exchanged between UDOT HQ and its regions during an emergency. In both regards, UDOT was able to validate the tool as useful and effective.

Unofficially, or more related to scenario design and application of best practices in TERA scenarios, was the fact that UDOT, as do many other DOTs, doesn’t practice NIMS/ICS outside of the State EOC and Incident Command (e.g., in the field when DOT arrives to support a wildfire incident commander).

Neither UDOT HQ nor UDOT Regions employ an EOC or DOC. Rather, they gather a distributed team and augment in with the Traffic Operations Center (TOC) as a 24/7 state duty officer and repository of all key information. Consequently, the typical, nationally- adopted ICS/NIMS roles used by TERA don’t apply.

To overcome the differences in UDOT organization, delegation of responsibility and titles, the facilitator employed user-based customizations. In this manner, the facilitator was able to insert “TOC” for “DOT Emergency Manager” or “District Engineer” for “DOT EOC Manager.” It was noted by the UDOT Emergency Manager (and this facilitator concurs with UDOT’s comments), this level of customization is very important to DOT emergency managers who want to preserve operational norms among non-typical responders while also continuing to promote NIMS/ICS awareness.

CHAPTER 3: FINDINGS

General Findings

TERA has value, but must be promoted, enhanced, upgraded, maintained, and funded to achieve its fullest objectives. The General Recommendations in Chapter 4, build upon this in a variety of ways, specifically with regard to the sunset of the Adobe Flash platform, and the manner by which TERA can remain at the forefront of emergency operations response training. Without such ongoing support, much of the value of the investment made to-date will be lost. The value is significant, and is noted, as follows.

Finding Related to Program Value

3.1 Purpose of Program

The value of TERA to transportation emergency organizations may be described in three parts.

First, the web-based user interface simulates an “emergency operations center” environment – a common reference to a place where a trained emergency team meets to coordinate enterprise-wide policy, information handling, and resource allocation during an emergency. The TERA interface simulates phone calls, radio calls, social media messages, emergency alerts, email, in-person visitors, and other “channels of exercise inject input” to approximate a realistic environment in which emergency personnel may practice emergency response and recovery activity.

Second, detailed, enabling scenarios available for use within TERA (the content of TERA) allows users to focus on different hazards and threats (e.g., flood, wildland fire, earthquake), and each is comprised of a number of injects that reach users through interface channels and may require users to complete one or more specific tasks. By altering the complexity, number, and frequency of injects within TERA, emergency teams of any proficiency can experience realistic approximations of, for example, emergency calls, urgent resource requests, inquiries from media reporters, and to practice the steps required to adequately resolve such injects. Several levels of customization available to users also allow them to add local context (i.e., reference a nearby intersection or automatically insert the names of local agencies into exercise injects), change the names of default roles (i.e., changing “dispatch” to “control”) or add, change, or delete any inject.

Third, deliberate engineering of the TERA interface and scenarios now allow users and their transportation agencies to dramatically reduce the duration of exercise design (i.e., by reducing the need for exercise planners, multiple design meetings, and documents) and to minimize the costs of traditional exercise conduct (i.e., time of controllers, simulators, and evaluators). For example, traditional U.S. Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercises often require months to develop when a TERA exercise can be developed and started within 10 minutes. The resulting efficiency of TERA during exercise design and conduct thus removes a critical and common obstacle to training, exercise, and emergency preparedness.

3.2 General Result of Program

TERA provides an effective user interface, engaging content, and efficient process helpful in both orienting new transportation emergency personnel and teams to the EOC environment and allowing established teams to practice their skills as individual and team players working in an EOC environment. For those agencies that wish to use it, TERA also contains a method of after-action reporting that monitors the achievement of tasks and produces a report of individual and team task completion.

3.3 Current Status

The COVID-19 climate impeded some TERA engagements, but with much of the project being in a virtual, online, environment, such efforts continued to proceed. The challenges of the current environment should not be restrictive to the ongoing and long-term success of this 10-year program.

CHAPTER 4: RECOMMENDATIONS

Most Recent Recommendations

4.1 General Recommendations

In general, users find TERA to be engaging and useful once exercises are conducted. However, engaging potential users requires much effort, and is somewhat limited due to (i) lack of emergency management staffing, (ii) relative lack of EM program orientation, and (iii) a cost recovery focus. It is recommended that these issues be overcome to ensure ongoing success.

The TERA content remains valuable, but the interface is degrading over time, as the platform is impacted by the sunset of Adobe Flash. Conversion, enhancement, and maintenance of the platform would be appropriate to ensure longevity of the platform. Modern architectures, tools, and technologies are available, and it is recommended that a plan should be developed to migrate the legacy content and data to a new and modern solution, matching TERA's capabilities.

There is value in the legacy established by TERA as a training system, and it should be preserved and maintained. Documentation and cataloging of the existing system architecture and components is highly recommended in order to prepare, in advance, for the establishment of a new architecture design. It is recommended that ongoing research, opportunities, next phases, and partnerships should be fully explored for mechanisms to ensure that TERA content and functionality can be a valuable training capability for transportation organizations and emergency management personnel for many years to come.

Ongoing Recommendations

The following are topics and recommendations previously reported, but which remain entirely valid for implementing TERA to the transit community:

4.2 Organizational Acceptance

For transportation agencies to incorporate TERA into practice, the tool must first be accepted by the transportation community as an applicable tool for exercising decision making during emergency situations. A mechanism for encouraging organizational buy-in is to inform and obtain upper-level management support at both public and private transit agencies and state DOTs by demonstrating the capabilities and benefits of TERA to save time and training costs, improve personnel performance, and provide realistic simulated training experiences.

The research team suggests consideration of a three-step approach for obtaining organizational buy-in and implementing TERA. Table 4 illustrates this approach by listing the steps, associated action(s), reasons for gaining organization acceptance, and suggested resources.

Three-Phased Approach for Obtaining Organizational Acceptance

STEP	ACTION(S)	RATIONALE	SUGGESTED RESOURCES
<i>Phase 1. Orient</i>	Set up meetings and demonstrate TERA with state departments of transportation, transit associations, and other public and private transportation agencies	<ul style="list-style-type: none"> • Obtain acceptance and endorsements • Familiarize agencies with tool's capabilities • Begin to identify implementation requirements or best fit possibilities for where the tool could be incorporated into transit agencies (e.g., augment existing course) 	<ul style="list-style-type: none"> ○ <i>State Transportation Research Centers (e.g., Louisiana Transportation Research Center)</i> ○ <i>American Public Transportation Association (APTA)</i> ○ <i>Community Transportation Association (CTAA)</i> ○ <i>American Association of State Highway and</i>

		curriculum)	<i>Transportation Officials Technology Implementation Group World Conference on Transport Research Society</i>
Phase 2. Implement	Create and implement outreach activities such as online or in-person peer exchanges, workshops, and stakeholder meetings.	<ul style="list-style-type: none"> • Maintain awareness of TERA with transportation agencies • Provide training support for users and facilitators • Implement and evaluate best practices for using the tool 	<ul style="list-style-type: none"> ○ <i>TRB Annual Conference</i> ○ <i>Transportation Hazards and Security Summit and Peer Exchange</i> ○ <i>Annual AASHTO National Transportation Management Conference</i>
Phase 3. Inform	Document and write-up research results, best practices, and use cases for implementing the tool.	<ul style="list-style-type: none"> • Continue to maintain awareness of TERA with transportation agencies • Validate the implementation approach • Market the tool to a wider audience and outside organizations with similar challenges 	<ul style="list-style-type: none"> ○ <i>TRB Report</i> ○ <i>AASHTO Journal</i> ○ <i>Journal of Public Transportation</i> ○ <i>Journal of Transport Policy</i>

4.3 Financial and Technical Assistance Options

Besides organizational acceptance, monetary assistance or technical assistance from government organizations and private associations with similar or complementary missions would create a diversified support stream for long-term sustainment of TERA. Table 5 depicts some potential organizations that may be able to provide short or long-term support.

Potential Organizations for Providing Financial or Technical Assistance

ORGANIZATION	EXAMPLES
Government Organizations	<ul style="list-style-type: none"> ➤ Department of Transportation ➤ USDA's Emergency Management Division ➤ FEMA ➤ State Transit Administrations ➤ County Departments of Public Works and Transportation ➤ Metropolitan Area Transit Authorities
University Institutions	<ul style="list-style-type: none"> ➤ University Transportation Research Centers ➤ National Transit Institute (NTI) ➤ Mineta Transportation Institute (MTI) ➤ University Transportation Centers (UTC)

4.4 Technical Support (Software)

Another area for consideration when implementing TERA is to provide technical support to assist users in problems or challenges that may arise when operating the software. In general, technical support services will attempt to help users solve specific problems with TERA rather than providing training, customization, or other support services (see Section 2.4 Training Support). Technical support may be delivered over the telephone or online by e-mail, website portal, or directly through TERA where users can report an incident and the call can be logged by the support representative. Annual Users Guides that illustrate best practices and new features of the tool can also be issued to the end user community as a form of technical support. Unlike facilitation guides that offer training support guidance, user guides are more technical in nature that provide information on how to use the primary functions of a system, troubleshooting tips when encountering problems or errors, and knowledge on where to locate further help and contact support details.

4.5 Training Support

The purpose of training support is to reinforce, maximize, and sustain the capability, capacity, and performance of TERA for the end user community (i.e., state, local, tribal, territorial, and regional transportation agencies). Training support can be made available through in-person training systems such as train-the-trainer workshops or through independent references such as coaching or facilitation guides. Facilitation guides can be used to assist transportation agencies in running an exercise by providing instruction that specifically concentrates on presenting teaching strategies and expert tips for understanding the scenario content and learning objective achievement.

TERA contains a Scenario Builder tool that allows users to tailor existing scenarios to their needs or develop new scenarios. Creating a scenario with multiple roles and assessment criteria is a complex task. Three day to one week training courses can familiarize users with use of the Scenario Builder tool and best practices for developing customized scenarios.

4.6 System Sustainment

For state, local, tribal, territorial, and regional transportation agencies to access and use TERA over the next 5 to 10 years, hardware and software updating needs should be considered. A key element to continued use of the system is providing a logistical tail to allow implementation of new features and incorporation of user feedback. Upgrades that address user feedback and evolving needs provide a sense of “ownership” for the user, while a system that doesn’t change over time to meet the most frequent user requests will frustrate and eventually alienate the user community. Input for these upgrades and new features come via direct user feedback to the website, after-action reviews following training events, and helpdesk requests.

Table 6 presents system sustainment needs along with strategies for fulfilling those needs.

System Needs & Strategies for Need Fulfillment

System Sustainment Needs	Strategies for Need Fulfillment
Hardware <ul style="list-style-type: none"> ○ Hosting ○ Server maintenance 	<ul style="list-style-type: none"> ○ Support and sustainment contract from sponsoring organization(s) (e.g., AASHTO) ○ Revenue stream from providing turnkey exercise facilitation
Software <ul style="list-style-type: none"> ○ New features ○ Addressing user feedback 	<ul style="list-style-type: none"> ○ Support and sustainment contract from sponsoring organization(s) (e.g., AASHTO) ○ Revenue stream from providing customization services

4.7 Follow-Up Research

Lastly, to successfully implement TERA follow-up research should be conducted to document and report the effectiveness and usage of the tool for teaching expert decision making strategies during rapidly evolving transportation-related emergency incidents. This phase of implementation will determine whether there is a consensus within a large cross section of transportation professionals from small, midsize, and large transportation agencies, thus further validating the identified critical tasks sequence, actions, and system requirements showing in each of the TERA scenarios. If discrepancies exist between the findings initially identified in the Phase II field testing, researchers can examine these discrepancies and make design adjustments to the existing simulation scenarios. The output of the follow-up research will be requirements used to enhance the existing scenarios, guide new scenarios, document best practices for using the tool, and present learning effectiveness results. All findings could be written in a report and other transportation publications (see Table 1 – Organizational Acceptance; Inform Phase).

CHAPTER 5: CONCLUSION

Lessons learned from implementing TERA showed that a significant impediment to successful adoption of the tool was a reluctance to utilize a new technology-based method for conducting training exercises. A factor that should be considered for overcoming this reluctance is providing real-time coaching and facilitation support within the user community. Experience has shown that teaching learners how to properly use the tool provides the necessary guidance and experience needed for long-term effective use and promotion of the simulation exercise system.

Similarly, another impediment noticed during field testing is the reluctance for people who are “simulation-challenged,” meaning persons who do not engage in computer “game” or simulation play on a regular basis. Along with the real-time facilitation and coaching, users should be encouraged to work in teams—which can help remedy this issue and offers added benefits. For example, an inexperienced person who trains alongside an experienced transportation professional will be exposed to how to best make decisions in the simulation interface and will be directly given mentoring. Mentoring involves the passing of wisdom, knowledge, and experience from the mentor to the learner. A primary goal of TERA is to foster mentoring relationships over a period of time and usage of the tool to adjust learner’s skill levels and needs. Mentoring teaches the learner how to think, rather than what to think, and mentors are usually people who have vast experience in a given domain. Mentoring can be an impactful teaching mechanism by providing one-on-one guidance, encouraging self-learning and reflection, and giving concise feedback after learners struggle through exercises.

APPENDICES

**APPENDIX A:
SCENARIO OUTLINES**

- 1. Airport Bomb Threat**
- 2. Airport Fuel Farm Fire**
- 3. Airport HazMat**
- 4. Airport Mass Casualty Incident**
- 5. Airport Power Outage**
- 6. Airport Sabotage**
- 7. Airport Severe Storm**
- 8. Airport Terminal Fire**
- 9. Airport Water Rescue**

- 10. DOT Bus on Pedestrian**
- 11. DOT Contagious Disease**
- 12. DOT Earthquake**
- 13. DOT Riverine Flood**
- 14. DOT Traffic Incident Management**
- 15. DOT Wildfire Response**

- 16. Transit Active Shooter**
- 17. Transit Blackout**
- 18. Transit Bus on Pedestrian**
- 19. Transit Contagious Disease**
- 20. Transit Earthquake**
- 21. Transit Hazmat**
- 22. Transit Hurricane**
- 23. Transit Light Rail Active Shooter**
- 24. Transit Riverine Flood**

SCENARIO OUTLINE

Airport

Scenario: Bomb Threat

Version: TEAM

Generated: Jun 11 2019 - 01:41 PM

Location: AL

DEMO

TIME	TYPE	DESCRIPTION	FROM	TO
Oct 9 2000	Add main story to web site.	High Travel Day at <i>unknown</i> High Travel Day at <i>unknown</i> Frank Joseppino (WARA News) - It's a high travel day at <i>unknown</i> as passengers celebrate the upcoming holiday. Airport authorities indicate it may be a record-breaking celebration. "Air travel has had its ups and downs, but we are beginning to see things pick up again, which is great for the industry," said the airport Public Information Officer.		All (Airport)
Oct 9 2000	Add side story to web site.	Lottery		All (Airport)
Oct 9 2000	Add an item to the status window	Record High Travel Day at the Airport — Music Festival Expecting Big Turn-Out		All (Airport)
Oct 9 2000	New email message	ICS Roles and Responsibilities - Here is a brief description of ICS Roles and Responsibilities if you are unfamiliar with NIMS.	Exercise Control	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Oct 9 2001	New email message	We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	All (Airport)
Oct 9 2003	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	All (Airport)
Oct 9 2004	Tweet	omg Liz agreed to be my date this weekend!!!! finally wore her down!		
Oct 9 2005	Realistic radio message	Comm Center to Fire 1. What's your location?	Communications Center	All (Airport)
Oct 9 2005	Realistic radio message	Enroute to Fuel Farm. ETA three minutes.	Fire Agency Representative	All (Airport)

SCENARIO SET-UP

TIME	TYPE	DESCRIPTION	FROM	TO
		Important Information		
		Purpose of this exercise		
Oct 9 2100	Important information	The following scenario will expose you to the issues that may occur in the event of a bomb threat. The intention is to allow you to experience the problems and time frames of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)
Oct 9 2100	Add side story to web site.	Lottery		All (Airport)
Oct 9 2100	Bulletin	Useful Links	Exercise Control	All (Airport)
Oct 9 2100	Bulletin	Acronyms	Exercise Control	All (Airport)
Oct 9 2100	Display weather data on web site.	Weather		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief,

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
Oct 9 2105	Realistic radio message	Comms Center, this is Law Enforcement. We have an unattended bag at the security checkpoint. No one at the checkpoint is claiming ownership, and we put out a call on the PA system, with no result. It's a big bag with no apparent tags or markings. We're going to proceed with protocol and shut down the checkpoint while we investigate.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2106	Realistic radio message	Roger that. Checkpoint being shut down for suspicious bag. Investigation underway.	Communications Center	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2108	Realistic radio message	Comm Center, we have some trouble here. Requesting an immediate EOD response for the suspicious bag. The terminal needs to be evacuated.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2110	Phone call is being received.	There has been an explosion in the main terminal at the security checkpoint!	Communications Center	All (Airport)
Oct 9 2111	Realistic radio message	ARFF, this is the Comm Center. Respond to the security checkpoint in the main terminal. Explosion with unknown injuries reported.	Communications Center	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2112	Somebody at office door	We had an explosion at the security checkpoint. Activate the EOC!	Airport Director	All (Airport)
Oct 9 2112	New email message	Please report to the EOC. There has been an explosion in the Main Terminal. We don't have much more information but we know we need to provide support and assistance to the Incident Commander.	Airport Director	All (Airport)
Oct 9 2113	Tweet	OMG! There was an explosion at the airport! So many people hurt! I think it was a terrorist attack!		
Oct 9 2114	Phone call is being received.	Does anyone know where our AEP is? The Airport Manager wants to reference it. We should post an electronic copy to the Bulletin Board.	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Oct 9 2115	Realistic radio message	ARFF on scene and establishing command. Confirming an explosion and mass casualties, at least a few dozen. I need mutual aid fire, as many ambulances as you can get me, and law enforcement.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2117	Phone call is being received.	We see smoke coming out of the top of the terminal building.	Operations Staff	EOC Commander, Operations Section Chief
Oct 9 2117	Realistic radio message	This is command. There is a lot of smoke and debris. I have a partial collapse of the ceiling. We'll need additional rescue resources. We are deploying hand lines to handle small fires and fans to ventilate.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2119	Phone call is being received.	We've temporarily closed the airport. NOTAM being sent.	Airfield Operations	EOC Commander
Oct 9 2119	Realistic radio message	This is Command. I want triage set up at the main entrance. There's a lot of broken glass that needs to be cleaned up first. Have all ambulances line up at the curb. We need law enforcement for perimeter control.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2120	Somebody at office door	We lost a main power feed to the main terminal. Emergency lighting that isn't damaged is providing lighting in the terminal now, but it's still pretty dark.	Maintenance	EOC Commander, Logistics Section Chief, Operations Section Chief
Oct 9 2120	Phone call is being received.	We need to reach out to TSA about support requirements - I'm certain they have their hands full. Get that ball rolling, if you haven't already started.	Airport Director	Liaison Officer
Oct 9 2120	Phone call is being received.	This is Roberta Fox from WEPS news. We heard about an explosion at the airport. Can you confirm this? Were there injuries or fatalities? Was this terrorism?	Reporter	Public Information Officer

Oct 9 2120	Tweet	They shut off power to the airport to stop the terrorists!!		
Oct 9 2121	Somebody at office door	Let's do a stand up briefing at 2145 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a sitrep emailed to me soon after.	Airport Director	All (Airport)
Oct 9 2121	New email message	Initial Tasks - Let's get organized. Initial Tasks - Chiefs and Officers 1 - Operations Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room. Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the Bulletin Board. Get us an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects. Let's do a stand up briefing at 2130 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a SitRep emailed to me soon after.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Oct 9 2121	Realistic radio message	This is command. Initial triage numbers are 8 green, 7 yellow, 3 red, 2 black. The checkpoint is completely inoperable, and debris is preventing easy ingress and egress.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Oct 9 2122	Phone call is being received.	I didn't want to put this over the radio. We've got three confirmed fatalities, all three were security officers. There might be more.	Incident Commander	EOC Commander
Oct 9 2125	Realistic radio message	We need the fire alarms turned off in the terminal! We can't hear each other with them going!	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2125	Add an item to the status window	BREAKING: Explosion at Airport Security Checkpoint — Witnesses Report Several Injured with Possible Fatalities		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Oct 9 2127	Realistic radio message	EMS is beginning to arrive at the curb as requested. They're reporting a crowd of people and a number of non-emergency vehicles. They're requesting assistance.	Communications Center	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2128	Somebody at office door	Stand-up briefing in two minutes!	Clerk	All (Airport)

STAND-UP BRIEFING

TIME	TYPE	DESCRIPTION	FROM	TO
Oct 9 2130	Notepad - Team	Stand-up briefing begins.	Exercise Control	

INITIAL RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Oct 9 2145	New email message	Good briefing. It got me thinking... we need to figure out some forward planning. This response is going to go on for a while. At 2230 we should have a planning meeting to figure out what our operational periods will be and what the objectives will be for the next operational period, along with resources, staffing, and support. The Planning Chief should run this but everyone should be prepared to participate.	Airport Director	All (Airport)
Oct 9 2145	Phone call is being received.	Estimated Budget - If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC Manager.	Airport Director	Finance/Administration Section Chief
Oct 9 2145	Phone call is	I'm from WKPX. I heard people were hurt in the bombing. How	Reporter	Public Information Officer

	being received.	many have been injured, and what are their names?		
Oct 9 2145	Phone call is being received.	Supplies for Responders - We're going to need supplies for our responders. So, we need portable bathrooms, food, and drink for at least 75 people.	Incident Commander	Logistics Section Chief
Oct 9 2145	Realistic radio message	A horde of news vans are starting to pile up on the edge of the field. We need a decision on where to direct them.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Oct 9 2146	Tweet	I saw a woman leave a big black bag at the TSA checkpoint. She walked away in a hurry. I wonder if that was the bomb?		
Oct 9 2146	Somebody at office door	We are trying to manage smoke conditions from the explosion. We've had to shut down HVAC to keep smoke from coming into this area of the building. Do you have any concerns?	Maintenance	Safety Officer
Oct 9 2146	Phone call is being received.	Because of the airport was shut down so quickly, we've have several planes full of passengers and we're unable to unboard them. Would this classify as a safety or security exemption under the Airline Consumers Rights?	Airline Company Liaison	EOC Commander, Finance/Administration Section Chief, Liaison Officer
Oct 9 2147	Realistic radio message	This is command. Update on triage numbers... 17 green. 12 yellow. 7 red. 5 black. EMS has just started to transport the most critical. We still have an active search and rescue of the area going. A few people are trapped under heavy debris.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2148	Somebody at office door	I just spoke with the TSA. They are treating this as a terrorist attack and have called in the FBI according to their protocols. We need to follow our notification protocols for terrorism and be prepared to brief law enforcement on what we know when they arrive.	Airport Director	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2149	Phone call is being received.	We're activating the local EOC and sending someone over to your EOC to provide any support you might need.	County Emergency Manager	EOC Commander
Oct 9 2150	Realistic radio message	This is command. We need to get uninjured passengers someplace else and cared for. Law Enforcement probably needs to interview them also.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2151	Somebody at office door	I was just down by curb side. It's a mess. There are a lot of uninjured passengers down there that need to be cared for. Let's get some busses and transport them someplace else. I know an airline wasn't directly involved, but we should be activating family assistance protocols.	Airport Director	All (Airport)
Oct 9 2152	Tweet	This is crazy. Total chaos at the airport! So many people hurt. People got killed, too.		
Oct 9 2152	Phone call is being received.	We've got two planes that loaded before the explosion. Are we able to let them fly? If not, we need to off load them.	Airline Company Liaison	EOC Commander, Liaison Officer
Oct 9 2153	Realistic radio message	We have a report of a motor vehicle accident involving an ambulance with a car near the approach to the main access road. Injuries unknown.	Communications Center	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2155	New email message	I'm getting calls from carriers who have loaded planes that want to depart. Can we let them go?	Airport Director	EOC Commander, Operations Section Chief
Oct 9 2156	Realistic radio message	This is command. We don't have enough light. I need electric lights set up in the building and portable light towers set up at curb side.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2158	Somebody at office door	I understand that we've called in Mutual Aid to help with the bombing. What are the expenses associated with that?	Airport Director	Finance/Administration Section Chief
Oct 9 2200	Phone call is being received.	Is the Airport going to have a conference call with the Airlines to update us as to what's going on?	Airline Company Liaison	Liaison Officer
Oct 9 2201	Phone call is being received.	What do we want to do about the deceased? Right now we have them covered up, but we're also finding severed parts from the explosion. I'd like to get them moved aside.	Incident Commander	Operations Section Chief
Oct 9 2201	Phone call is being received.	Do we have a schedule for a press briefing? We're getting a lot of media calls.	Communications Center	Public Information Officer
Oct 9 2202	Realistic radio message	This is command. I have a firefighter injury. Might be a broken ankle. She is being transported by EMS.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2203	Realistic radio message	We have a group of people here that I think are Chinese. EMS is requesting an interpreter.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief

Oct 9 2205	Phone call is being received.	The Airport Manager wants to know if you have figured out where to set up the joint information center? There is already a lot of press arriving. We are going to need a big space.	Clerk	Public Information Officer
Oct 9 2207	Phone call is being received.	I need a press release drafted up. Please email it to me before the planning meeting.	Airport Director	Public Information Officer
Oct 9 2207	Phone call is being received.	We have a passenger from one of our deboarded planes that is concerned about their dog who is traveling with them. She's in the cargo hold area and we haven't unloaded any cargo from any planes.	Airline Company Liaison	EOC Commander, Liaison Officer
Oct 9 2208	Realistic radio message	This is command. We have some law enforcement assisting in the hazard zone. I need PPE for them.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2209	Phone call is being received.	What are our emergency procurement rules? Can you explain these at the planning meeting?	Airport Director	Finance/Administration Section Chief
Oct 9 2210	Phone call is being received.	For the Planning Meeting coming up, make sure we identify EOC staffing for the next few days.	Airport Director	EOC Commander
Oct 9 2215	Phone call is being received.	I want to hold a press conference on this situation. Give me all the information I need.	Elected Official	EOC Commander
Oct 9 2216	Realistic radio message	This is the I.C. Some of the responders have dying radios. Please send new batteries or fresh radios.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Safety Officer
Oct 9 2220	Realistic radio message	This is command. We found something else. I'm not sure what it is. EOD is still on site and we have them looking at it. They want fire and EMS personnel to evacuate, but we still have active rescues going on.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2221	Somebody at office door	This is crazy. Do you think we are in any danger here? Do we need to do a security sweep?	Airport Director	All (Airport)
Oct 9 2221	Phone call is being received.	Concerns about Firefighters - This is the IC. I didn't want to put this out over the radio. I've got a couple of younger firefighters on scene who are taking this hard. I need to pull them off the line. Can we get some critical incident stress management support?	Incident Commander	EOC Commander
Oct 9 2221	Phone call is being received.	This is NAS Airlines . What is the status of the airport? What's being done for stranded passengers? When can we expect some decisions? We need to develop our plans too, so can we receive a briefing.	Airline Company Liaison	Liaison Officer
Oct 9 2225	Somebody at office door	Planning meeting in five minutes!	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Oct 9 2301	Add main story to web site.	Explosion Reported Explosion at unknown Frank Joseppino (WARA News) - Eye witnesses are reporting there has been an explosion at unknown . Initial reports state that there are serious casualties involved, but there is no definite report at this time. Eyewitnesses report there is chaos outside of the terminal with people evacuating the building. The airport has been closed until further notice. Keep checking back to find out the latest details.		All (Airport)
Oct 9 2301	Realistic radio message	This is command. EOD has cleared the scene and it's safe for us to resume rescue operations.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2303	Phone call is being	Susan Smith from Channel 9. What can you tell me? I see reports on Chirper that people are just standing around watching	Reporter	Public Information Officer

	received.	everything going on. That the Airport isn't doing anything. Can you comment?		
Oct 9 2303	Realistic radio message	We're going to need some additional portable generators down here. How quickly can you get them?	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Safety Officer
Oct 9 2304	Phone call is being received.	I'd like to discuss plans for reopening the Airport as soon as possible. Coordinate a meeting with the IC and us to discuss.	Airport Board Chairperson	EOC Commander
Oct 9 2304	Phone call is being received.	Restless People in Terminal - We're getting a lot of disturbances in the terminal. People are getting restless with no power and limited food services. We need to do something about this.	Communications Center	Operations Section Chief
Oct 9 2305	Realistic radio message	This is command. I need bottled water and protein bars on scene for responders.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief
Oct 9 2306	Tweet	I can't find my dad. He's not answering his phone! We got seperated at the airport when the explosion happened.		
Oct 9 2307	Somebody at office door	Hey I heard the Incident Commander's request for water and protein bars. Are we providing support to the non-injured we evacuated?	Airport Director	All (Airport)
Oct 9 2308	New email message	Family Members - We are getting some inquiries from family members saying they can't get in contact with people they know where here. What should we do?	Clerk	EOC Commander, Operations Section Chief, Public Information Officer, Planning Section Chief
Oct 9 2310	Somebody at office door	We will need to select a hotel off-site for families once they arrive. How should we proceed?	Airline Company Liaison	Finance/Administration Section Chief, Logistics Section Chief
Oct 9 2312	Realistic radio message	This is command. Just to be safe, I want everyone decontaminated when they leave the hazard zone. Contact mutual aid to have decon set up. Let me know where you want to have it set up. Someone should let the hospitals know for the patients already transported.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2313	Phone call is being received.	This is Mike Michaels from the Post Informer Paper. What can you tell me? Any numbers you can release on fatalities and injured?	Reporter	Public Information Officer
Oct 9 2315	Phone call is being received.	Just got a call from the Autauga mental health department, and they are sending some people over for CIS and grief counseling.	Clerk	Safety Officer
Oct 9 2316	New email message	We haven't received much information about what's going on? I don't think we'll be reopening anytime soon, but are there any thoughts as to when we can expect to do so? We need to cancel all of our flights and re-route. Plus we need enough lead time to re-schedule flights.	Airline Company Liaison	EOC Commander, Liaison Officer
Oct 9 2317	New email message	Demobilization Meeting at 2345 - The IC expects rescue operations will be ending soon. We should get together and figure out what that means for the EOC. We'll be stying open to manage other matters, but will we need everyone? What about all the resources we have here? We should put together a framework for what needs to happen to get us reopened. It's early, but if we don't start thinking about it now, we'll end up behind. Let's have a demobilization meeting at 2345 to talk about this. The Planning Section Chief will run it. Afterwards, send me a summary report.	Airport Director	All (Airport)
Oct 9 2319	Phone call is being received.	We are missing some staff - how do we find out if they are among the injured?	Airline Company Liaison	Liaison Officer
Oct 9 2320	Phone call is being received.	The coroner has arrive on scene and requested we set up a temporary morgue. I'll need the EOC to figure that out.	Incident Commander	EOC Commander
Oct 9 2322	Realistic radio message	This is Command. HazMat is going to set up some environmental monitoring equipment.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2323	Realistic radio message	We have several camera crews trying to get through the tape at the scene. Can you get them under control?	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2324	Phone call is being received.	One of our guys just got back from the bomb scene. He seems to be under some stress. What do I do?	Airfield Operations	Safety Officer
Oct 9 2324	New email message	When are you going to have your press conference? I want to be there.	Airport Board Chairperson	EOC Commander, Public Information Officer
Oct 9 2326	Realistic radio	This is Command. We are in need of at least 2 additional light	Incident Commander	EOC Commander, Airport Law

	message	towers for curbside.		Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2327	Phone call is being received.	I just saw someone from Accounting who was near the checkpoint when the explosion took place. She is at her desk and looks out of it. What do I do?	Clerk	Safety Officer
Oct 9 2328	Phone call is being received.	When can I get my crew in to get the empty planes out of here? I can really use them to support the other airports that are letting us increase some of our flights.	Airline Company Liaison	EOC Commander, Liaison Officer, Operations Section Chief, Public Information Officer, Planning Section Chief
Oct 9 2330	Realistic radio message	This is command. Rescue operations are complete at the scene. All victims have been triaged and transported. Final count is 21 green, 14 yellow, 8 red, 5 black. I'm transferring command to law enforcement. ARFF resources will remain on scene to support operations until it's determined we aren't needed. All fire mutual aid is released except hazmat and decon.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Oct 9 2332	Phone call is being received.	This is Renee Ringer from News Radio. What can you tell us about the explosion?	Reporter	Public Information Officer
Oct 9 2332	New email message	Lodging - We may end up with hundreds stranded in the airport, possibly overnight. Pull together an action plan, with budget, to transport those stranded to another location. Submit your outline, a high-level plan to the EOC Manager for approval in the next 20 minutes.	Airport Director	Finance/Administration Section Chief, Logistics Section Chief, Planning Section Chief
Oct 9 2332	New email message	Budget Numbers - Can you give me a budget update on everything purchased so far for this response?	Airport Director	Finance/Administration Section Chief, Public Information Officer
Oct 9 2333	Phone call is being received.	A local elected official who owns a bus company just called wanting to know, if he provides vehicles to help the families, can he be reimbursed?	Clerk	Finance/Administration Section Chief
Oct 9 2334	Add an item to the status window	ALERT: Undisclosed sources at the airport state 40 identified dead and hundreds injured in airport explosion		All (Airport)
Oct 9 2335	New email message	We just got a call from another airport that wants to send a "go team" to assist with the response. What shall I tell them? Can we use them?	Clerk	EOC Commander
Oct 9 2336	Phone call is being received.	I need an updated press release for the next press conference. Can you send it to me to look at?	Airport Director	Public Information Officer
Oct 9 2337	Phone call is being received.	We still have a lot of passengers who have been here in the terminal waiting to leave. They now want to pull their cars out and go home. What should we tell them?	Airport Law Enforcement Staff	Operations Section Chief
Oct 9 2340	Phone call is being received.	The Airport Manager asked me to work with you to establish a location for families and friends to meet and get counseling. What am I looking for in a good location?	Clerk	Operations Section Chief
Oct 9 2342	Phone call is being received.	Susan Smith. Channel 9. We have information that a large bag carried the explosive. Why would someone be allowed to bring a large bag towards the checkpoint? How could the Airport allow something like this to happen?	Reporter	Public Information Officer
Oct 9 2343	Phone call is being received.	We have a mother who has run out of baby formula for her infant child. Since all of the vendors are closed and she can't leave, she has no ability to feed her baby. Can you all find someone to help her please?	Airline Company Liaison	EOC Commander, Logistics Section Chief
Oct 9 2344	Phone call is being received.	Hi, Mitch Folgers here. I'm with Channel 1 local news. I have a body count reported to me of 20. Can you confirm?	Reporter	Public Information Officer
		Chief Investigator Taking Over		
Oct 9 2344	Add main story to web site.	FBI Investigates Explosion at unknown Frank Joseppino (WARA News) - Breaking news: the Chief Investigator for the FBI has announced they have assumed command of investigation of the explosion at unknown . The airport is closed until further notice. Keep checking back to find out the latest details.		All (Airport)
Oct 9 2345	Somebody at office door	As soon as the restrictions are lifted, though we'll still be dealing with this situation, we will be able to scale things down to some extent. We will also have a lot of short-term and longer-term issues to address. Schedule a demobilization and recovery meeting at 0800 to talk through what we need to do. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer,

Planning Section Chief, Safety Officer

Oct 9 2350	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander
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RECOVERY MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
Oct 10 0800	Notepad - Team	Begin Recovery Meeting.	Exercise Control	

SCENARIO OUTLINE

Airport

Scenario: Fuel Farm Fire

Version: TEAM

Generated: Jun 11 2019 - 01:43 PM

Location: AL

DEMO

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0700	New email message	ICS Roles and Responsibilities - Here is a brief description of ICS Roles and Responsibilities if you are unfamiliar with NIMS.	Exercise Control	All (Airport)
Jul 2 0700	Add main story to web site.	Fireworks at City Center Fireworks at City Center Jessica Saunders (WARA News) - City planners are in the midst of organizing the largest fireworks display in the city's history. Thousands of residents are anticipated to attend the extravagant event, including a Alabama state Senator and his family." My kids are very excited to see the firework display this year. We drive 50 miles each year just to see them," said one commuter, Sara Goldblum. The City Center is charging a \$15 per adult and \$5 per child entrance fee, which includes parking, an all-you-can-eat buffet, and a desirable view of the fireworks display. Contact the City Center for additional details.		All (Airport)
Jul 2 0700	Add side story to web site.	Lottery		All (Airport)
Jul 2 0700	Add an item to the status window	Thousands Expected for Largest Fireworks Display in City History		All (Airport)
Jul 2 0701	New email message	We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	All (Airport)
Jul 2 0703	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	All (Airport)
Jul 2 0704	Tweet	omg Liz agreed to be my date this weekend!!!! I finally wore her down!		
Jul 2 0705	Realistic radio message	Comm Center to Fire 1. What's your location?	Communications Center	All (Airport)
Jul 2 0705	Realistic radio message	Enroute to Fuel Farm. ETA three minutes.	Fire Agency Representative	All (Airport)

SCENARIO SET-UP

TIME	TYPE	DESCRIPTION	FROM	TO
		Introduction Purpose of this exercise		
Jul 2 0800	Important information	The following scenario will expose you to the issues that may occur in the event of a fuel farm fire. The intention is to allow you to experience the problems and time frames of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)
Jul 2 0800	Add an item to the status window	Earthquake rocks southern Chile — FBI foils terror plot in Alabama — Season premiere of The Rehashes tonight at 9pm		All (Airport)
Jul 2 0800	Add main story to web site.	Student Europe Trip Students to See World Famous Attractions Heather Magrone Mary Urbas is busy on the web, researching how to make the most of her time in Paris. Miss Urbas, 17, is about to leave on the biggest trip of her life. Ten days in France and Britain, along with 19 of her Riverside High School classmates, and 15 chaperones. Miss Urbas said with an excited smile, "I can't beleive that in three days I'll be at the top of the Eiffel Tower!" RHS language teacher Peter Letterman couldn't be more proud. "This is a great group of kids. They have been eager to learn and came up with		All (Airport)

the idea to travel to France about two years ago. With input and guidance from Principal Winner and their parents, the students arranged most of the trip themselves over the internet." "One of our destinations is to visit Marne La Vallee, outside Paris," said Tom Kelly, one of the students on the trip. "We met some French high school students there on 'My Space'. They invited us to spend a day there, attending their classes. We'll get to speak French with kids just like us!"

Jul 2 0800	Bulletin	Useful Links	Exercise Control	All (Airport)
Jul 2 0800	Bulletin	Acronyms	Exercise Control	All (Airport)

Jul 2 0800	Add main story to web site.	<p>Hot Weather Continues More Hot Weather on the Way Another hot late-July day is on tap for the most of Alabama today, with more of the same through the weekend, says WECSNewsNow meteorologist Dave Crosby. "It will be mostly sunny to partly cloudy and hot today with highs in the upper 90s," Crosby says. "Under sunny skies, highs Friday and Saturday should end up at the century mark. "By Saturday night, there will be a slight chance for showers and possibly a thundershower. The chance for rain may linger into early Sunday morning, though most of the day will be dry and cooler. "Highs Sunday should peak in the upper 80s to lower 90s." Slightly cooler temperatures are in store next week, Cosby says. "It will be relatively mild Monday and Tuesday as highs settle in the mid-80s," he says. "Dry and gradually warmer weather will return for the end of next week followed by a pronounced cool down for the weekend. With the change, there will be a chance for rain and thunderstorms late next Friday."</p>		All (Airport)
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PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0801	Phone call is being received.	ALERT: Alarm at the Fuel Farm	Communications Center	All (Airport)
Jul 2 0801	Realistic radio message	Comm Center to ARFF: Automatic alarm at the fuel farm. Smoke visible.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0802	Realistic radio message	Command to Comm Center: Acknowledged. We have heavy smoke visible from the Fuel Farm area. All units responding.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0803	Realistic radio message	Command on scene. We have a pump unit and fuel truck fully involved. Call a second alarm and activate the EOC for support.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0804	Phone call is being received.	ALERT: EOC staff report to EOC for Fuel Farm fire.	Communications Center	All (Airport)
Jul 2 0804	Realistic radio message	Beginning to pump master stream.	Fire Agency Representative	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0804	Realistic radio message	Engage foam. Engine 1 on the fuel truck, engine 2 on the pump unit.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0805	Realistic radio message	This is burning hot. I want all ARFF in proximity suites.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0805	Phone call is being received.	Does anyone know where our AEP is? The Airport Manager wants to reference it. We should post an electronic copy to the Bulletin Board. Thanks.	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Jul 2 0806	Realistic radio message	Command to Comm Center: Have all mutual aid position behind ARFF apparatus. I need them to handle water supply and support operations.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0807	Realistic radio message	This is command. We've got a bulge in the side of the fuel truck. All personnel need to pull back immediately Defensive operations.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0808	Realistic radio message	Command to Comms Center. The fuel truck has ruptured and exploded. I've got two firefighters seriously injured and need EMS	Incident Commander	EOC Commander, Airport Law Enforcement, Operations

		immediately Go to fourth alarm.		Section Chief, Safety Officer
Jul 2 0808	Realistic radio message	Roger that Command. EMS is enroute. Fourth alarm mutual aid being dispatched.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0809	Somebody at office door	I need you to hold a stand up briefing in 10 minutes with your staff. Let's get a good picture of what we know and what needs to be done to support the response. Send me an email with the results when you are done.	Airport Director	EOC Commander
Jul 2 0809	New email message	Let's Get Organized - Let's get organized. Initial Tasks - Chiefs and Officers 1 - Operations Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room. Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the Bulletin Board. Get us an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects. Let's do a stand up briefing at 0830 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a SitRep emailed to me soon after.	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Jul 2 0810	Tweet	WOW! There was a huge explosion at the airport! I think a plane blew up!		
Jul 2 0811	Realistic radio message	Law enforcement arriving on the roadway nearest the fire. Be advised that traffic is at a standstill in both directions. Smoke is heavy.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0812	Phone call is being received.	We have heard reports of smoke at the airport. Has there been a crash, and is the airport still open?	Reporter	Public Information Officer
Jul 2 0813	Realistic radio message	We have a confirmed fire in the fuel farm. Currently no direct effect on airfield ops.	Operations Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0813	Tweet	Huge fire and explosion at the airport! This has got to be a terrorist attack!		
Jul 2 0814	Phone call is being received.	We are receiving a lot of questions about smoke on the field. What should we be telling people?	Airport Law Enforcement Staff	Airport Law Enforcement
Jul 2 0815	Realistic radio message	This is a non-controlled fuel farm fire. This is a campaign situation. Fire is in jeopardy of spreading to other tanks. We are applying agent, but the fire is uncontrolled. The explosion damaged one engine and it's now out of service.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0815	Realistic radio message	This is a non-controlled fuel farm fire. This is a campaign situation. Fire is in jeopardy of spreading to other tanks. We are applying agent, but the fire is uncontrolled. The explosion damaged one engine and it's now out of service. Two firefighters were injured.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0816	New email message	I represent the <i>Alabama</i> Daily Blog. Do you have any comments about the reports of a fire at the airport?	Reporter	Public Information Officer
Jul 2 0816	Phone call is being received.	Is the EOC open?	Airline Company Liaison	Operations Section Chief
Jul 2 0817	Realistic radio message	We're losing pressure on the hydrants out here. I need this resolved immediately.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0818	Realistic radio message	Mutual aid fire arriving at the service gate.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0819	Tv	Breaking News — Fire at Airport		All (Airport)

STAND-UP BRIEFING

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0820	Notepad - Team	Stand-Up Briefing Begins	Exercise Control	
INITIAL RESPONSE				
TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0840	Add main story to web site.	Fuel farm burning in <i>unknown</i> WECS - A fire has broken out in the fuel farm of <i>unknown</i> Airport. Witnesses on the scene did not report seeing any aircraft involved in the incident, but traffic and delays in the airport are already starting to pile up. There has been no official press release yet from <i>unknown</i> airport officials, so the cause is not yet known. Many passengers waiting in the terminal suggested apprehension at the possibility that it is a terrorism-related occurrence, and observers have suggested that it is a distinct possibility. The fuel farm of an airport supplies all the aircraft traveling through the facilities with the fuel to continue flying. Having no fuel in an airport like <i>unknown</i> would not only cause major delays and backups in the airport itself, but also create delays all around the region as airplanes are forced to wait or get redirected to other locations.		All (Airport)
Jul 2 0840	Add an item to the status window	Fire at <i>unknown</i> Airport fuel farm. Cause unknown.		All (Airport)
Jul 2 0841	Phone call is being received.	This is the TSA office. What's the status of the situation?	TSA Representative	Airport Law Enforcement
Jul 2 0841	Phone call is being received.	Estimated Budget - If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC manager.	Airport Director	Finance/Administration Section Chief
Jul 2 0842	Phone call is being received.	The wind just shifted. Smoke from the fuel fire is now impeding vision across the main runway.	Operations Staff	Operations Section Chief
Jul 2 0843	Realistic radio message	This is command. Fuel is leaking from a ruptured pump into the containment area. We can't get to it and it's causing fire to spread across the containment area.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0844	Phone call is being received.	We've got two planes that loaded, but our pilots are reporting heavy smoke on the field. Are we able to let them fly? If not, we need to off load them.	Airline Company Liaison	Operations Section Chief
Jul 2 0845	Realistic radio message	With this heat, I need to rotate crews. Requesting EMS to establish a rehab area for firefighters.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0846	Phone call is being received.	We're going to need supplies for our responders. So, we need portable bathrooms, food, and drink for at least 75 people.	Operations Staff	Operations Section Chief
Jul 2 0846	Phone call is being received.	I'm from WKPX. I heard people were hurt in the fire. How many have been injured and what are their names?	Reporter	Public Information Officer
Jul 2 0846	Realistic radio message	We are seeing a large increase in traffic congestion around the terminal.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0847	Somebody at office door	This is going to go for a while. Pull together a planning meeting for 915 to lay the groundwork for the next operational period. I want to know what our objectives will be and identify key resources and support systems. Send me an email with the highlights afterwards.	Airport Director	All (Airport)
Jul 2 0848	Tweet	Ugh! Stuck at the airport because of this stupid fire. My plane isn't on fire. Why can't they just let us go?		
Jul 2 0848	Somebody at office door	I understand that we've called in Mutual Aid to help with the bombing. What are the expenses associated with that?	Airport Director	Finance/Administration Section Chief
Jul 2 0849	Somebody at office door	We need to get a handle on this situation, and fast. What's your take on this? Should we expect some major backups?	Airport Director	EOC Commander, Liaison Officer
Jul 2 0850	Tv	Breaking News — Fire at Airport Details		All (Airport)
Jul 2 0851	Realistic radio message	This is command. I need a staging area set up so we can rotate resources in as we need them.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0852	Realistic radio	Please recall all ARFF personnel. I need all hands.	Incident Commander	EOC Commander, Airport Law

	message			Enforcement, Operations Section Chief, Safety Officer
Jul 2 0853	Somebody at office door	The Autauga County EOC PIO called. He wants to know what kind of information you're putting out in the press release.	Clerk	Public Information Officer
Jul 2 0854	Phone call is being received.	I've seen news reports about a fire over there. What's going on?	Elected Official	Public Information Officer
Jul 2 0855	Realistic radio message	We've got a drone flying around this scene. Someone needs to get rid of it!	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0856	Phone call is being received.	I'm with the FBI, and we'd like a status update. What is the situation there? Is terrorism suspected?	FBI Agent	Airport Law Enforcement
Jul 2 0856	Phone call is being received.	This fire is the hot story of the day! We'd like to fly our news helicopter over it. Do we have permission to go ahead?	Reporter	Public Information Officer
Jul 2 0857	Realistic radio message	A horde of news vans are starting to pile up on the edge of the field. We need a decision on where to direct them.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0858	Realistic radio message	This is command. One of the fuel tanks has ruptured and fuel is close to topping the containment area. The fire is spreading.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0859	Realistic radio message	We've got a lot of traffic piling up out here. You should probably get in touch with local law enforcement to see about redirecting some of this traffic away from us.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0900	Somebody at office door	Smoke is being drawn into the main terminal through the HVAC. I had to shut it down. It's going to get hot in the building fast. What should we do?	Maintenance	EOC Commander, Operations Section Chief
Jul 2 0902	Somebody at office door	I'm missing two guys. I sent them with the welding truck to make a repair out at the fuel farm earlier this morning. I haven't heard from them. Have you gotten any reports about them?	Operations Staff	EOC Commander, Operations Section Chief
Jul 2 0903	Somebody at office door	Do we need to worry about any health effects from the smoke coming into the main terminal? Some people are coughing and wheezing.	Maintenance	EOC Commander, Operations Section Chief
Jul 2 0904	Tv	Breaking News - Fire at Airport More Information		All (Airport)
Jul 2 0905	Phone call is being received.	I've heard rumors that the fire was actually caused by sabotage. Was it an employee? How did he get access to the fuel tanks?	Reporter	Liaison Officer
Jul 2 0905	Phone call is being received.	Because of the airport was shut down so quickly, we've have several planes full of passengers and we're unable to unboard them. Would this classify as a safety or security exemption under the Airline Consumers Rights?	Airline Company Liaison	EOC Commander, Finance/Administration Section Chief
Jul 2 0906	Phone call is being received.	We would like to use some of the TSA personnel to assist with managing the press in the area. Please put in a request with them.	Airport Law Enforcement Staff	Operations Section Chief
Jul 2 0907	Somebody at office door	I understand that we've called in Mutual Aid to help with the fire. What are the expenses associated with that?	Airport Board Member	EOC Commander, Finance/Administration Section Chief, Operations Section Chief, Planning Section Chief
Jul 2 0907	Phone call is being received.	I understand that we've called in Mutual Aid to help with the fire. Are they properly equipped? Is there anything we need to consider here regarding those responders?	Airport Director	Safety Officer
Jul 2 0908	Phone call is being received.	The Incident Commander is requesting more foam on the scene and we are out. Where can we get more?	Communications Center	Logistics Section Chief
Jul 2 0908	Realistic radio message	This is the I.C. Some of the responders have dying radios. Please send new batteries or fresh radios.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0909	Phone call is being received.	Passengers are asking about delayed flights and when they'll be rescheduled. Do you have any information on this?	Airline Company Liaison	Operations Section Chief
Jul 2 0910	Somebody at office door	Reminder about the Planning Meeting in 5 minutes!	Clerk	All (Airport)
Jul 2 0910	Tweet	I see a ton of fire trucks at the airport and a lot of smoke. This is crazy!		
Jul 2 0911	Realistic radio message	This is the comm center. We are receiving reports of passengers in the terminal who took ill from the smoke. We've requested EMS	Communications Center	EOC Commander, Airport Law Enforcement, Operations

		to the terminal building, but this might be a bigger problem.		Section Chief, Safety Officer
Jul 2 0911	Phone call is being received.	This is the IC. I didn't want to put this out over the radio. I've got a couple of younger firefighters on scene who are taking this hard. I need to pull them off the line. Can we get some critical incident stress management support?	Incident Commander	EOC Commander
Jul 2 0912	Phone call is being received.	Do you have an update on those injured?	Reporter	Public Information Officer
Jul 2 0913	Phone call is being received.	I have three flights inbound. What do I do with them?	Airline Company Liaison	EOC Commander, Liaison Officer, Operations Section Chief
Jul 2 0914	Phone call is being received.	I'm from WHMG. This fire has been burning for quite some time. Are any nearby businesses in danger from the fire? Could the tank explode?	Reporter	Public Information Officer
Jul 2 0914	Phone call is being received.	This is NAS Airlines . What is the status of the airport? Whats being done for stranded passengers? When can we expect some decisions? We need to develop our plans too so can we receive a briefing?	Airline Company Liaison	Liaison Officer

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0945	Realistic radio message	This is the comms center. We have a family in the main terminal being treated by EMS from the smoke fumes. They don't speak English well and EMS is requesting an interpreter. They think they are Chinese.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0946	Realistic radio message	This is command. I need an air van on scene to refill air tanks.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0947	Somebody at office door	We just got a call from the state environmental department. They are sending a representative.	Clerk	EOC Commander, Liaison Officer
Jul 2 0949	Tweet	One of the firefighters from the airport died at the hospital.		
Jul 2 0949	Realistic radio message	This is command. I have another firefighter injured. Looks like a broken leg. They are being treated and transported by EMS.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 0950	Somebody at office door	Sorry to bother you, but I've got this youth group—a French club, I think—and their parents asking all the staff about whether they're going to make their flight or not. What should we tell them?	Clerk	EOC Commander, Liaison Officer
Jul 2 0950	Phone call is being received.	Terminal Disturbances - We're getting a lot of disturbances in the terminal. People are getting restless. We need to do something about this.	Communications Center	Operations Section Chief
Jul 2 0951	Phone call is being received.	We saw on Chirper that a firefighter from the airport died. What was their name?	Reporter	Public Information Officer
Jul 2 0952	Phone call is being received.	Do you need any support from the county? Just let me know what you need.	County Emergency Manager	EOC Commander
Jul 2 0953	Phone call is being received.	We got a call from the hospital. One of the firefighters caught in the explosion did not survive their injuries. The other is in critical condition.	Communications Center	EOC Commander
Jul 2 0955	Somebody at office door	We are getting a lot of heat complaints from the main terminal.	Clerk	EOC Commander, Operations Section Chief
Jul 2 0958	Realistic radio message	Requesting law enforcement to the vendor area nearest the NAS Airlines ticket counter for a fight. We have received reports that people are fighting over bottled water.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 1000	Somebody at office door	How are we tracking all the costs related to this? Do we have an estimate on what it will cost us?	Airport Board Member	Finance/Administration Section Chief
Jul 2 1001	Somebody at office door	The Governor's office called and wants information. Can you email me a situation report within five minutes?	Airport Director	EOC Commander, Liaison Officer, Public Information Officer, Planning Section Chief
Jul 2 1002	Realistic radio	This is command. We're beginning to contain the fire and	Incident Commander	EOC Commander, Airport Law

	message	discovered two bodies near the utility truck. Fatalities, but we haven't been able to recover them yet. Contact the medical examiner's office.		Enforcement, Operations Section Chief, Safety Officer
Jul 2 1002	Phone call is being received.	We have a mother who has run out of baby formula for her infant child. Since all of the vendors are closed and she can't leave, she has no ability to feed her baby. Can you all find someone to help her please?	Airline Company Liaison	EOC Commander, Logistics Section Chief
Jul 2 1003	New email message	We need to brief the airlines on the situation. Send me some briefing points.	Airport Director	Liaison Officer
Jul 2 1005	Realistic radio message	This is command. We need a hazmat response and hazmat clean up contractor. Once this is out we will have a lot of uncontained fuel to deal with.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 1005	New email message	Recovery Planning - While operations are going to continue for a while, we also need to consider the phases of the response. Some activities are going to wind down while different ones will be established. We should consider what our priorities and procedures will be for demobilizing resources we no longer need. Pull together a meeting at 1045 to talk about this. I also want you to talk about recovery. How long will it be until we can reopen? What needs to be done to make that happen? Be sure to send me meeting notes. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Jul 2 1007	Phone call is being received.	I don't know who I've been talking to, but they forwarded my call to you. My daughter has been stuck in the airport all morning. I understand you have a fire, but can't you get flights out?	Elected Official	Operations Section Chief
Jul 2 1008	Somebody at office door	What's the long term impact of this on airport operations? How long will it be until we can get fueling operations back up?	Airport Board Member	EOC Commander
Jul 2 1010	Somebody at office door	So what's the deal? Are we going to be able to get any other flights out? Can aircraft be fueled at all? I can bus passengers to another airport. Are you going to pay for this?	Airline Company Liaison	Liaison Officer
Jul 2 1011	Tweet	I've been stuck in the airport all morning and it's really hot in here, eh?		
Jul 2 1014	Phone call is being received.	We have a passenger from one of our deboarded planes that is concerned about their dog who is traveling with them. She's in the cargo hold area and we haven't unloaded any cargo from any planes.	Airline Company Liaison	EOC Commander, Operations Section Chief
Jul 2 1015	Phone call is being received.	Safety plan - We've had too many firefighters injured on this response. I want a proactive safety plan in place!	Airport Director	Safety Officer
Jul 2 1017	Realistic radio message	We received a report of an ambulance accident near the main access to the airport. A civilian vehicle struck the ambulance and there are injuries. Can we free up any resources from the fire to respond?	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 1018	Somebody at office door	We should do another media briefing. When and where? Can you send me speaking points?	Airport Director	Public Information Officer
Jul 2 1018	New email message	Budget Numbers - Can you give me a budget update on everything purchased so far for this response?	Airport Director	Finance/Administration Section Chief
Jul 2 1024	Realistic radio message	The is command. The fire is fully contained. We're working on final suppression activities.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Jul 2 1035	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander

RECOVERY PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 1005	Notepad - Team	Begin Recovery Planning Meeting.	Facilitator	

SCENARIO OUTLINE

Airport

Scenario: HazMat

Version: TEAM

Generated: Jun 11 2019 - 01:44 PM

Location: AL

DEMO

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0700	Add main story to web site.	Fireworks at City Center Fireworks at City Center Jessica Saunders (WARA News) - City planners are in the midst of organizing the largest fireworks display in the city's history. Thousands of residents are anticipated to attend the extravagant event, including a Alabama state Senator and his family." My kids are very excited to see the firework display this year. We drive 50 miles each year just to see them," said one commuter, Sara Goldblum. The City Center is charging a \$15 per adult and \$5 per child entrance fee, which includes parking, an all-you-can-eat buffet, and a desirable view of the fireworks display. Contact the City Center for additional details.		All (Airport)
Jul 2 0700	Add side story to web site.	Lottery		All (Airport)
Jul 2 0700	Add an item to the status window	Thousands Expected for Largest Fireworks Display in City History — Temperatures in the 90's All Week — Record Attendance Expected for Art Show		All (Airport)
Jul 2 0700	Display weather data on web site.	Weather		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Jul 2 0701	New email message	We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	All (Airport)
Jul 2 0703	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	All (Airport)
Jul 2 0704	Tweet	omg Liz agreed to be my date for the fireworks!!!! finally wore her down!		
Jul 2 0705	Realistic radio message	Comm Center to Fire 1. What's your location?	Communications Center	All (Airport)
Jul 2 0705	Realistic radio message	Enroute to Fuel Farm. ETA three minutes.	Fire Agency Representative	All (Airport)

SCENARIO SET-UP

TIME	TYPE	DESCRIPTION	FROM	TO
		Welcome to the Exercise Purpose of this exercise		
Jul 2 0728	Important information	The following scenario will expose you to the issues that may occur in the event of a HazMat incident. The intention is to allow you to experience the problems and timeframes of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)
Jul 2 0728	Bulletin	Links		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer,

				Planning Section Chief, Safety Officer
Jul 2 0728	Bulletin	List of Acronyms		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Jul 2 0728	Add an item to the status window	Thousands Expected for Largest Fireworks Display in City History — Hot! Hot! Hot! — Record High Travel Day at the Airport — Art Show Expecting Big Turn-out		All (Airport)
Jul 2 0728	New email message	ICS Roles and Responsibilities - Here is a brief description of ICS Roles and Responsibilities if you are unfamiliar with NIMS.	Exercise Control	All (Airport)

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0730	Tv	Great 4th Coming Up!		All (Airport)
Jul 2 0730	Add main story to web site.	High Travel Day at unknown Big Crowds at unknown Frank Joseppino (WARA News) - It's a high travel day at unknown as passengers celebrate the Fourth of July holiday. Airport authorities indicate it may be a record-breaking Independence Day. "For some time now, air travel has been at an all time low, but we are beginning to see things pick up again," said the airport Public Information Officer.		All (Airport)
Jul 2 0732	Realistic radio message	We have a ticket agent down in the terminal. Repeat: NAS Airline ticket agent has collapsed. Cause unknown. 911 has been called.	Airline Company Ticket Agent	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0733	Realistic radio message	We have reports of a person unconscious in the terminal due to the release of an unknown substance. We're responding to this as a hazmat. You should activate the EOC. I need the terminal shut down. No one in or out.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0734	Realistic radio message	EMERGENCY. This is the ticket agent at NAS Airlines. We have people collapsing at the counter. Need EMS now. Repeat: Need EMS now.	Airline Company Ticket Agent	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0735	Realistic radio message	Urgent. We now have 5 travelers down in Terminal A at the NAS Airlines concourse. Repeat: We now have 5 travelers down in Terminal A at the NAS Airlines concourse.	Communications Center	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0736	New email message	The Airport Manager wants to make sure everyone understands what role they are taking to mitigate this incident. We need to keep track of resources and record all events and decisions into the Event Log. This would include meeting outcomes, references, anything significant in tracing the mitigation of the event.	Clerk	EOC Commander
Jul 2 0736	Phone call is being received.	We have been instructed to notify you that there is a possible Hazmat situation at the NAS Airlines terminal.	Communications Center	EOC Commander
Jul 2 0737	New email message	Let's get organized. Initial Tasks - Chiefs and Officers 1 - Operations Section Chief - Assign a liaison from your section to the scene. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the scene. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room. Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance, and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the Bulletin Board. Get us	Airport Director	All (Airport)

		an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects.		
Jul 2 0739	Phone call is being received.	This is the Comm Center. At 7:17 am we received a call of a ticket agent down at the NAS Airlines concourse. This call is to let you know EMS is responding to the ticket counter with a report of several passengers unconscious. ARFF is responding to the terminal curb. Fire Chief is assuming command, he is setting up the Command Post. We have requested the EOC be established.	Communications Center	EOC Commander
Jul 2 0740	New email message	We need to get our liaisons out. Send someone to Family Assistance, and get someone to liaison with us from NAS Airlines.	Airport Director	Liaison Officer
Jul 2 0740	Phone call is being received.	The Incident Commander wants to know if you have you sent an EOC representative to the incident command post. When you assign the liaison, be sure they stay away from the affected area. Have the liaison report back to you with a quick situation status report (SitRep).	Airport Director	Logistics Section Chief, Operations Section Chief
Jul 2 0741	Realistic radio message	This is the Incident Commander. I've just activated a HazMat response and an MCI. There appears to be more than a dozen people down. I am evacuating everyone in the terminal to the tarmac. All evacuees are considered contaminated until proven otherwise. I'm establishing a hot zone within the terminal area. The specific substance is unknown. Requesting law enforcement and airport operations to respond to the command post. Comm Center, establish mass casualty notifications. We need to cancel all inbound and outbound flights. I need mutual aid for hazmat operations, man power, and decon.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0741	Tweet	There are people passing out at the airport. What's going on?		
Jul 2 0741	Realistic radio message	This is the Comm Center, roger that. Establishing mass casualty notifications now.	Communications Center	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0741	Somebody at office door	What do you think is going on here? Do you think there is something infectious? We should discuss whether to shut down the airport or just the immediately affected area. What do you think?	Airport Director	All (Airport)
Jul 2 0742	New email message	Can you get a quick press release ready? No time to review it. When you issue it, blind-copy myself and the EOC Manager. Keep it very brief.	Airport Director	Public Information Officer
Jul 2 0743	Phone call is being received.	Does anyone know where our AEP is? The Airport Manager wants to reference it. We should post an electronic copy to the Bulletin Board. Thanks.	Clerk	All (Airport)
Jul 2 0744	Realistic radio message	We need Maintenance to shut down the air handler over the NAS Airlines counter, and adjoining areas.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0745	Phone call is being received.	The Comm Center asked about the location of the Media Room. Do you have a location for that?	Clerk	Public Information Officer
Jul 2 0745	New email message	The EOC Manager should run a stand-up meeting in 15 minutes. I want briefing points from the EOC Manager afterwards.	Airport Director	All (Airport)
Jul 2 0747	Add an item to the status window	Unknown chemical released at unknown — Possible casualties at unknown due to chemical release — Hazmat On Scene at NAS Airlines Ticket Counter		All (Airport)
Jul 2 0747	Tweet	They're evacuating the airport terminal. Is there a shooter?		
Jul 2 0747	Add main story to web site.	HazMat Outbreak Incident at unknown Airport Incident at unknown Airport Frank Josephino (WARA News) - A Hazardous Materials response team is at the airport, in response to a chemical release of unknown substance. As security struggled to control the mass exodus, passengers wonder what they have been exposed to. "I was just standing there in line to check-in, and all of a sudden, I heard sirens. I couldn't really see what was happening though. There was a lot of confusion," said Lucy Rodgers, of Omaha. "I was just one of many shaken up NAS passengers." At this time, there is an unconfirmed report that there is at least one fatality with perhaps as many as 10 injured. We have been told that there will be a press conference soon. Stay tuned to this web site for more details.		All (Airport)
Jul 2 0748	Phone call is being	We're going to need any maps you have to be posted to the bulletin board. See what you and your staff can dig up that will be	Airport Director	Planning Section Chief

	received.	useful. Do we have detailed maps of the concourse?		
Jul 2 0749	Somebody at office door	We need to plan for this incident. We need to make sure we check all sources of information, like internet news and TV news, not just sources at the airport. What information should we focus on? What could impact our planning? What other sources of information should we check to aid in planning for this incident?	Airport Director	All (Airport)
Jul 2 0750	Realistic radio message	When hazmat arrives at the access gate, I want them to set up decon on the tarmac by the nearest gate. Everyone evacuated needs to be run through decon. I'll need EMS out there to triage and take care of any other casualties.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer

STAND-UP BRIEFING

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0800	Notepad - Team	Start of Stand-Up Briefing.	Exercise Control	

INITIAL RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0830	Add an item to the status window	More Passengers Down at unknown — Unknown Chemical at unknown Injures 10 , Airport Closed — At least 3 dead		All (Airport)
Jul 2 0830	Add main story to web site.	Passengers Down at unknown Passengers Struck Down at unknown Maria Carter (WARA News) - Passengers at unknown were struck unconscious while waiting to check in at the NAS Airlines ticket concourse this morning. One ticket agent became unconscious and an elderly passenger was killed. "We're not sure yet what the chemical is, but we know there is a hazardous material in the air," said one emergency worker who asked to be unnamed. Rescue workers say the elderly and those with asthma or other lung-related illnesses may be affected most. Workers are transporting the injured to Autauga County Hospital. Airport management has closed the airport and is said to be working to clear the terminal.		All (Airport)
Jul 2 0830	Somebody at office door	My throat is really irritated. Are we in a safe place?	Clerk	All (Airport)
Jul 2 0830	Realistic radio message	This is the I.C. Quick update. This is a chlorine release. Looks like a 20 gallon container near the ticket counter. HazMat is securing the container. There is no reason this should be here.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0830	Realistic radio message	Command Post needs additional perimeter security ASAP. There are a lot of people rubbernecking here.	Operations Staff	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0831	New email message	Facts about Chlorine - Here is the Safety Data Sheet for chlorine. This may be helpful in dealing with the spill.	Clerk	All (Airport)
Jul 2 0831	Somebody at office door	I just came in from curbside. We have a lot of people who are tired, hot, and anxious blocking the roadway. What do we do with this crowd? At the minimum, I think we should: 1. Select an alternate safe site for them. 2. Arrange transportation to the holding site. 3. Arrange for food, water, and medical support. Should we be prepared for longer-term lodging? Why? Should we set up a tent with some portable toilets?	Airport Director	All (Airport)
Jul 2 0831	New email message	It is important to inform the public about this event, especially as concerns rumors of terrorism. Send the EOC Manager your Talking Points as soon as possible via email. Call a Press Conference right after our Planning Meeting. Send out an announcement to the press.	Airport Director	Public Information Officer
Jul 2 0831	Realistic radio message	This is the Comm Center. Transport is needed for stranded personnel not injured.	Communications Center	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0831	Phone call is being received.	If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC Manager.	Airport Director	Finance/Administration Section Chief
Jul 2 0831	Phone call is	I just got a call from the FBI. They are sending an agent from their	Airport Director	Airport Law Enforcement

	being received.	nearest field office and will want a briefing when they arrive.		
Jul 2 0831	Phone call is being received.	When are you going to have your press conference? I want to be there.	Airport Board Chairperson	Public Information Officer
Jul 2 0831	Phone call is being received.	Several media outlets, including CNN, are in the lobby. Some are asking for a brief, others are nosing around. What should I do?	Communications Center	Public Information Officer
Jul 2 0832	Tv	HazMat at Airport		All (Airport)
Jul 2 0832	Realistic radio message	It's hot out there. We will need tents, water, and ice for people who were evacuated.	Incident Commander	EOC Commander, Logistics Section Chief
Jul 2 0832	New email message	We may end up with hundreds stranded in the airport, possibly overnight. Pull together an action plan, with budget, to transport those stranded to another location. Submit your outline, a high-level plan to the EOC Manager for approval in the next 20 minutes.	Airport Director	Finance/Administration Section Chief, Logistics Section Chief, Operations Section Chief, Planning Section Chief
Jul 2 0832	Phone call is being received.	Have you sent out instructions for staff to follow proper accounting procedures? If not, please do so before people start spending all kinds of money. Be sure to copy everyone, ok?	Airport Director	Finance/Administration Section Chief
Jul 2 0832	New email message	There are safety concerns for passengers, agents, and ARFF. Is there enough protection for rescue workers and passengers? Reply to me and copy the EOC staff on your findings so that all responders can take appropriate precautions. Distribute the guidance via bulletin board.	Airport Director	Safety Officer
Jul 2 0832	Somebody at office door	We have children separated from parents on the curb. How do we notify all of these people?	Clerk	Operations Section Chief
Jul 2 0832	Phone call is being received.	What's happening now? We see people out on the curb, fire and police are everywhere. When are we getting a briefing? When did you say that briefing will be? What about a press release?	Reporter	Public Information Officer
Jul 2 0833	Phone call is being received.	Quick Update: We are now treating the site as a crime scene. We have identified the container as an illegal shipment.	Incident Commander	Airport Law Enforcement
Jul 2 0833	Somebody at office door	I just saw someone from Accounting who was near the release when people were passing out. She is at her desk now, laughing at nothing. Is this from the chemical? Could this be a mental health reaction. Should someone check her out?	Clerk	Safety Officer
Jul 2 0833	Phone call is being received.	HazMat says it's reasonable to assume within 5 feet the concentration would exceed 50ppm, which will cause severe injury, possibly death. Does that help you scope the magnitude of this event?	Incident Commander	Operations Section Chief
Jul 2 0833	New email message	The Board's CFO wants to know if we have we heard from our insurance company. He says he wants you to email him with an update.	Clerk	EOC Commander
Jul 2 0833	Realistic radio message	This is the IC. Quick status update: Appears there's more than 10 unconscious. Some may be additional fatalities.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0834	Realistic radio message	The terminal curb is crowded with dozens of injured people waiting for transport to the hospital. We have roughly a hundred more who are fine, with nowhere to go. We need crowd control assistance and probably transportation.	Law Enforcement Officer on Duty	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0834	Tweet	People are dying at the airport! We need help here right away! This is a terrorist attack!		
Jul 2 0834	Add main story to web site.	Passengers Wait in Heat Passengers Wait Under 90+ Sun at unknown Maria Carter (WARA News) - While rescue workers manage a Hazardous Materials crisis unknown airport, passengers wait outside in 90-degree weather to be moved to local hotels. Although hundreds of passengers wait for the transport buses in the sun, the airport spokesperson said that it takes time to move hundreds of people. "We urge travelers to understand that - although we know they are tired, hot and anxious - this measure we are taking is for their safety and protection."		All (Airport)
Jul 2 0834	Phone call is being received.	My people are out of the building, but the checkpoint is not secure. When can we get back to secure it? What is the status of the incident? What is important for me to know?	TSA Representative	EOC Commander
Jul 2 0834	Phone call is being	I assume you received our request for information? We are sending a special agent to your EOC. Where should he report?	FBI Agent	Airport Law Enforcement

	received.			
Jul 2 0834	Realistic radio message	Airlines are still operating equipment on the ramp in close proximity to passengers. Someone needs to take care of this immediately.	Airfield Operations	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0834	Phone call is being received.	We are available for support. Would you like to set up a Joint Information Center? What would you like us to do to help?	County Emergency Manager	EOC Commander
Jul 2 0834	Phone call is being received.	My people are here on the curb, and need some water. Can you get a truck out here with a couple of cases?	Maintenance	Logistics Section Chief
Jul 2 0834	New email message	Please provide a sitrep to the Chairperson as soon as you can. Thank you.	Airport Board Secretary	EOC Commander
Jul 2 0834	Add main story to web site.	Passengers Worried Passengers Say Air is Poisoned Passengers who were waiting for their flights in Terminal A at unknown airport are concerned that the still unidentified toxin may have poisoned the air. Understandably, panic is spreading throughout the airport as passengers and their families grow concerned about the possibility of an airborne contagion. "All I'm saying is that I didn't have a cough before I came to the airport today," proclaims Shantel Jones, an anxious passenger who was awaiting her flight when the substance was discovered. "It could be Anthrax or something... I feel my asthma acting up," said another passenger, David Rubinstein. A frequent flier, Pavan Khan, disclosed "I travel all over the country for my work and have never experienced anything like this. What if the toxin spreads through the air? I told my wife I'd see her in a few hours. What if I get sick? Can this stuff spread to my family, my kids?"		All (Airport)
Jul 2 0834	Realistic radio message	We have aircraft on ramp with passengers and cargo. What do we do with them?	Airfield Operations	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief
Jul 2 0838	Phone call is being received.	Concerned friends and family are already showing up at the airport. Is there a secured area ready for them, and if so, where is it?	Communications Center	Operations Section Chief
Jul 2 0838	Phone call is being received.	Local law enforcement has arrived. They want a sitrep. They're being escorted over to you. Should be at your door in a few minutes.	Operations Staff	Airport Law Enforcement
Jul 2 0838	New email message	Please circulate your press conference schedule. Send a copy via email to all staff and the Comm Center as soon as possible.	Airport Director	Public Information Officer
Jul 2 0838	Phone call is being received.	What's happening? I hear a HazMat team is there, and the news says there are people dead. I need a sitrep. Give me a quick rundown. Is there a danger outside the airport?	Elected Official	EOC Commander
Jul 2 0838	Phone call is being received.	Did the chemical release disperse into the ground water? What can you tell me?	Environmental Protection Agency Rep.	EOC Commander
Jul 2 0838	Phone call is being received.	What safety issues have you observed, if any?	Airport Director	Safety Officer
Jul 2 0838	New email message	Let's get Catering to pass out some snacks out there for the stranded passengers. It will keep them occupied, and if they're fed, they won't be as irritable.	Law Enforcement Officer on Duty	Logistics Section Chief
Jul 2 0840	Phone call is being received.	We'd like to relocate two of our aircraft from your airport to an alternate site. Otherwise, they'll be out of position for tomorrow's flight schedule. Can you open the airport long enough to let them depart without passengers?	Airline Company	Operations Section Chief
Jul 2 0840	Realistic radio message	This is the I.C. Some of the responders have dying radios. Please send new batteries or fresh radios.	Incident Commander	Logistics Section Chief
Jul 2 0840	Add main story to web site.	3 Dead, Others Treated Chlorine Attacks unknown Officials at unknown have announced that they have determined the toxin plume at the airport has been identified as chlorine. Rescue workers state it appears the plume was relatively small. There is an unconfirmed report of at least 3 fatalities. Sources say the airport will remain closed until airport management is ensured that all traces of the chlorine have been removed. Some passengers have only minor irritations and are being treated at the scene. More seriously injured passengers have been taken to Autauga Hospital. Stay tuned to this web site for more details. A press conference should be held soon.		All (Airport)

Jul 2 0840	Phone call is being received.	Do we have an estimated time that we will re-open the airport?	Airline Company	EOC Commander, Operations Section Chief
Jul 2 0840	Somebody at office door	Hello. I understand you have a HazMat incident on your hands. Was this an accident, or is there a criminal element involved? What actions have you taken so far? What is your perspective on where you would like our assistance? Who should we talk to on the scene?	Local Law Enforcement	Airport Law Enforcement
Jul 2 0840	New email message	Plan for Rehabilitation of Concourse - SECTION CHIEFS: Now that we know the chemical in question has been identified as chlorine, we need to begin planning for the concourse clean-up. Rehabilitation actions need to be identified in the Planning Meeting - So Operations, Logistics, Planning, and Safety need to get together before hand to identify tactics and support. We will conduct the Planning Meeting at 9:15, or earlier if everyone is ready. Gather input from your staff. OPS and LOGISTICS: How do you anticipate the support requests will change? SAFETY: What new measures need to be put in place to protect our clean-up crews? LEO: Will you need to rotate out staff? Send your bullet list to me and copy one another. Do not confine your plans to just these questions. Let's come up with a solid plan so we can get this airport back up and running. The Planning Chief will run the meeting.	Airport Director	All (Airport)
Jul 2 0843	Realistic radio message	This is the I.C. We're requesting granola bars and protein bars for the responders.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0843	Tweet	Firefighters are going to take my phone! They can't do that!		
Jul 2 0843	New email message	Please be prepared for this meeting. We need to address future actions, support needs, and staffing.	Airport Director	All (Airport)
Jul 2 0843	Realistic radio message	This is the I.C. We have passengers concerned about chemical exposure. Even if people are asymptomatic, do you want them to go to the hospital?	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0843	Phone call is being received.	I thought the airport was closed, but I'm still hearing take-offs. What gives?	Local Citizen	All (Airport)
Jul 2 0844	Phone call is being received.	Are you seeing any traumatic-stress symptoms from the scene? What work/rest cycle guidance have you issued, and where is it posted?	Airport Director	Safety Officer
Jul 2 0844	Phone call is being received.	We hear you have some fatalities. Can you confirm? A morgue tent is coming, right? So how many are dead? Is this a terrorist incident?	Reporter	Public Information Officer
Jul 2 0844	Phone call is being received.	Do you know what caused the accident? We have rumors it was a terrorist act. Can you confirm? Is it true there are 3 dead now? What else can you tell me? Can I quote you?	Reporter	Public Information Officer
Jul 2 0844	Add main story to web site.	More Die at unknown Chlorine Kills 3 at unknown A press briefing at unknown confirmed that there were 3 fatalities and 10 injuries after a chlorine attack on the airport. The chlorine appears to have come from an illegal shipment, although law enforcement authorities and the FBI are investigating all possibilities. All of the injured and dead have been recovered; however the bodies have not been identified. The injured are being taken to Autauga County Hospital, with conditions ranging from minor inhalation to severe trauma. Authorities are in the process of identifying the bodies and notifying next of kin. Inquiries from loved ones should be directed to the Family Assistance hotline.		All (Airport)
Jul 2 0845	Realistic radio message	This is the I.C. We are running low on tanks for the air packs. We need an air van to respond.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0848	Realistic radio message	This is the I.C. We have two firefighters injured. They are being deconned and EMS will handle them. We need more ambulances.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0900	Somebody at office door	Aside from scheduled flights, what else is this going to impact and for how long?	Airport Director	EOC Commander, Operations Section Chief
Jul 2 0905	Phone call is	Because of the airport was shut down so quickly, we've have	Airline Company Liaison	EOC Commander,

being received.

several planes full of passengers and we're unable to onboard them. Would this classify as a safety or security exemption under the Airline Consumers Rights?

Finance/Administration Section Chief

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 2 0945	Somebody at office door	What is this, a terrorist event? How many died? We heard at least 14. Is that correct? The hospital says there are 30 injured. Can you confirm? Have the families been notified? When will the airport re-open? What was the cause of the spill? Were any airport workers injured? What about all the stranded passengers? Will the airlines honor their itineraries?	Reporter	EOC Commander, Public Information Officer
Jul 2 0945	Realistic radio message	This is the I.C. All passengers and staff from the terminal have gone through decon and triage. We have the container secured and it will be removed shortly. Our clean up activity will take about three hours. If State Environmental shows up, send them down.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 0945	Tv	Latest News		All (Airport)
Jul 2 0946	New email message	Recovery Planning - While operations are going to continue for a while, we also need to consider the phases of the response. Some activities are going to wind down while different ones will be established. We should consider what our priorities and procedures will be for demobilizing resources we no longer need. Pull together a meeting at 1030 to talk about this. I also want you to talk about recovery. How long will it be until we can reopen? What needs to be done to make that happen? Be sure to send me meeting notes. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Jul 2 0948	Phone call is being received.	This is the hospital. Patient tracking is a mess. We aren't being informed of the number or status of patients coming from the airport. What can you do to help?	Hospital POC	EOC Commander, Logistics Section Chief, Operations Section Chief
Jul 2 0950	Somebody at office door	State Environmental is here about the spill. Who should I send them to?	Clerk	EOC Commander, Liaison Officer, Operations Section Chief
Jul 2 1000	Phone call is being received.	Has Legal contacted the appropriate outside attorney for potential lawsuits?	Airport Board Chairperson	EOC Commander
Jul 2 1000	New email message	We'll need those buses again if we're going to get the passengers back from the hotel.	Airline Company Liaison	Logistics Section Chief, Operations Section Chief
Jul 2 1002	New email message	The Comms Center says the media is clamoring for more information. Do you have an updated press release ready? Send to the EOC Manager for approval by forwarding this email to the EOC Manager with your content.	Airport Director	Public Information Officer
Jul 2 1002	Phone call is being received.	We have a mother who has run out of baby formula for her infant child. Since all of the vendors are closed and she can't leave, she has no ability to feed her baby. Can you all find someone to help her please?	Airline Company Liaison	EOC Commander, Liaison Officer, Logistics Section Chief
Jul 2 1003	Realistic radio message	This is the I.C. We need more water and ice at the concourse.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 1003	New email message	Do you have an estimate on when we'll reopen?	Airline Company Liaison	EOC Commander, Operations Section Chief
Jul 2 1003	Phone call is being received.	We have a source at the hospital who says one of your Accounting personnel witnessed the death of a child, and is now in the Psych ward. Can you comment on that?	Reporter	Public Information Officer, Safety Officer
Jul 2 1003	Phone call is being received.	Hey, I just talked to the Incident Commander, and he wouldn't answer any of my questions. Can you tell me what the cause of the incident is? How about the number of deaths? How many have been injured? Who is at fault here?	Reporter	Airport Law Enforcement, Liaison Officer
Jul 2 1003	New email message	Please provide a budget status update ASAP.	Airport Board CFO	EOC Commander
Jul 2 1004	Phone call is	NAS 575 wants to depart. What's the status of the airport?	Airline Company Liaison	Operations Section Chief

	being received.			
Jul 2 1004	Realistic radio message	This is the Incident Commander. All victims have been transported and mutual aid is released, with the exception of decon. ARFF is working with maintenance on final clean up. State Environmental wants testing done before we can reopen the area.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 1004	Add main story to web site.	Stress Brings Down Accountant Traumatic Stress Brings Down Accountant After an airport Accounting clerk witnessed the death of a small child due to chlorine inhalation, she was overcome by shock and is being held for examination in the psychiatric ward at Autauga County Hospital. The child's grieving mother, Johanna Brayburn from St. Louis, Missouri, tearfully said, "I can't believe my little baby is gone. She was so little and had so much living left to do."		All (Airport)
Jul 2 1005	Realistic radio message	This is Maintenance. Janitorial staff have been sent to clear the counter area and curb side of remaining debris.	Maintenance	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief, Safety Officer
Jul 2 1005	New email message	The Board has requested a status update. Please provide a SITREP brief by forwarding this email with your response to the EOC Manager as soon as possible. No more than one paragraph.	Airport Director	All (Airport)
Jul 2 1010	Phone call is being received.	Before the airport reopens, we need to re-secure the sterile area. We'll need assistance from airport law enforcement. Let us know when you are ready to do this.	TSA Representative	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief
Jul 2 1014	Phone call is being received.	We have a passenger from one of our deboarded planes that is concerned about their dog who is traveling with them. She's in the cargo hold area and we haven't unloaded any cargo from any planes.	Airline Company Liaison	EOC Commander, Liaison Officer, Operations Section Chief
Jul 2 1020	Realistic radio message	This is Landside Operations. We are now taking over the Command Post. Repeat: Landside Operations is now the Incident Commander.	Incident Commander	EOC Commander, Airport Law Enforcement, Liaison Officer, Operations Section Chief, Planning Section Chief
Jul 2 1020	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander

PLANNING RECOVERY MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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SCENARIO OUTLINE

Airport

Scenario: Mass Casualty Incident

Version: TEAM

Generated: Jun 11 2019 - 01:45 PM

Location: AL

DEMO

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 27 2000	New email message	ICS Roles and Responsibilities - Here is a brief description of ICS Roles and Responsibilities if you are unfamiliar with NIMS.	Exercise Control	All (Airport)
Nov 27 2000	Add main story to web site.	Thanksgiving Travel Increased Increased Holiday Travel at <i>unknown</i> Phyllis Joseppino (WARA News) - It's a high travel day at <i>unknown</i> as passengers are returning home after taking advantage of Thanksgiving specials. Airport authorities indicate that it may be a record-breaking holiday travel season.		All (Airport)
Nov 27 2000	Add side story to web site.	Lottery		All (Airport)
Nov 27 2000	Add an item to the status window	Temperatures for the week in low 40's — High Holiday Travel at <i>unknown</i>		All (Airport)
Nov 27 2000	Display weather data on web site.	Weather		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 27 2001	New email message	We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	All (Airport)
Nov 27 2003	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	All (Airport)
Nov 27 2004	Tweet	omg Liz agreed to be my date this weekend!!! I finally wore her down!		
Nov 27 2005	Realistic radio message	Comm Center to Fire 1. What's your location?	Communications Center	All (Airport)
Nov 27 2005	Realistic radio message	Enroute to Fuel Farm. ETA three minutes.	Fire Agency Representative	All (Airport)

SCENARIO SET-UP

TIME	TYPE	DESCRIPTION	FROM	TO
		Introduction		
		Purpose of this exercise		
Nov 27 2059	Important information	The following scenario will expose you to the issues that may occur in the event of a mass casualty incident. The intention is to allow you to experience the problems and timeframes of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport.		All (Airport)
Nov 27 2059	Bulletin	Useful Links	Exercise Control	All (Airport)
Nov 27 2059	Bulletin	Acronyms	Exercise Control	All (Airport)
Nov 27 2059	Add side story to web site.	Lotto		All (Airport)

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
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Nov 27 2100	Add main story to web site.	Dense Fog Dense Fog at unknown Phyllis Joseppino (WARA News) - There is dense fog all around the area today. unknown anticipates significant delays all day and advises any travelers to contact their airlines before coming to the airport for updates in anticipated arrival and departure times. In anticipation of the heavy crowds predicted as a result of the delays, the airport is planning to extend business hours of airport merchants.		All (Airport)
Nov 27 2101	Phone call is being received.	Tower Alert - This is the tower with an Alert 2, NAS Airlines, an A-340 has been diverted to unknown and is making an emergency landing with an on-board electrical fire. It will be landing on Runway 21C in approximately 3 minutes. The aircraft is experiencing intermittent navigation failure, and there are 316 souls on board including crew.	Airport Traffic Control	All (Airport)
Nov 27 2102	Phone call is being received.	ALERT: Aircraft on approach for emergency landing. Assigned personnel report to EOC immediately.	Communications Center	All (Airport)
Nov 27 2103	Realistic radio message	Report of a diverted passenger aircraft on approach. Emergency landing. Repeat, passenger aircraft on approach with an emergency landing. Clear all vehicles and aircraft. Crash rescue respond to standby position.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2103	Realistic radio message	ARFF acknowledges emergency landing. All units mobilizing to standby position.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2104	Realistic radio message	This is Command. We have an A-340 crashed while landing runway 21C and is fully engulfed in flames. Initiate mass casualty response and activate the EOC. Have airport operations and law enforcement respond to the Command Post. ICP is located 400 feet upwind from the impact site.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2104	Realistic radio message	Roger that command. Mass casualty protocol initiated. EOC has been activated. Ops and law enforcement requested to respond to the command post.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2105	Realistic radio message	Airport operations and law enforcement please respond to the command post - 400 feet upwind of the crash site.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2105	Phone call is being received.	ALERT: Aircraft crash reported. Mass casualty response activated	Communications Center	All (Airport)
Nov 27 2106	Realistic radio message	Comm center this is command. Go straight to a fourth alarm. Recall all ARFF personnel.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2106	Realistic radio message	Roger that command. Calling fourth alarm. ARFF recall will be issued.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2107	Realistic radio message	This is command. Ambulatory victims are evacuating the plane by emergency slides in the front. From the wings back the plane is fully engulfed in fire. I need personnel on site immediately to manage the people off loading until triage can be set up.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2108	Realistic radio message	This is command. I need responding apparatus with booms positioned on the flanks and rear of the aircraft. Mutual aid engines will use deck guns to cover lower areas. Additional engines will keep water flowing and provide personnel to assist with evacuations and triage.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2108	Tweet	Just saw a plane crash at the airport! The whole thing is on fire! Terrorists?		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 27 2108	Phone call is being received.	Does anyone know where our AEP is? The Airport Manager wants to reference it. We should post an electronic copy to the Bulletin Board. Thanks.	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 27 2110	Phone call is being received.	This is the hospital coordination center. We got notified of an MCI at the airport. What's going on? How many patients can we expect?	Hospital Coordinating Center POC	EOC Commander, Liaison Officer
Nov 27 2111	Phone call is being received.	This is your local news station, WARA. We understand that an aircraft has crash-landed at your airport. Can you tell us what happened? How many people were on the plane? Do you expect fatalities? We'd like to get an exclusive feed. Can we get a news van on the tarmac?	Reporter	Public Information Officer

Nov 27 2111	New email message	Stand-Up Briefing at 2130 - Let's get organized. Initial Tasks - Chiefs and Officers 1 - Operations Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room. Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the Bulletin Board. Get us an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects. Let's do a stand up briefing at 2130 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a SitRep emailed to me soon after.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 27 2112	Somebody at office door	We have some information for you. NAS Flight #444 had 316 souls on board. It was a domestic flight from SFO with various international souls. We're trying to find translators to help at the scene, but we would like your help with that.	Airline Company Liaison	EOC Commander, Liaison Officer
Nov 27 2113	Realistic radio message	This is the Comm Center. Mutual aid beginning to arrive at the service gate. They require escorts.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2114	Add main story to web site.	NAS Flight Crashes at unknown NAS Airlines #444 Crashes at unknown NAS Airlines #444 crashed at unknown , shortly after 9:00 p.m. tonight, with 316 people on board. The aircraft does not operate out of unknown and reportedly had an electrical fire on board before the crash. Witnesses on-scene have called in to report that the aircraft is entirely engulfed in flames. The prospects seem grim. NAS Airlines spokesperson Leela Stewart stated that "Our thoughts and prayers go out to the loved ones of these passengers," adding that all available resources are coming together to effect a rescue as quickly as possible. Please stay tuned to WARA.com as the story unfolds.		All (Airport)
Nov 27 2114	Somebody at office door	I want regular updates on the number of injured and fatalities that we can get from command. Let's track these numbers and post them in the EOC.	Airport Director	Planning Section Chief
Nov 27 2116	Somebody at office door	Draft up your first release and email it to me and the EOC Manager for review. Make it brief. I want it right after the stand up briefing is finished.	Airport Director	Public Information Officer
Nov 27 2117	Realistic radio message	This is command. EMS is beginning to arrive and setting up triage. It's going to be a while before we can get a handle on things. We're in need of portable light towers for the triage area.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2118	Realistic radio message	This is command. We need a large number of interpreters in triage. Korean, I believe.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2120	Realistic radio message	This is command. We need tents and salamanders to shelter victims and keep them warm.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2123	Realistic radio message	This is command. EMS is still getting a handle on triage numbers... there are at least a couple hundred victims out here so far. Once we get the fire out we will initiate rescue operations onboard the aircraft.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2124	Somebody at office door	Media calls are flooding in. It's more than you and other staff here can handle. Should we set up a call center? Do we have that capability?	Airport Director	Public Information Officer
Nov 27 2125	Somebody at office door	Reminder about the stand up briefing in five minutes.	Clerk	All (Airport)
Nov 27 2127	Realistic radio message	This is command. We are having water pressure issues. We need them resolved ASAP.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer

STAND-UP BRIEFING

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 27 2130	Notepad - Team	Start of Stand-Up Briefing	Exercise Control	

INITIAL RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 27 2145	Realistic radio message	This is command. Fire suppression activities are largely complete. We are hitting hot spots and will shift resources to rescue activities.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2145	Phone call is being received.	Estimated Budget - If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC Manager.	Airport Director	Finance/Administration Section Chief
Nov 27 2145	Phone call is being received.	Supplies for Responders - We're going to need supplies for our responders. So, we need portable bathrooms, food, and drink for at least 75 people.	Incident Commander	Logistics Section Chief
Nov 27 2145	Phone call is being received.	Number of Injured? - I'm from WKPX. I heard people were hurt in the crash. How many have been injured and what are their names?	Reporter	Public Information Officer
Nov 27 2146	Phone call is being received.	We will need fuel for the light towers so we can run them all night.	Maintenance	Logistics Section Chief
Nov 27 2146	Phone call is being received.	Because of the airport was shut down so quickly, we've have several planes full of passengers and we're unable to onboard them. Would this classify as a safety or security exemption under the Airline Consumers Rights?	Airline Company Liaison	EOC Commander, Liaison Officer, Safety Officer
Nov 27 2147	Phone call is being received.	Is there specific gear we should have for night work?	Operations Staff	Safety Officer
Nov 27 2148	Somebody at office door	I just wanted to make sure you got that email I sent you about the recovery planning meeting.	Airport Director	Public Information Officer
Nov 27 2149	Realistic radio message	This is command. We've got exposed Jet A from the aircraft. Requesting a HazMat mutual aid response and a clean up contractor to secure the fuel.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2150	Phone call is being received.	The media keeps calling and asking for details - what do I tell them?	Communications Center	EOC Commander
Nov 27 2151	New email message	I need to see and sign off on your media brief before it goes out. Please email it to me.	Airport Director	Public Information Officer
Nov 27 2152	Realistic radio message	This is command. I need an airline manifest and a liaison from the airline to report to the command post	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2153	Realistic radio message	This is command. I need personnel to help secure the Command Post. There are injured passengers rushing to us for help and we need them moved to triage.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2153	Phone call is being received.	We've got two planes that loaded before the explosion. Are we able to let them fly? If not, we need to off load them.	Airline Company Liaison	EOC Commander
Nov 27 2154	New email message	This incident is going to go for a while. I want the Planning Section Chief to conduct a Planning Meeting at 2230 to start pulling together some proper incident action planning. We need to identify our operational periods and forecast key activities and resources needed for the next operational period - including the EOC. Email me the highlights of the meeting.	Airport Director	EOC Commander, Planning Section Chief
Nov 27 2155	Somebody at office door	I just wanted to make sure you got that email I sent you about the planning meeting.	Airport Director	EOC Commander, Planning Section Chief
Nov 27 2155	Realistic radio message	This is command. I have a firefighter injured! She was struck by a mutual aid engine pulling up to the scene. She's conscious but appears to have internal injuries. EMS on site will be transporting her. It's dark and foggy out here. We have some serious safety issues!	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2156	Somebody at office door	Did you hear about the injured firefighter? With the darkness, chaos, and fog, there are some serious safety issues. We need a detailed and proactive safety plan and safety monitors on site.	Airport Director	EOC Commander, Safety Officer
Nov 27 2157	Realistic radio message	This is command. Thermal imaging confirms that all hot spots are out on the aircraft.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer

Nov 27 2158	Realistic radio message	EMS to Command. We have some combative patients in triage. We need immediate assistance.	EMT	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2158	Somebody at office door	I understand that we've called in Mutual Aid to help with the crash. What are the expenses associated with that?	Airport Director	Finance/Administration Section Chief
Nov 27 2159	Somebody at office door	We need to think about what we're going to do with passengers in the terminal and on planes that were ready to depart before this happened. Do we have an ability to release the loaded flights? What are we going to do with the passengers in the terminal?	Airport Director	EOC Commander, Operations Section Chief
Nov 27 2200	Realistic radio message	This is command. I have some initial triage estimates from EMS. About 90 green, 30 yellow, and 24 red. We have a number of dead in the aircraft and some outside the aircraft. If you haven't already called up mass fatality resources, do so. We are finding some survivors in the aircraft and pulling them out, but we're having to move the deceased in the process.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2202	Realistic radio message	This is command. Some victims got doused in fuel We need to establish a decon before they can be viably treated and transported.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2204	Phone call is being received.	Until all passengers in the terminal are evacuated, can we make arrangements with vendors to provide food at no charge?	Airport Director	Operations Section Chief
Nov 27 2205	Realistic radio message	This is command. We need more ambulances for transport and more medical supplies for treatment on scene. Oxygen tanks and masks, bandages, splinting materials, and back boards with straps.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2207	Somebody at office door	We got the call from the NTSB. They are on their way.	Airport Director	EOC Commander
Nov 27 2207	Phone call is being received.	We have a passenger from one of our deboarded planes that is concerned about their dog who is traveling with them. She's in the cargo hold area and we haven't unloaded any cargo from any planes.	Airline Company Liaison	EOC Commander, Liaison Officer, Operations Section Chief
Nov 27 2208	Phone call is being received.	This is the local emergency management office. What resources do you need?	County Emergency Manager	EOC Commander, Liaison Officer
Nov 27 2209	Phone call is being received.	This is Lou McGuffin with WEPS News. We have a news crew and van on their way to the airport. Where can they park to establish a live feed of the incident? Do you have a media briefing schedule?	Reporter	Public Information Officer
Nov 27 2210	Realistic radio message	This is command. The co-pilot has been recovered alive. The captain did not survive the crash.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2212	New email message	Emergency Budget Allocations - Need emergency budget allocations and tracking of costs for duration of event.	Airport Director	Finance/Administration Section Chief
Nov 27 2214	Realistic radio message	This is command. I need a responder rehab area established away from the site. I need a heated tent, water, EMS support, and food.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2215	Somebody at office door	We got a call from the State. The State EOC has activated to provide any needed assistance and they are sending a representative to our EOC.	Airport Director	EOC Commander, Liaison Officer
Nov 27 2216	Realistic radio message	This is command. EMS has requested four medivac units to transport the most critical. Can we get them here and can we get clearance to land them on airport property? And if so, where?	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief
Nov 27 2217	Realistic radio message	This is the I.C. Some of the responders have dying radios. Please send new batteries or fresh radios.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2218	Phone call is being received.	I think some of the victims have crossed the tarmac to the terminal building. We've got three people who came to the ground level doors by our ticket counter. They look hurt.	Airline Company Liaison	Operations Section Chief
Nov 27 2220	Realistic radio message	This is command. Some updated numbers from EMS. We have about 110 green, 40 yellow, and 28 red. There are a lot of dead. Probably over 100. Do we have an ETA on the mass fatality response?	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2221	Phone call is being received.	Concern about Firefighters - This is the IC. I didn't want to put this out over the radio. I've got a couple of younger firefighters on scene who are taking this hard. I need to pull them off the line. Can we get some critical incident stress management support?	Incident Commander	EOC Commander
Nov 27 2223	Phone call is being received.	This is Lou McGuffin from WEPS News. We'd like to interview a survivor of the crash. Can you help us set something up?	Reporter	Public Information Officer

Nov 27 2225	Somebody at office door	Reminder about the planning meeting in five minutes! Make sure you have briefing points ready!	Clerk	All (Airport)
Nov 27 2225	Phone call is being received.	This is NAS Airlines . What is the status of the airport? Whats being done for stranded passengers? When can we expect some decisions? We need to develop our plans too so can we receive a briefing?	Airline Company Liaison	Liaison Officer
Nov 27 2227	Phone call is being received.	I got a call from the TSA. They had two air marshals on that flight. Along with wanting to know their status they wanted us to be sure to secure any firearms we might find on the scene.	Airport Director	Airport Law Enforcement

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 27 2301	Realistic radio message	This is command. I have updated numbers from EMS. We have about 120 green, 45 yellow, and 30 red.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2302	Somebody at office door	The medical examiner has arrived. She said she needs a hanger to establish as a temporary morgue and wants a point of contact here to coordinate resource and operational needs with.	Clerk	EOC Commander, Operations Section Chief
Nov 27 2303	New email message	Please provide an update. We are concerned that the news reported they think it is terrorism.	Airport Board Chairperson	EOC Commander
Nov 27 2303	Realistic radio message	We're going to need some additional portable generators down here. How quickly can you get them?	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2304	Phone call is being received.	This is command. We need more blankets, hot beverages, and water at the scene.	Incident Commander	Logistics Section Chief
Nov 27 2305	New email message	Recovery Planning - While operations are going to continue for a while, we also need to consider the phases of the response. Some activities are going to wind down while different ones will be established. We should consider what our priorities and procedures will be for demobilizing resources we no longer need. Pull together a meeting at 2345 to talk about this. I also want you to talk about recovery. How long will it be until we can reopen? What needs to be done to make that happen? Be sure to send me meeting notes. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	EOC Commander
Nov 27 2306	Somebody at office door	I just wanted to make sure you got that email I sent you about the demobilization and recovery planning meeting.	Airport Director	EOC Commander
Nov 27 2307	Realistic radio message	This is command. We found a handgun in the aircraft. What you do want done with it?	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2308	Somebody at office door	Coordinate with the airline on the family assistance center. Provide whatever resources are necessary.	Airport Director	EOC Commander, Liaison Officer, Operations Section Chief
Nov 27 2309	Realistic radio message	This is command. I've met with the medical examiner and we've discussed body recovery. It will take them at least a couple hours to get set up. By then we hope to have all live victims transported and we will have personnel to assist with body recovery as needed.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2309	Somebody at office door	There are a couple of Buddhist monks that arrived at the office a short while ago. They are asking if they can help provide spiritual care to survivors. What should we do?	Clerk	EOC Commander, Liaison Officer, Operations Section Chief
Nov 27 2310	Phone call is being received.	The Communications Center says there are grieving friends and family calling the airport asking for information. What should we tell them?	Clerk	EOC Commander
Nov 27 2312	Realistic radio message	This is command. We have a quadcopter drone circling the incident site. What can we do to get rid of it?	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2313	Phone call is being received.	Be advised: A ramp worker reports seeing some media with cameras jumping the fence to take pictures of the scene.	Communications Center	EOC Commander
Nov 27 2314	Phone call is being	We need buses for non-injury transport. Can you send those pronto?	Incident Commander	Operations Section Chief

	received.			
Nov 27 2315	Realistic radio message	We need more water, hot beverages, and protein bars for responders.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2316	Phone call is being received.	The airlines are calling and want to know the status of the airport. Especially when we expect it to reopen. What should we tell them?	Communications Center	EOC Commander
Nov 27 2317	Realistic radio message	This is command. We need to order up 200 body bags.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2318	Phone call is being received.	I'm coming to the airport to hold a press conference. Pull this together for me.	Elected Official	EOC Commander
Nov 27 2319	Somebody at office door	The airport manager wants to know if you can secure rooms at area hotels. At least 50 for the next three days.	Clerk	Finance/Administration Section Chief
Nov 27 2320	Realistic radio message	This is command. Requesting busses to transport victims with minor injuries.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2321	New email message	I need you to get out to the media and take them to a proper designated area for briefings.	Incident Commander	EOC Commander
Nov 27 2324	Phone call is being received.	This is WARA News. Our crews will be on the ground in 10 minutes. Where shall we go for a briefing? We hear CNN has been allowed into the command post so I assume we have the same access?	Reporter	Public Information Officer
Nov 27 2325	Phone call is being received.	We understand lives are at risk out here because of language barriers, what are you doing to address that? Has anyone died because they could not communicate with medical teams? Do you think this could have been an attack on NAS Airlines?	Reporter	EOC Commander
Nov 27 2326	Somebody at office door	We got a call from someone who thinks they have a family member on the plane. What do we tell them?	Clerk	Public Information Officer
Nov 27 2327	Realistic radio message	This is communications. We have a report of an outbound ambulance involved in a motor vehicle accident just off airport property. There are injuries reported. Do we have any resources that can respond?	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2329	Realistic radio message	This is command. We still need more ambulances. We need to get these people to hospitals.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2331	Somebody at office door	What can you tell me about what's going on?	Airport Board Member	EOC Commander
Nov 27 2332	New email message	Lodging - We may end up with hundreds stranded in the airport, possibly overnight. Pull together an action plan, with budget, to transport those stranded to another location. Submit your outline, a high-level plan to the EOC Manager for approval in the next 20 minutes.	Airport Director	Finance/Administration Section Chief, Logistics Section Chief, Planning Section Chief
Nov 27 2335	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander
Nov 27 2336	New email message	Budget Numbers - Can you give me a budget update on everything purchased so far for this response?	Airport Director	Finance/Administration Section Chief
Nov 27 2342	Realistic radio message	This is command. I think these are the final numbers from EMS. 126 green, 46 yellow, and 33 red. If the manifest is accurate, there will be 111 deceased.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 27 2343	Phone call is being received.	We have a mother who has run out of baby formula for her infant child. Since all of the vendors are closed and she can't leave, she has no ability to feed her baby. Can you all find someone to help her please?	Airline Company Liaison	EOC Commander, Liaison Officer, Logistics Section Chief

RECOVERY PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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SCENARIO OUTLINE

Airport

Scenario: Power Outage

Version: TEAM

Generated: Jun 11 2019 - 01:46 PM

Location: AL

DEMO

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 2 1254	New email message	ICS Roles and Responsibilities - Here's a brief description of ICS Roles and Responsibilities if you are unfamiliar with NIMS.	Exercise Control	All (Airport)
Aug 2 1254	Add side story to web site.	Lottery		All (Airport)
Aug 2 1254	Add an item to the status window	Thousands Expected for Largest Fireworks Display in City History		All (Airport)
Aug 2 1255	New email message	Bob's Birthday Lunch - We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	All (Airport)
Aug 2 1256	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	All (Airport)
Aug 2 1256	Tweet	omg Liz agreed to be my date this weekend!!! I finally wore her down!		
Aug 2 1257	Realistic radio message	Comm Center to Fire 1. What's your location?	Communications Center	All (Airport)
Aug 2 1257	Realistic radio message	Enroute to Fuel Farm. ETA three minutes.	Fire Agency Representative	All (Airport)

SCENARIO SET-UP

TIME	TYPE	DESCRIPTION	FROM	TO
		Introduction		
		Purpose of this exercise		
Aug 2 1259	Important information	The following scenario will expose you to the issues that may occur in the event of a power outage. The intention is to allow you to experience the problems and timeframes of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)
Aug 2 1259	New email message	Preparation Steps - You will want to refer to your Airport Emergency Plan for power outages. Task someone on your team to locate and post the document.	Exercise Control	All (Airport)
Aug 2 1259	Bulletin	Acronyms	Exercise Control	All (Airport)
Aug 2 1259	Bulletin	Useful Links	Exercise Control	All (Airport)
Aug 2 1259	New email message	Incident Briefing Form - Incident Briefing Form	Exercise Control	All (Airport)
Aug 2 1259	Add side story to web site.	Lottery		All (Airport)
Aug 2 1259	Bulletin	Weather Warning	National Weather Service	All (Airport)
Aug 2 1259	Add an item to the status window	High winds this week! — Temperatures for the week in the low 90's — High Wind warning for the area - Regional Film Festival this Weekend!		All (Airport)

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 2 1301	Add main story to web	High Travel Day		All (Airport)

	site.	<p>Big Crowds at unknown Frank Joseppino (WARA News) - It's a busy travel day at unknown as movie buffs and VIPs come into town for the regional Film Festival! Airport authorities indicate that the festival may drive a record-breaking August for travel.</p> <p>High winds will wreak havoc over the next few days. Expect damaging winds, causing power outages and damages to trees and buildings. Temperatures will be high, so stay cool!</p>		
Aug 2 1301	Somebody at office door	<p>Hey everyone. It's going to be a busy afternoon. There are a lot of people in the terminal and the winds are getting worse. We need to manage the event along with ensuring that normal operations continue with minimal disruption. Let's stay on top of things. I want the EOC manager to conduct a stand up briefing in here at 1330 to make sure we have good situational awareness.</p>	Airport Director	All (Airport)
Aug 2 1302	Realistic radio message	<p>The is the communications center. Operations has requested a stop for approximately 10 minutes while they clear wind-blown debris off the taxiway and runway.</p>	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1303	Realistic radio message	<p>Unit 4-2, we have a fight near the NAS ticket counter. Need assistance.</p>	Airport Law Enforcement Staff	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1303	Realistic radio message	<p>Roger that. I'm on my way.</p>	Airport Law Enforcement Staff	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1304	Realistic radio message	<p>Comms center - we have an elderly person unconscious near passenger screening. Get EMS here right away.</p>	Airport Law Enforcement Staff	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1304	Realistic radio message	<p>Roger that. EMS has been contacted.</p>	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 2 1305	Tweet	<p>I'm so excited to see some movie stars! Maybe I can get an autograph!</p>		
Aug 2 1306	Somebody at office door	<p>What do we need to do to be ready for this producer's press conference?</p>	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1310	Realistic radio message	<p>Ground stop has been lifted. Operations has cleared the airfield. High winds are continuing and all carriers and ground crew have been reminded to secure items.</p>	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1311	Realistic radio message	<p>This is the Operations Supervisor on duty. As you many have noticed, we experiencing a power outage. Maintenance is going to look into the cause. In the meantime we are operating on</p>	Operations Staff	EOC Commander, Finance/Administration Section Chief, Airport Law

		emergency power. The Comm Center will do a call down to airlines to advise them.		Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1311	Somebody at office door	Not a great time to loose power! Building services tells me that generators are providing power to communications and landing systems, the EOC, and some lights in the main terminal. Not much else. HVAC is down. It's hot outside, but the airport should stay cool for a while, right?. Our VIPs have landed and there is a lot of media here. We are under a lot of pressure to make this look good.	Airport Director	All (Airport)
Aug 2 1312	Tweet	I can't believe they are letting this guy speak! These movie stars don't support real causes - it's all BS. If no one else will take care of this, I will!		
Aug 2 1312	Tweet	I can't believe they are letting this guy speak! These stars don't support real causes - it's a bunch of BS. I'm going to take care of this if no one else will!		
Aug 2 1315	Realistic radio message	VIP flight has arrived at NAS airlines main gate. Additional security has been requested to escort VIPs.	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1316	Phone call is being received.	This is Maintenance. We confirmed there has been a major grid outage for the entire region and restoration of power is unknown. -	Maintenance	EOC Commander
Aug 2 1317	Phone call is being received.	FIRE ALARM ACTIVATION	Communications Center	All (Airport)
Aug 2 1318	Realistic radio message	The is the communications center. The power outage has caused a problem with the fire alarm system. We need to shut it down.	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Power Outage County-wide				
Aug 2 1320	Add main story to web site.	Power Outage Across The Area Numerous reports have come in regarding power outages throughout the county and extending into the surrounding areas. The power company has not yet confirmed the cause, but have stated that they have already dispatched repair teams. They ask customers to report outages on their website or by calling 866-555-1212. No restoration estimate is available at this time.		All (Airport)
Aug 2 1321	Somebody at office door	You have the primary responsibility for gathering intel, right? What sources are you using? In addition to the National Weather Service, TV News, social media, and airport personnel, don't forget you can do some internet research, too. Be sure assign some research tasks to your staff so you can focus on decision-making. And be sure to work with the Liaison Officer on getting information from assisting agencies.	Airport Director	Planning Section Chief
Aug 2 1322	New email message	Reminder of our stand up briefing at 1330 - Get prepared for it and bring all status updates and ideas on how we are going to manage this. The EOC Manager will be running this. Here's what he will need from you. From all of you, we will begin with a succinct situation status update of what you know so far. From supporting staff, provide assistance to your Officers and Section Chiefs. For section chiefs, officers, and liaisons, have ready the following: • Planning: A situation update. Please coordinate with the liaison officer to get information from the airlines, traffic control tower, tenants, etc. We'll also need to start development of the IAP. • Logistics: An update on anticipated resource needs. • Ops: A status update and first steps. From Law Enforcement Branch, please prepare a list of immediate and long-term concerns. • Financial Section: Identify our emergency budget and procurement procedures that will be used. • Safety: Prepare a list of immediate and long-term concerns. • Liaison: Coordinate representatives from airlines, the traffic control tower, tenants, etc. • PIO: Determine what to include in your first Press Release. Draft	Airport Director	All (Airport)

up a media schedule and prepare the Media Room. The media is already here, so they will want answers soon.

Aug 2 1322	Add an item to the status window	unknown without power — No restore date known - High heat - High winds - Stay cool!		All (Airport)
Aug 2 1323	New email message	Effects of Outage - I'm concerned with the impacts of this outage on the airport. Are there any health and safety issues? Operational issues? Will we continue to have running water and flushing toilets? Will any air conditioning run? That producer wants to do his press conference at 1345; can we support that? What else do we need to consider?	Airport Director	EOC Commander
Aug 2 1324	New email message	Info for Meeting - Finance - Not only will you be providing information you've gathered so far, but I would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. Your summary budget numbers Please respond to this email and cc the EOC Manager before the meeting.	Airport Director	Finance/Administration Section Chief
Aug 2 1324	New email message	Info for Meeting - PIO - Not only will you be providing information you've gathered so far, but I would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. A draft of what you consider pertinent to include in the first press release Please respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research, or writing tasks.	Airport Director	Public Information Officer
Aug 2 1324	New email message	Info for Meeting - Liaison Officer - Not only will you be providing information you've gathered so far, but I would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. Anticipated liaisons needed Please respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Airport Director	Liaison Officer
Aug 2 1324	New email message	Info for Meeting - Operations - Not only will you be providing information you've gathered so far, but the I would like to see a draft list of what you consider high-level, high-priority, immediate first tasks. Please respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research..	Airport Director	Operations Section Chief
Aug 2 1324	New email message	Info for Meeting - Safety - Not only will you be providing information you've gathered so far, but the I would like to see a draft list of what you consider high-level, high-priority, immediate first tasks. Please respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Airport Director	Safety Officer
Aug 2 1324	New email message	Info for Meeting - Logistics - Not only will you be providing information you've gathered so far, but I would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. Anticipated procurements Please respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.???	Airport Director	Logistics Section Chief
Aug 2 1324	New email message	Info for Meeting - Planning - Not only will you be providing information you've gathered so far, but the I would like to see a draft list of what you consider high-level, high-priority, immediate first tasks. Please respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Airport Director	Planning Section Chief
Aug 2 1324	New email message	Info for Meeting - Law Enforcement - Not only will you be providing information you've gathered so far, but the I would like to see a draft list of what you consider high-level, high-priority, immediate first tasks. Please respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Airport Director	Airport Law Enforcement
Aug 2 1324	Tweet	S2G if they are holding us on this plane because of terrorists, I am never flying again!		
Aug 2 1326	Tweet	Stuck on the plane. Hear the airport ran out of power. Will they let us off? It's getting really hot in here!		
Aug 2 1327	Tweet	Since when do airports lose lights?		
Aug 2 1327	Phone call is being received.	Outage Cause - It looks like the cause of the outage was an accident at a substation. This may take a while to repair, especially with the weather. I'll call you when I know more.	County Emergency Manager	EOC Commander

Aug 2 1329	Somebody at office door	Bad news... We're having problems with the generator. We can't support landing services. We're issuing a NOTAM to shut down the airport.	Airport Director	All (Airport)
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STAND-UP MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 2 1330	Add an item to the status window	Region-Wide Power Outage — No Word on Expected Restoration		All (Airport)

INITIAL RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 2 1345	Somebody at office door	The team's press conference is starting. When they finish, I'm sure the media will want some information from us.	Airport Director	All (Airport)
Aug 2 1345	Add an item to the status window	Region-Wide Power Outage — Limited services available at unknown . Passengers stranded due to power outage.		All (Airport)
Aug 2 1345	Realistic radio message	This is the comm center. We got a report of an overturned truck on the road leading to the main entrance of the airport. Local responders have shut the road to incoming and outgoing traffic.	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1346	Somebody at office door	Did you hear that? It looks like everyone is going to have to stay put. We need to shelter everyone in the airport until the road is clear. Let's identify a location for the VIPs and a briefing room for the media.	Airport Director	All (Airport)
Aug 2 1347	Phone call is being received.	Do we have back-up batteries all charged up for our radios? How many hours do they last?	Maintenance	Logistics Section Chief
Aug 2 1347	Phone call is being received.	This is your local news station at WARA. We understand that the regional power outage is causing major difficulties at unknown . We would like to get a briefing. Would you email me a press release?	Reporter	Public Information Officer
Aug 2 1347	Phone call is being received.	This is NAS Airlines . What is the status of the airport? What's being done for stranded passengers? When can we expect some decisions? We need to develop our plans too so can we receive a briefing?	Airline Company Liaison	Liaison Officer
Aug 2 1348	Phone call is being received.	Some of the vendors are reporting that their refrigerators are now without power or are running sluggishly, and soon food will not be safe to serve to passengers. What should we tell them? Should the Communications Center direct these calls to you? They are asking if you can get some refrigerator trucks in here, or ice, or something.	Communications Center	Logistics Section Chief
Aug 2 1349	Phone call is being received.	We are getting calls from passengers complaining that it's starting to get hot. If you're not going to turn the AC back on, what can we do in the meantime until power is restored? What do we tell them when they ask why we can't turn on the AC?	Communications Center	EOC Commander
Aug 2 1350	Somebody at office door	The stand up briefing got me thinking... we should be planning ahead on this. We need to consider what our staffing needs will be and what the continued impacts will be to airport operations. We should be planning ahead at least 48 hours, but we should initially focus on the next operational period. I want the Planning Section Chief to run a planning meeting at 1430. Keep me informed of the outcomes.	Airport Director	All (Airport)
Aug 2 1350	Realistic radio message	An EMT has just been called to assist a teenager with a broken arm. The teens were getting a little wild and jumping over chairs. One fell and broke his arm. Other parents are letting their kids run around. We need some additional security over here.	Airport Law Enforcement Staff	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1351	Phone call is being	My nineteen-year-old daughter is stuck in your airport. She says there is no power and no information. What's going on there?	Elected Official	EOC Commander

	received.	Shouldn't you people be doing something about this?		
Aug 2 1352	Somebody at office door	Since we don't know how long the generators are going to run, we should order up more fuel.	Maintenance	EOC Commander, Logistics Section Chief, Operations Section Chief
Aug 2 1353	Phone call is being received.	We've got a big problem. No power in the restrooms. - We've got a big problem. No power in the restrooms.	Maintenance	EOC Commander
Aug 2 1355	Phone call is being received.	We're getting a lot of disturbances in the terminal. People are getting restless with no power and limited food services. We need to do something about this. - We're getting a lot of disturbances in the terminal. People are getting restless with no power and limited food services. We need to do something about this.	Communications Center	Operations Section Chief
Aug 2 1357	Tweet	There is no power at the airport. It's sheer chaos. They aren't doing anything for us. There is no food. The restrooms are in horrible condition.		
Aug 2 1400	Phone call is being received.	This is the electric company. We have a revised estimate until power will be restored to the airport. Looks like about 32 to 36 hours. - This is the electric company. We have a revised estimate until power will be restored to the airport. Looks like about 32 to 36 hours.	Electric Company	Operations Section Chief
Frustrated Passengers				
Power Outage Angers Travelers				
Jackson Burlington (WARA News) – Reports from <i>unknown</i> airport show that tempers are rising as temperatures are rising.				
Aug 2 1401	Add main story to web site.	One passenger, who asked to remain anonymous, describes a fist fight that broke out over a bottle of water. "People are losing patience fast. Airport services are limited. The airport cafes are jammed with people trying to get any kind of beverage. Two men were slugging each other for a bottle of Evian. Everyone wants to just get on their flights already, but we have to wait." The airport manager reports that its doors will be closing soon. The public is encouraged to call their airlines for specific flight information. For questions about the airport itself, the airport toll-free number is 1-888-555-1212.12.		All (Airport)
Aug 2 1401	Phone call is being received.	I am calling on behalf of all the tenants in the Food Court. We have a problem that we need you to solve. Everyone is reporting tension and hostility among the public. People are pushing for prepared food, but we can't do anything. If you can't get us power, we need some security out here, or it's going to get ugly. - I am calling on behalf of all the tenants in the Food Court. We have a problem that we need you to solve. Everyone is reporting tension and hostility among the public. People are pushing for prepared food, but we can't do anything. If you can't get us power, we need some security out here, or it's going to get ugly.	Airport Food Court	Liaison Officer
Aug 2 1402	Realistic radio message	The producer's press conference is over. We need to tell people where to go from here.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 2 1403	Tweet	Things I didn't know... airports can lose power!		
Aug 2 1405	Phone call is being received.	This is an advance notice that Autauga will soon be officially declared in a State of Emergency. We'll be contacting you with more details later. - This is an advance notice that Autauga will soon be officially declared in a State of Emergency. We'll be contacting you with more details later.	State Emergency Management Director	EOC Commander
Aug 2 1406	Somebody at office door	I came in for a quick update for you. We're getting stretched thin. Now that the press conference is over, people are less contained.	Airport Law Enforcement Staff	Airport Law Enforcement
Aug 2 1407	Phone call is being received.	We have someone at our counter needing power for their portable oxygen machine. What can we do?	Airline Company Liaison	Liaison Officer
Aug 2 1408	Realistic radio message	This is LEO on duty at the Food Court. All the vendors are closing up now. The food is simply unsafe to serve.	Airport Law Enforcement Staff	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1409	Phone call is being received.	The airport board is asking for a quick breakdown of estimated costs. I know you are busy, and I apologize for calling in the	Clerk	Finance/Administration Section Chief

middle of things. Do you have anything I can tell them? Can you email me a quick summary of your budget and costs to date?

Aug 2 1410	Realistic radio message	This is the ARFF chief on duty. Injuries and illness are piling up in the terminal. We are establishing an aid station at the traveler's aid desk. We need to find a way to get some ambulances here.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1411	Phone call is being received.	I'm just letting you know that all of the vendors have closed up shop. - I'm just letting you know that all of the vendors have closed up shop.	Airport Food Court	EOC Commander
Aug 2 1412	New email message	Handling the Media - I don't know where the media is getting its information, but I don't want to see ANYONE talking to the media except the EOC Manger, the Public Information Officer, and the PIO staff. Thank you.	Airport Board Chairperson	All (Airport)
Aug 2 1413	Phone call is being received.	Our station has been getting calls from passengers that they still aren't being told when the airport will resume operations and that all of the vendors have closed. Care to comment?	Reporter	Public Information Officer
Aug 2 1414	Realistic radio message	Law enforcement field ops to to the EOC law enforcement branch. There's nothing left to secure at the food court. Where do you want us next?	Airport Law Enforcement Staff	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1415	Realistic radio message	This is Airport Maintenance. We just lost the generators that supply jet bridge power. What's our next step?	Maintenance	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 2 1416	Phone call is being received.	Do we have an update on when the power grid will be restored? What else can you tell me?	Maintenance	Planning Section Chief
State of Emergency Declared				
Aug 2 1417	Add main story to web site.	Authorities Declare State of Emergency (WARA) A state of emergency has been declared today as a result of the region-wide power outage from high winds. Emergency management spokesperson Tammy Clark states that the declaration is necessary in order provide additional resources to local and county responders and personnel while utility crews are working to restore power.		All (Airport)
Aug 2 1418	Realistic radio message	We have a report of two men fighting in the NAS Airlines baggage claim area. Send Law Enforcement Officers to the NAS Airlines baggage claim area. REPEAT: two men fighting in the NAS Airlines baggage claim area.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 2 1419	New email message	Status Report - You saw that the state declared an emergency, correct? How will that affect your plans? What is your current situation and what are your plans?	Airport Board Chairperson	EOC Commander
Aug 2 1420	Phone call is being received.	I just got a call from the FBO. Even if we get power back up now, it will take them time to get up and running again. We need to factor that into our plans. - I just got a call from the FBO. Even if we get power back up now, it will take them time to get up and running again. We need to factor that into our plans.	Airport Director	EOC Commander
Aug 2 1421	Somebody at office door	Just a reminder about the planning meeting at 1430. We have a lot to take care of. I will want a report of key points emailed to me when you finish the meeting.	Airport Director	All (Airport)
Aug 2 1422	Phone call is being received.	This is Maintenance. We just had two more generators fail. The checkpoints are now without power. - This is Maintenance. We just had two more generators fail. The checkpoints are now without power.	Maintenance	Operations Section Chief
Aug 2 1423	Realistic radio message	This is the TSA Supervisor. Checkpoints have lost power. REPEAT. Checkpoints have lost power. What is the plan?	TSA Representative	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 2 1424	Tweet	I heard there was a bomb threat at the airport. Can anyone confirm this?		
Aug 2 1425	Somebody at office door	With the vendors down, we need to provide some services to the VIPs, media, passengers, and visitors. We need some water, cold beverages and food. Let's make that happen soon.	Airport Director	EOC Commander

Aug 2 1426	Realistic radio message	We have a brawl in the main terminal. This is big. We need a lot of officers immediately!	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 2 1427	Tweet	This protest is crazy! Where are the police in riot gear???		

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 2 1500	Realistic radio message	The main access road has been reopened from the accident.	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1500	Phone call is being received.	Due to dangerous road conditions from downed power lines, trees, and debris, local emergency management has issued a travel ban, limiting travel to emergency vehicles only.	County Emergency Manager	Planning Section Chief
Aug 2 1501	Somebody at office door	Since the road is re-opened, we should be able to get some resources in here easier. With the travel ban, I am reluctant to let anyone leave unless we can get them to nearby hotels since travel conditions are so bad. Talk to emergency management to see what we can do.	Airport Director	All (Airport)
Aug 2 1501	Phone call is being received.	Because of the outage, we've got several planes full of passengers and we are unable to unload them on a jetway. Would this classify as a safety or security exemption under the Airline Consumers' Rights? I think we need to take care of this.	Airline Company	Liaison Officer
Aug 2 1502	Realistic radio message	We've detained a number of people from the fight and we're out of space to lock them up. We need another location.	Airport Law Enforcement Staff	All (Airport)
Aug 2 1503	Phone call is being received.	We have a number of passengers showing signs of heat stress, both at the terminal and on planes.	Airline Company Ticket Agent	Liaison Officer
Aug 2 1503	Realistic radio message	This is Command. I've got two workers showing signs of extreme heat fatigue. I need EMS for them and we need to set up a rehab area for responders. - This is Command. I've got two workers showing signs of extreme heat fatigue. I need EMS for them and we need to set up a rehab area for responders.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1504	Tweet	I heard that scumbag producer is hiding somewhere inside the airport. Is he afraid we'll hurt him? He should be!		
Aug 2 1505	Phone call is being received.	Determine if nearby hotels have rooms available. Make payment arrangements. Once we can relocate people, I want to be able to move them ASAP.	Airport Director	Finance/Administration Section Chief
Aug 2 1506	Phone call is being received.	The Chair has requested an update of the situation. What are your current conditions and plans?	Clerk	EOC Commander
Aug 2 1507	Realistic radio message	We're treating an officer injured from the fight earlier. He's got a broken arm. We need him transported to a hospital.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1508	Phone call is being received.	The County EOC is available for support. Let us know if you need anything. - The County EOC is available for support. Let us know if you need anything.	County Emergency Manager	EOC Commander
Aug 2 1509	Realistic radio message	I've got some people here needing care, but they don't speak English. I think they are Chinese. Do we have any interpreters?	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer,

				Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1510	Tweet	I want to get out of the airport NOW!		
Aug 2 1511	Phone call is being received.	I've got a little boy at our ticket counter. He can't find his mom. Can you help?	Airline Company Liaison	Liaison Officer
Aug 2 1512	Tweet	GR8 my kid has to pee and is scared of the dark. Why isn't there a generator at this airport?		
Aug 2 1513	Phone call is being received.	A number of passengers are complaining about the heat. Can we use buses or something to cool them down?	Airline Company Liaison	Liaison Officer
Aug 2 1514	New email message	FAA Requests Update - They need an update from you on your projected operations.	Airport Director	EOC Commander
Aug 2 1515	Somebody at office door	As soon as the travel restrictions are lifted we will be able to get a lot of people out of the airport. While we will still be dealing with the power outage, we will be able to scale things down to some extent. We will also have a lot of short-term and longer-term issues to address. Schedule a demobilization and recovery meeting at 1545 to talk through what we need to do.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1516	Realistic radio message	We have a report of a fire in the men's restroom nearest to NAS Airlines. The alarm system has been disabled, so our notice has been delayed.	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1517	Realistic radio message	Roger that. I'm sending two firefighters to that location now.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1517	Phone call is being received.	About 75% of the county is without power right now. The substation repair is the biggest issue, but downed wires from the storm will also hamper transmission, along with any possible redundancies. I'll get you more information when I can. In the mean time, let me know if there are any resources you need to keep people safe at the airport.	County Emergency Manager	EOC Commander
Aug 2 1519	Realistic radio message	This is command. The fire is limited to a trash can. We should have it out shortly, but the area will need to be ventilated.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1519	Phone call is being received.	This is the emergency services coordinator from the Salvation Army. We see from the media that you have a lot of stranded passengers. When the roads clear, we can get a couple of mobile canteens to you. Call me back when and if you want them.	Salvation Army POC	Liaison Officer
Aug 2 1520	Somebody at office door	When you meet to talk about demobilization and recovery, we also need ideas on actions that can be taken to prevent a recurrence of this situation should regional power fail again. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	All (Airport)
Aug 2 1521	Phone call is being received.	We have a passenger concerned about their dog that was transported in cargo on their flight. We need to get cargo unloaded from the plane and check on their dog. What do you suggest we do with the dog once we've got him out?	Airline Company Ticket Agent	Liaison Officer
Aug 2 1522	Realistic radio message	Vendors are experiencing looting and there are no security alarms working. We need law enforcement back to all vendor areas.	Communications Center	EOC Commander, Finance/Administration Section Chief, Airport Law

				Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1522	New email message	Recovery presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander
Aug 2 1523	Realistic radio message	This is command. We can't effectively ventilate the area with no power. I'm not sure what was in that trash can, but people are sick from the smoke. We need to evacuate the area and get some ambulances here.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1524	Realistic radio message	This is command. I've got a mother at the aid station who has run out of formula for her infant. How can we address this?	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1525	Phone call is being received.	We got a call from IT. They said that while there is power to the servers, there is no power to the cooling system in the server room and the servers are beginning to overheat. They will need to shut the servers down in the next half hour if we can't find them a solution - We got a call from IT. They said that while there is power to the servers, there is no power to the cooling system in the server room and the servers are beginning to overheat. They will need to shut the servers down in the next half hour if we can't find them a solution	Communications Center	Logistics Section Chief
Aug 2 1526	Somebody at office door	We are getting a lot of requests from the media for another press conference. The airport manager wants to get another scheduled and needs some speaking points.	Clerk	Public Information Officer
Aug 2 1528	Somebody at office door	Local emergency management is lifting the travel ban. Let's start moving people. What do we need to do? Buses? Where are people going?	Airport Director	All (Airport)
Aug 2 1530	Somebody at office door	We're going to need a law enforcement escort for the producer and his people to get to their limo. Some of those protesters are still out there, so I don't want to take any chances.	Airport Director	EOC Commander, Airport Law Enforcement, Operations Section Chief, Public Information Officer, Safety Officer
Aug 2 1531	Phone call is being received.	Since the airport is closed, are you going to hold any additional press conferences?	Reporter	Public Information Officer
Aug 2 1533	Realistic radio message	It's going to take us a while to get people evacuated and it's going to be dark soon. We need portable light towers for the bus area. Let's be sure to secure them against the wind.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1535	Realistic radio message	A horde of news vans are starting to pile up on the edge of the field. We need a decision on where to direct them.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 2 1537	Somebody at office door	What are we still responsible for providing to people once they are evacuated?	Airport Director	All (Airport)
Aug 2 1540	Somebody at office door	Reminder of the Demobilization and Recovery planning meeting in five minutes!	Clerk	All (Airport)
Aug 2 1542	Phone call is being	We don't have the staff to keep watch over the people we've detained. Let us know what you want us to do.	Airport Law Enforcement Staff	Airport Law Enforcement

received.

DEMOBILIZATION MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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SCENARIO OUTLINE

Airport

Scenario: Sabotage

Version: TEAM

Generated: Jun 11 2019 - 01:47 PM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Introduction Welcome to the exercise.</p> <p>Purpose of the Exercise:</p>		
Mar 17 2000	Important information	The following scenario will expose you to the issues that may occur in the event of a sabotage. The intention is to allow you to experience the problems and timeframes of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)
Mar 17 2000	Add main story to web site.	<p>Art Show Today Anna Joseppino (WARA News) - Over 600 artisans will be featured in this weekend's Craft Fair at the Autauga Auditorium, one of largest arts and crafts shows in the region. Last year's fair attracted over 5,000 visitors from all over Alabama. All wares are hand-made goods in categories ranging from animal toys to zebra-patterned earthenware. In addition to hand-made items, there will be home-baked foodstuffs, plants, face-painting, and craft workshops available to the public. Local soft-rock band BoyStuff will play in the amphitheater, while local jugglers, balloonists and mimes roam the audience.</p>		All (Airport)
Mar 17 2000	Add side story to web site.	Lottery		All (Airport)
Mar 17 2000	Bulletin	Links	Exercise Control	All (Airport)
Mar 17 2000	New email message	Understanding ICS - Please see the attached link for information on ICS.	Exercise Control	All (Airport)
Mar 17 2000	Bulletin	Acronyms	Exercise Control	All (Airport)
Mar 17 2000	Display weather data on web site.	Weather		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2000	Add an item to the status window	Moderate temperatures today — High Travel Day at the Airport — Light Scattered Showers in the Forecast —		All (Airport)
Mar 17 2000	New email message	Bob's Birthday Lunch - We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2000	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2000	Tweet	omg Liz agreed to be my date this weekend!!!! finally wore her down!		

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 17 2001	Tv	Weather Report		All (Airport)
Mar 17 2003	Bulletin	Employee Incident Report	Fairway Fuelers Manager	All (Airport)
Mar 17 2003	New email message	Hogarth Badge - See attached badge image for Hogarth.	Fairway Fuelers Manager	Airport Law Enforcement, Operations Section Chief
Mar 17 2003	New email message	I'm coming over to discuss the Hogarth situation in person.	Fairway Fuelers Manager	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2003	Notepad - Team	At 2001, the Comms Center alerted LE and Airfield Ops about a disgruntled employee situation. LE and Airfield Ops were advised that the onsite manager of Fairway Fuelers has a concern about employee Bill Hogarth. The employee's whereabouts are unknown at this time. The following actions have been taken: • A copy of the employee's security badge has been made available to LE and Operations • Fairway Fuelers requested a meeting in the Operations Office with LE and Airfield Ops • LE and Airfield Ops have both responded to the Operations Office	Communications Center	
Mar 17 2004	Somebody at office door	I called Bill Hogarth into my office tonight regarding some serious complaints about his performance. He got very upset, and stormed out of my office. I've alerted you because he ran out of my office muttering that 'those jerks are gonna pay.' What do you think we should do about this? What about a perimeter check?	Fairway Fuelers Manager	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2010	Realistic radio message	This is the Tower with an Alert 3. NAS Airlines Boeing 737 is on fire at runway 22 . No other information is available at this time. REPEAT: This is the Tower with an Alert 3. NAS Airlines Boeing 737 is on fire at runway 22 .	Airport Traffic Control	All (Airport)
Mar 17 2011	Phone call is being received.	This is the Comm Center. At 8:09 pm we received a call of an aircraft accident from the tower, B 737 with 105 souls on board. The aircraft is on fire north of runway 22 . We are requesting that the EOC be activated. - This is the Comm Center. At 8:09 pm we received a call of an aircraft accident from the tower, B 737 with 105 souls on board. The aircraft is on fire north of runway 22 . We are requesting that the EOC be activated.	Communications Center	All (Airport)
Mar 17 2012	Realistic radio message	Airport closed due to aircraft accident on runway 22 . ARFF is fully engaged.	Deputy Operations	All (Airport)
Mar 17 2012	New email message	Airport closed due to aircraft accident on runway 22 . ARFF is fully engaged until further notice.	Deputy Operations	All (Airport)
Mar 17 2013	Realistic radio message	This is the Fire Chief. I am establishing Incident Command. The command post is located 200 feet upwind from the accident site on runway 22 . Requesting law enforcement and airport operations to respond to the command post. Comm Center, establish mass casualty notifications.	Fire Agency Representative	All (Airport)
Mar 17 2013	Bulletin	: Per the Incident Commander, for the Safest Route: Come in from the far side of runway 22 and follow the cones.	Public Information Officer	All (Airport)
Mar 17 2013	Realistic radio message	This is the Comm Center. Roger that. Establishing mass casualty notifications now.	Communications Center	All (Airport)
Mar 17 2013	Realistic radio message	The Airport Duty Officer has arrived. The EOC is established. The Airport Duty Officer is the EOC Manager.	Communications Center	All (Airport)
Mar 17 2013	Tweet	OMG!! I just saw a plane explode at the airport! #terrorists		
Mar 17 2014	Phone call is being received.	This is Ops Supervisor 1. Request your response to the EOC immediately. We have an alert 3. Boeing 737 on fire, runway 22 . ARFF is in command and has set up command post. The airport is NOTAM closed. Repeat: Request your response to the EOC immediately.	Deputy Operations	Operations Section Chief
Mar 17 2014	Phone call is being received.	We're still triaging and treating victims, but we know we're going to need at least 15 ambulances for transporting victims.	Incident Commander	Logistics Section Chief
Mar 17 2014	New email	Let's Get Organized - Let's get organized. Initial Tasks - Chiefs	Airport Director	EOC Commander,

	message	and Officers 1 - Operations Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room. Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the Bulletin Board. Get us an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects. Let's do a stand up briefing at 2030 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a SitRep emailed to me soon after.		Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2015	Phone call is being received.	Have you sent a liaison to the scene? What qualifications does he/she have?	Airport Director	Logistics Section Chief, Operations Section Chief
Mar 17 2015	New email message	Per the Incident Commander, for the safest route, come in from the far side of Runway 22 and follow the cones.	Safety Officer	All (Airport)
Mar 17 2015	Realistic radio message	We need a temporary shelter for the passengers who weren't injured. We also need a space for rest and rehab of responders.	Incident Commander	All (Airport)
Mar 17 2015	Phone call is being received.	Where should we locate the Media Room?	Public Information Officer	Logistics Section Chief, Operations Section Chief
Mar 17 2015	New email message	Top Priorities: • Life rescue and safety is highest priority • Personnel accountability (our and other supporting jurisdictions) • Preservation of assets (airlines and airports) • Support airline in family assistance needs • Return airport to normal operations EOC Direction: • Planning Section Chief - Begin efforts to develop the Incident Action Plan. • Finance Section Chief - Review facilities needs long-term for cost implications (coordinate with Planning and Operations), and ensure estimated response costs are within emergency declaration limits. • Operations Section Chief - Determine work assignments and resource requirements in order to meeting the incident objectives. • Logistics Section Chief - Ensure incident facilities are adequate; Ensure resource ordering procedures are made known to appropriate dispatch centers; Develop long-term transportation plan; Ensure section supports the IAP; Place orders for non-organic resources (things we don't have on hand).	Airport Director	All (Airport)
Mar 17 2015	Phone call is being received.	Are you handling resource tracking in the EOC? Let everyone know where to look.	Incident Commander	Logistics Section Chief
Mar 17 2015	Phone call is being received.	Does anyone know where our AEP is? The Airport Manager wants to reference it. We should post an electronic copy to the Bulletin Board. Thanks.	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2017	Phone call is being received.	We will need escorts for ambulances and other first responders.	Incident Commander	Logistics Section Chief
Mar 17 2018	New email message	Has the airline sent a rep to the scene? Don't forget they'll need a manifest. It may take a while to prepare, so don't let it slip through the cracks.	Airport Director	Operations Section Chief
Mar 17 2018	Phone call is being received.	We're going to need maps of the runways and airport property for the command post. Please have someone from your section post these on the bulletin board.	Airport Director	Planning Section Chief
Mar 17 2018	Phone call is being received.	NAS Air 575 wants to depart. What's the status of the airport?	Airline Company Liaison	Operations Section Chief
Mar 17 2018	New email message	Airport Talking Points - (1) NAS Airline Flight Number 678 was caught fire while taxiing on the runway. The cause of the fire is still	Public Information Officer	EOC Commander

unknown. (2) There are casualties; however, there are no accurate counts at this time as we are still in the rescue stage. (3) Our fire department is on-scene and is being assisted by local fire and rescue jurisdictions. (4) We do not know if there are any fatalities. We don't have any names to release. For those questions, please we refer the media to **NAS** Airlines.

Mar 17 2018	Realistic radio message	A quick update from the command post. We're still treating and triaging victims. There are still no reported fatalities. It appears that a fuel truck struck the plane's landing gear. We suspect that to be the cause of the crash.	Incident Commander	All (Airport)
Mar 17 2018	Phone call is being received.	Local law enforcement will want a situation update when they get here. Get some notes together via email.	Airport Law Enforcement	EOC Commander, Planning Section Chief
Mar 17 2018	New email message	FYI: We are sending 2 airport law enforcement officers to secure the temporary shelters at the scene.	Airport Law Enforcement	EOC Commander, Logistics Section Chief, Operations Section Chief, Planning Section Chief
Mar 17 2018	Phone call is being received.	Would you please ensure the Media Room is in good working order? The reporters are going to need phones, internet connectivity, TVs, desks, and so on.	Public Information Officer	Logistics Section Chief
Mar 17 2018	Phone call is being received.	Would you please ensure the Media Room has a law enforcement officer posted outside? Do you know where it is?	Public Information Officer	Airport Law Enforcement
Mar 17 2018	Bulletin	The media briefing room will be MR-122.	Public Information Officer	Public Information Officer
Mar 17 2018	Phone call is being received.	The Comm Center manager asked about the location of the Media Room. What do you consider when deciding on the location for the Media Room?	Airport Director	Public Information Officer
Mar 17 2018	New email message	Hogarth last used his badge nearby the Fairway Fuelers area. As you know, we had disabled his badge, so he was not able to gain access to the airfield using his badge. Recently, a janitorial employee reported a case where a Fairway Fuelers employee—matching Hogarth's general description—said he forgot his badge so the janitor badged him through.	Clerk	EOC Commander, Operations Section Chief
Mar 17 2018	New email message	Please send me your quick notes as to what should be included in our brief to local law enforcement.	Planning Section Chief	EOC Commander, Airport Law Enforcement, Operations Section Chief
Mar 17 2019	Phone call is being received.	What number will employees call in for duty?	Communications Center	Public Information Officer
Mar 17 2019	Add an item to the status window	Accident at County — NAS B737 Crashed — Cause of Crash Unknown —		All (Airport)
Mar 17 2020	New email message	Where's our Emergency Phone List? Can someone email to me? All I have is this blank template. Don't we have a completed one?	Clerk	All (Airport)
Mar 17 2020	New email message	With the fumes from the fire, are there safety concerns for passengers and crew? Reply to me and copy the EOC staff on your findings so that all passengers and crew can take appropriate precautions.	Airport Director	Safety Officer
Mar 17 2020	Phone call is being received.	Boss, we suspect Hogarth drove the fuel truck into the plane. No one could have survived that. Should we keep searching?	Airport Law Enforcement Staff	Airport Law Enforcement
Mar 17 2020	New email message	Do you have a press release ready? Just send one out ASAP, I don't have time to review it. After you issue it, reply to this email with a copy to me and the EOC Manager providing the contents of the release.	Airport Director	Public Information Officer
Mar 17 2021	Bulletin	Q: Are there fatalities? A: We regret to say there are at least two fatalities Q: Have families been notified? A: Not all. There are numerous families to contact, in addition to those who have lost loved ones. No names should be published until all passengers' families have been notified. Q: What was the cause of the crash? A: A fuel truck drive collided with an incoming plane. The matter is currently under investigation. Law enforcement will have further information available at a later time. Q: Was this a terrorist act? A: Although the matter is currently under investigation, given current facts, we can say this incident is not terrorist related.	Public Information Officer	All (Airport)
Mar 17 2021	Bulletin	March 17 Media Briefing Schedule 10:30PM – Initial press conference (time subject to change) Midnight to 2 am (March 18) – Anticipate additional information released as it is known Tomorrow – Undetermined as of yet. An updated schedule will be provided overnight.	Public Information Officer	All (Airport)

Mar 17 2021	Phone call is being received.	The Incident Commander reports that the fuel truck cab is empty. There was no body discovered in or near the truck.	Airport Law Enforcement Staff	EOC Commander, Operations Section Chief
Mar 17 2022	Add main story to web site.	Boeing Crashes at County Boeing 737 Crashes at County Frank Josephino (WARA News) - A regional jet arriving from the mid-West has collided with a jet fueling truck, similar to the fuel truck pictured here, at County . NAS Airlines flight number 678 was cleared for landing. Seconds after touchdown, a fueling truck plowed into the jet's right main gear mount, collapsing the landing gear, and creating a hole in the right wing fuel tank. The plane came to rest just off the runway edge. The plane exploded and fire erupted as the NAS Airlines crew assisted passengers in deplaning. Rescue workers arrived on the scene in minutes. The fuel truck, a 10,000-gallon capacity truck from Fairway Fuelers, was suspected to have been deliberately driven into plane.		All (Airport)
Mar 17 2022	New email message	The Airport Manager wants to see a quick very high-level plan. What are your most urgent and important tasks? Respond to this email and copy the EOC and the Planning Officer. Thanks.	Clerk	All (Airport)
Mar 17 2023	Realistic radio message	URGENT. There are reports of an unknown liquid spilled near the accident. We need cleanup, the area roped off, and HazMat personnel.	Incident Commander	All (Airport)
Mar 17 2023	New email message	Truck in collision - URGENT - We believe that the truck driver is likely to be Fairway Fuelers employee, Bill Hogarth. Attached is the internal memo and a BOLO flyer.	Fuel Farm Operator	All (Airport)
Mar 17 2023	New email message	Be prepared for the Planning Meeting at 9pm. Attendance is mandatory.	Clerk	All (Airport)
Mar 17 2023	Bulletin	Tonight: Increasing clouds, with a low around 52°. WNW wind between 9 and 16 mph, with gusts as high as 20 mph. NATIONAL WEATHER SERVICE is predicting scattered showers overnight in unknown AT 2023 THROUGH 2323. As of 1918 short-wave trough pushing ENE. Jet-streak with leading edge also heading ENE. Forecasts consistent in presenting zonal flow through Mar 18 with relatively high H5 Heights holding over the Area.	National Weather Service	All (Airport)
Mar 17 2024	New email message	The EOC requests we build our secondary roster. Who is your backup? Forward this email to the EOC and CC the Planning Section Chief.	Clerk	All (Airport)
Mar 17 2024	Phone call is being received.	NAS flight number 678 is a Boeing 737 carrying 189 confirmed passengers and crew of 6. - NAS flight number 678 is a Boeing 737 carrying 189 confirmed passengers and crew of 6.	Airline Company Liaison	All (Airport)
Mar 17 2024	Bulletin	March 17 NTSB team is on its way to BHM, AL and expects to arrive at 2224. We will contact you upon arrival for EOC location, and CP location. Please prepare accordingly.	National Transportation Safety Board Rep.	All (Airport)
Mar 17 2025	Phone call is being received.	What's this business about the airport being closed? I have a flight to the capital leaving in 20 minutes. You need to open at least part of the airport! Do you know who I am? I'll have your job.	Elected Official	EOC Commander
Mar 17 2025	Phone call is being received.	One of the media outlets asked why we are using our time to look for Hogarth right now. What should I tell them?	Communications Center	Airport Law Enforcement
Mar 17 2025	Bulletin	Q: Who should report in? A: Anyone designated as on-call Q: Who is on stand-by? A: Everyone. All responders and EOC staff should be available by telephone for the next two days. Q: Have hotel facilities been set up? A: No. Extended work hours should not be required. First shift will be sent home when second shift is briefed. Q: What is the estimated duration of the response? A: Unknown at this time, but plans are assumed to span a minimum of two days.	Operations Section Chief	All (Airport)
Mar 17 2025	Phone call is being received.	The IC requests a flight manifest be brought to the command post.	Liaison to CP	Operations Section Chief
Mar 17 2025	Phone call is being received.	Local law enforcement has arrived in the EOC. They want a SitRep.	Clerk	EOC Commander, Planning Section Chief
Mar 17 2025	New email message	Who's setting up the Family Assistance Center?	Airport Director	All (Airport)
Mar 17 2025	New email message	Do you have any input ready for the press release? NAS Airlines is looking for any information you want to add to their press release. Forward this email to the EOC with your suggested input for his approval.	Airline Company Liaison	Public Information Officer
Mar 17 2026	New email message	I spoke with the liaison at the Command Post. Airport law enforcement is still searching for Hogarth. His wearabouts are	Planning Section Chief	EOC Commander

currently unknown.

Mar 17 2027	Bulletin	Law Enforcement Briefing 10:00PM – Initial incident of employee outburst (refer to internal memo from Fairways Fuelers) Incident – Fuel truck crashed into plane on runway 22. Fire and explosion. ARFF responded. No body recovered from fueling vehicle. Suspect presumed at large. Law Enforcement continues search.	Local Law Enforcement	All (Airport)
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STAND UP BRIEFING

TIME	TYPE	DESCRIPTION	FROM	TO
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INITIAL RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 17 2035	New email message	Planning Meeting Soon - Be prepared for a quick event briefing in a few minutes. Fill out your slides. We will discuss status updates and plans going forward. Here's what we will need from you. • EOC Manager: Mission statement and objectives. • Planning: We need an updated IAP and summary of intel to-date. We also need Message Traffic Flow protocol. • Logistics: We need an update on expected Procurements and resource usage. • Operations: Provide a status update and schedule for backup staff. • Finance/Admin: We need your emergency budget. • Safety: Prepare a slide for immediate and long-term concerns. • Liaison: Need you to work with the carrier and provide an update slide. • PIO: Your media briefing schedule and talking points.	Airport Director	All (Airport)
Mar 17 2035	Phone call is being received.	Estimated Budget - If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC Manager.	Airport Director	Finance/Administration Section Chief
Mar 17 2036	Phone call is being received.	I'm from WKPX. I heard people were hurt in the bombing. How many have been injured and what are their names?	Reporter	Public Information Officer
Mar 17 2036	Phone call is being received.	Supplies for Responders - We're going to need supplies for our responders. So, we need portable bathrooms, food, and drink for at least 75 people.	Incident Commander	Logistics Section Chief
Mar 17 2040	Realistic radio message	This is command. Update on triage numbers... 17 green. 12 yellow. 7 red. 5 black. EMS has just started to transport the most critical. We still have an active search and rescue of the area going. A few people are trapped under heavy debris.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Mar 17 2042	Somebody at office door	I just spoke with the TSA. They are treating this as a terrorist attack and have called in the FBI according to their protocols. We need to follow our notification protocols for terrorism and be prepared to brief law enforcement on what we know when they arrive.	Airport Director	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Mar 17 2049	Phone call is being received.	County EOC - We're activating the local EOC and sending someone over to your EOC to provide any support you might need.	County Emergency Manager	EOC Commander
Mar 17 2050	Realistic radio message	This is command. We need to get uninjured passengers someplace else and cared for. Law Enforcement probably needs to interview them also.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Mar 17 2051	Realistic radio message	A horde of news vans are starting to pile up on the edge of the field. We need a decision on where to direct them.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Mar 17 2051	Somebody at office door	I was just down by curb side. It's a mess. There are a lot of uninjured passengers down there that need to be cared for. Let's get some buses and transport them someplace else. We should be activating family assistance protocols.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2052	Tweet	This is crazy. Total chaos at the airport! So many people hurt. People got killed, too.		
Mar 17 2052	Phone call is being received.	We've got two planes that loaded before the explosion. Are we able to let them fly? If not, we need to off load them.	Airline Company Liaison	EOC Commander
Mar 17 2053	Realistic radio message	We have a report of a motor vehicle accident involving an ambulance with a car near the approach to the main access road. Injuries unknown.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer

Mar 17 2055	Somebody at office door	Don't forget, the Planning Meeting will begin in five minutes.	Clerk	All (Airport)
Mar 17 2055	New email message	Let Planes Depart? - I'm getting calls from carriers who have loaded planes that want to depart. Can we let them go?	Airport Director	EOC Commander, Operations Section Chief
Mar 17 2056	Realistic radio message	This is command. We don't have enough light. I need electric lights set up in the building and portable light towers set up at curb side.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Mar 17 2058	Somebody at office door	I understand that we've called in Mutual Aid to help with the bombing. What are the expenses associated with that?	Airport Director	Finance/Administration Section Chief
Mar 17 2058	Phone call is being received.	What do we want to do about the deceased? Right now we have them covered up, but we're also finding severed parts from the explosion. I'd like to get them moved aside.	Incident Commander	Operations Section Chief

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 17 2130	Add an item to the status window	Boeing 737 still ablaze at County — At least 45 injured in airplane fire — Rescuers work in the mist —		All (Airport)
Mar 17 2130	New email message	Received a call from the FBI. A special agent is on her way to the airport and expects to arrive at approximately 2300.	Clerk	All (Airport)
Mar 17 2130	New email message	Please provide us with a status update ASAP.	Airport Board Member	EOC Commander
Mar 17 2130	Phone call is being received.	Is the Airport going to have a conference call with the Airlines to update us as to what's going on?	Airline Company Liaison	Liaison Officer
Mar 17 2131	New email message	We are most concerned with public perception of this event. Get me Talking Points as soon as possible via email, forward this email to the EOC Manager with your talking points and CC to me.	Airport Director	Public Information Officer
Mar 17 2131	New email message	It's drizzling out there. Victims are chilled. The IC requests transport to get them out of the weather. In the meantime, blankets, sufficient for all passengers. Water and hot beverages sufficient for passengers and rescue workers.	Liaison to CP	Logistics Section Chief, Operations Section Chief
Mar 17 2132	Phone call is being received.	Are you seeing any traumatic stress symptoms from the scene? What work/rest cycle guidance have you issued, and where is it posted?	Airport Director	Safety Officer
Mar 17 2132	New email message	My son was on that plane. He just called me on his cell phone, and said he is okay. I want to help. I'm the store manager for Big Box Mart. Is there anything you need for the passengers that I can provide?	Local Business Leader	EOC Commander, Operations Section Chief
Mar 17 2132	New email message	Transport is needed for non-injured passengers.	Liaison to CP	Logistics Section Chief, Operations Section Chief
Mar 17 2132	New email message	Has Hogarth been located? Is he still on airport property?	Airport Director	Airport Law Enforcement
Mar 17 2132	New email message	We have reports of damage to the taxiways from the fueller ramp area to runway 22 as a result of Hogarth's speeding fuel truck.	Liaison to CP	Operations Section Chief, Planning Section Chief
Mar 17 2132	Phone call is being received.	Do we have a schedule for a press briefing? We're getting a lot of media calls.	Communications Center	Public Information Officer
Mar 17 2132	Realistic radio message	This is command. I have a firefighter injury. Might be a broken ankle. She is being transported by EMS.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Mar 17 2133	New email message	I want your assessment of the effect the weather change will have on your current tasks, as well as your projected short-term tasks. Respond by forwarding this email to the Planning Section Chief and copy to the EOC Manager and me.	Airport Director	All (Airport)
Mar 17 2133	Phone call is being received.	Just wanted to let you know that the Family Assistance Center is set up and ready in Room CR-228 . Security officers should be posted there.	Clerk	Public Information Officer
Mar 17 2133	Phone call is being received.	My grandchildren were on that flight! No one is giving me any information! What's going on?	Local Citizen	Public Information Officer

Mar 17 2133	New email message	This is the personal assistant to the Board Chairperson. I need a financial estimate of the incident to-date and estimated costs.	Airport Board Member	EOC Commander
Mar 17 2133	Phone call is being received.	A ramp worker reports seeing injured and lost people walking around the airfield. What should we do about this?	Communications Center	All (Airport)
Mar 17 2133	Realistic radio message	We have a group of people here that I think are Chinese. EMS is requesting an interpreter.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Mar 17 2134	Phone call is being received.	I'm here from the Red Cross. I have ten volunteers. Where do you want us?	American Red Cross Staff	EOC Commander, Operations Section Chief
Mar 17 2134	Realistic radio message	This is the Command Post liaison. Can we get some granola or protein bars for the responders?	Liaison to CP	EOC Commander, Logistics Section Chief, Operations Section Chief
Mar 17 2134	Realistic radio message	This is the Command Post liaison. We need Animal Control out here ASAP. We've got two dogs out of their crates, and we're unable to catch them. One is a miniature black poodle. The other is a Dalmation. They're keeping to the edge of the hot zone, running in and out.	Liaison to CP	EOC Commander, Operations Section Chief
Mar 17 2135	Phone call is being received.	I didn't want to put this out over the radio. I've got a couple of younger firefighters on scene who are taking this hard. I need to pull them off the line. Can we get some critical incident stress management support?	Liaison to CP	Safety Officer
Mar 17 2135	New email message	FYI, Incident Command is currently reporting 45 injured and 27 fatalities.	Liaison to CP	All (Airport)
Mar 17 2135	New email message	I need you to circulate your press conference schedule. Send a copy via email to all staff and the Comm Center as soon as possible.	Airport Director	Public Information Officer
Mar 17 2135	Phone call is being received.	Grieving friends and family are showing up at the airport. Is there a secured area ready for them? If so, where is it?	Communications Center	EOC Commander, Public Information Officer, Planning Section Chief
Mar 17 2135	Phone call is being received.	You've been told we'll be taking over the investigation later today, correct? We'll be placing an FBI Liaison in your EOC and at the Command Post in a few hours. We'll meet first with local law enforcement, then come to your office.	FBI Agent	EOC Commander, Airport Law Enforcement
Mar 17 2135	New email message	The Comms Center says the media is clamoring for more information. Do you have a press release ready? Send it to the EOC Manger for approval by forwarding this email to the EOC Manger with your content. And see about conducting a short press conference soon.	Airport Director	Public Information Officer
Mar 17 2135	Somebody at office door	How is the 72-hour staffing plan coming? What gaps or issues are delaying development?	Airport Director	Planning Section Chief
Mar 17 2136	Realistic radio message	The Red Cross is asking for hot chocolate for the younger passengers.	Liaison to CP	EOC Commander, Logistics Section Chief, Operations Section Chief
Mar 17 2136	Phone call is being received.	Several media outlets, including CNN, are in the main terminal. Some are asking for a brief, others are nosing around. What should I do?	Communications Center	Public Information Officer
Mar 17 2136	Phone call is being received.	Do you need any additional local or state response support or assets?	Elected Official	EOC Commander
Mar 17 2136	Add main story to web site.	County Fire Rescuers Still at Work on Boeing 737 Crash at County Deanna Lingg (WARA News) -Rescue workers continue to fight the flames at County , where a 10,000-gallon capacity truck from Fairway Fuelers, was apparently deliberately crashed by one of the company's employees. The Boeing 737, which carried almost 200 passengers, including a local family of seven, has been evacuated. Almost 75 victims have been treated on-scene and transported to the County Hospital. We are told there are at least three fatalities. Those names will not be released until all families are notified. We have also learned that a cat trapped in the storage area was killed, most likely due to smoke inhalation. A black miniature poodle was also on the plane, but somehow escaped its crate and the fire. Animal Control has been called to the scene. No one has yet claimed ownership of the dog. The airport is closed until further notice. Airport authorities are asking family and friends to contact the airline at their hotline number for information.		All (Airport)
Mar 17 2136	Phone call is being	The Command Post needs additional lights and generators for response and recovery operations. Please provide ASAP.	Liaison to CP	Operations Section Chief

	received.			
Mar 17 2136	Realistic radio message	The Command Post needs additional perimeter security ASAP. Personnel, lighted barricades, caution tape... the usual.	Liaison to CP	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Mar 17 2136	Phone call is being received.	I have a flight an hour out. He wants to know if he has to divert.	Airline Company Liaison	EOC Commander, Operations Section Chief, Planning Section Chief, Safety Officer
Mar 17 2136	Realistic radio message	This is the I.C. Some of the responders have dying radios. Please send new batteries or fresh radios.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Mar 17 2138	Phone call is being received.	We need to get enough blankets to accommodate all passengers. We also need water and hot beverages for both the passengers and all rescue workers.	Liaison to CP	Operations Section Chief
Mar 17 2138	Add an item to the status window	Boeing 737 still ablaze at County — Heavy rain hampers rescuers —		All (Airport)
Mar 17 2138	Phone call is being received.	FBI Special Agent Roscoe is here at my office. We're done here. Is it okay if I escort her to your office now?	Local Law Enforcement	Airport Law Enforcement
Mar 17 2138	Phone call is being received.	The County EOC is available for support. Do you want to set up a Joint Information Center?	County Emergency Manager	Public Information Officer
Mar 17 2138	Bulletin	National Weather Service Update As of 2103, NWS is predicting steady rains through the night.		All (Airport)
Mar 17 2138	Realistic radio message	The Command Post has requested dry towels and wet weather gear.	Liaison to CP	EOC Commander, Logistics Section Chief, Operations Section Chief
Mar 17 2138	Phone call is being received.	This is the CEO for NAS Airlines. How could you have let this happen at your airport? We intend to hold you responsible. You'll be contacted by our legal office.	Airline Company Liaison	EOC Commander
Mar 17 2138	Phone call is being received.	Bill Hogarth's wife just called me and wants to know why her husband hasn't come home from work yet. I guess they still live together, not quite divorced yet. I don't know what to tell her, and I told her I'd call her back. What should I tell her?	Fuel Farm Operator	Airport Law Enforcement
Mar 17 2138	New email message	Can you give me a budget update on items procured to date? Please respond to this email with a brief summary. Be sure to copy the EOC Manager.	Airport Director	Finance/Administration Section Chief
Mar 17 2139	New email message	The Red Cross informs me that the fireman has been counseled and sent home. Red Cross advises that he obtain longer-term counselig. Counselors emphasize that he NOT return to this scene. Please confirm via email reply.	Liaison to CP	EOC Commander, Airport Law Enforcement, Safety Officer
Mar 17 2139	Phone call is being received.	We really need lighting out here. When can we expect it?	Incident Commander	Logistics Section Chief
Mar 17 2140	Somebody at office door	Hi, I'm from the caterer. They say you need some meals delivered to the Command Post. What meals do you want me to order? Do you have any specific requirements for the meals?	Airport Caterer	Logistics Section Chief
Mar 17 2140	Phone call is being received.	Do you know what caused the accident? We have rumors it was a terrorist act. Can you confirm? Is it true there are 27 dead now? What else can you tell me? Can I quote you?	Reporter	Public Information Officer
Mar 17 2140	Realistic radio message	Wet weather is making footing insecure and unsafe for responders. Can you get some flooring out here or something?	Liaison to CP	Logistics Section Chief, Operations Section Chief
Mar 17 2141	New email message	Regarding the traumatic stress incident with the fireman, what actions have to be taken? Respond by email reply and copy the EOC Manger and Operations Section Chief. Later, when we go through our after-action review, be sure to provide a report of the traumatic stress incident with the fireman to the EOC Manager, remember to include: What were the specific triggers? What could have been done to prevent this? What actions have been taken?	Airport Director	Safety Officer
Mar 17 2141	Phone call is being received.	We tentatively estimate that the airport will open back up tomorrow by 6 am. We are looking for your feedback about the feasibility of that timeframe. What are your thoughts? (By the way, that information is close-hold and not for the public.)	Airport Director	All (Airport)
Mar 17 2141	Phone call is being received.	The FBI will arrive in a few minutes. What will we need to do to coordinate with the FBI?	Airport Director	EOC Commander, Airport Law Enforcement, Operations Section Chief
Mar 17 2141	Phone call is	Hey, I just talked to the EOC Manager, and he wouldn't answer	Reporter	Public Information Officer

	being received.	any of my questions. Can you tell me what the cause of the incident is?		
Mar 17 2142	Somebody at office door	We believe Hogarth may have escaped with the injured. We will need a copy of the passenger manifest and a victim status update would be helpful. Has anyone checked with the medical personnel at the Command Post and seeing if anyone matched his description? Have you contacted hospitals where patients have been transferred and faxed a picture of Hogarth? I understand someone wrote up a BOLO; I would like a copy of that, or a picture of Hogarth if that is all you have. I'd like a brief from you concerning the events that led up to the Fairways Fuelers collision with the aircraft. The police chief has briefed me on local law enforcement activities. I would like a summary of events, and I'd like to know what steps you plan to take next.	FBI Agent	All (Airport)
Mar 17 2142	Realistic radio message	We have a hangar secured and ready for relocating aircraft parts. You can start moving aircraft pieces whenever the NTSB is ready.	Staging Manager	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Planning Section Chief
Mar 17 2142	Phone call is being received.	This is NAS Airlines . What is the status of the airport? Whats being done for stranded passengers? When can we expect some decisions? We need to develop our plans too so can we receive a briefing?	Airline Company Liaison	EOC Commander, Liaison Officer
Mar 17 2143	Phone call is being received.	When can we start operations back up?	Airline Company Liaison	All (Airport)
Mar 17 2143	Realistic radio message	This is the Airport Director. NTSB has just left the airport EOC and are being escorted out to the scene and to the forensics hangar.	Airport Director	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Planning Section Chief
Mar 17 2143	Phone call is being received.	What safety issues have your or your staff observed, if any, as a result of your walk-around?	Incident Commander	Safety Officer
Mar 17 2144	New email message	Please provide another update.	Airport Board Member	EOC Commander
Mar 17 2144	New email message	The Board has requested a status update. Please provide a SITREP by forwarding this email with your response to the EOC Manager as soon as possible.	Airport Director	All (Airport)
Mar 17 2144	Realistic radio message	This is the Command Post liaison. Law enforcement is requesting additional light towers to help with the investigation.	Liaison to CP	EOC Commander, Logistics Section Chief, Operations Section Chief
Mar 17 2144	Phone call is being received.	I've got all inbound aircraft on a ground hold. When can I release them? Or do they need to be rerouted to other airports?	Airline Company Liaison	EOC Commander
Mar 17 2144	Phone call is being received.	The FBI has requested an Airport Law Enforcement escort to search the Fairways employee lot for Hogarth's vehicle.	Airport Director	Airport Law Enforcement
Mar 17 2145	Phone call is being received.	Some responders have radios with dying batteries. Please send new batteries or fresh radios.	Liaison to CP	Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Mar 17 2145	Phone call is being received.	Please provide an update. We are most concerned with costs associated with this event. How do you plan to recover?	Airport Board Member	EOC Commander, Finance/Administration Section Chief
Mar 17 2200	Add main story to web site.	Person of Interest Identified Deanna Lingg (WARA News) -FBI special agents have arrived at County , and investigations have determined that the collision of the 10,000-gallon capacity truck in the plane was "a deliberate act.". The FBI and local law enforcement have identified William Hogarth as a person of interest. The airport remains closed but airport authorities anticipate re-opening within the next 24-48 hours.		All (Airport)
Mar 17 2201	Realistic radio message	This is the Incident Commander. The fire is out and all victims have been transported to area hospitals. Fire branch standing by with one truck for hot spots and titanium burn-down. Truck from Autauga is also standing by. All other equipment returning to station. Request airport law enforcement LEO to take over scene security.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2202	Phone call is being received.	Should we start demobilizing the EOC?	Airport Director	All (Airport)

Mar 17 2202	New email message	NAS Flight Number 678 will likely stay on runway for the titanium burn-down for 1 to 2 days. Once the burning of the wreckage is completely out, forensic disassembly may begin.	Liaison to CP	All (Airport)
Mar 17 2203	Realistic radio message	This is LE1. I am taking over the Command Post. I am now the Incident Commander.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Mar 17 2203	Bulletin	NOTAM March 17 Airport will re-open at 0600 for operations on unimpacted runway Runway 22 remains closed	Communications Center	All (Airport)
Mar 17 2204	Somebody at office door	This incident will impact the airport budget considerably and we'd like to discuss cost recovery. What is your plan for cost recovery? Do you think that we can hold Fairway Fuelers responsible?	Airport Board Member	EOC Commander, Finance/Administration Section Chief
Mar 17 2205	New email message	Recovery Planning - While operations are going to continue for a while, we also need to consider the phases of the response. Some activities are going to wind down while different ones will be established. We should consider what our priorities and procedures will be for demobilizing resources we no longer need. Pull together a meeting at 0610 tomorrow to talk about this. I also want you to talk about recovery. How long will it be until we can reopen? What needs to be done to make that happen? Be sure to send me meeting notes. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Mar 17 2215	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander

RECOVERY MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 18 1800	Notepad - Team	Begin Recovery Planning Meeting.	Facilitator	

SCENARIO OUTLINE

Airport

Scenario: Severe Storm

Version: TEAM

Generated: Jun 11 2019 - 01:48 PM

Location: AL

DEMO

TIME	TYPE	DESCRIPTION	FROM	TO
May 12 0700	New email message	ICS Roles and Responsibilities - Here is a brief description of ICS Roles and Responsibilities if you are unfamiliar with NIMS.	Exercise Control	All (Airport)
May 12 0700	Add main story to web site.	Fireworks at City Center Area Film Festival the Largest Ever Big Crowds at unknown Frank Josephino (WARA News) - It's a busy travel day at unknown as passengers are visiting for the film festival. Airport authorities indicate that, while it may not be a record-breaking travel event, it may be a record-breaking weekend of storms. Our weekend weather forecast, coming soon!		All (Airport)
May 12 0700	Add side story to web site.	Lottery		All (Airport)
May 12 0700	Add an item to the status window	Rain and Storms Coming Soon — Temperatures for the Week in the Low 50's — Spring Festival Travel at unknown		All (Airport)
May 12 0700	Display weather data on web site.	Weather		EOC Commander, Facilitator, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
May 12 0701	New email message	We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	All (Airport)
May 12 0703	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	All (Airport)
May 12 0704	Tweet	omg Liz agreed to be my date this weekend!!!!		
May 12 0705	Realistic radio message	Comm Center to Fire 1. What's your location?	Communications Center	All (Airport)
May 12 0706	Realistic radio message	Enroute to Fuel Farm. ETA three minutes.	Fire Agency Representative	All (Airport)

SET-UP

TIME	TYPE	DESCRIPTION	FROM	TO
May 12 0800	Bulletin	Severe Weather Warning	National Weather Service	All (Airport)
May 12 0800	Bulletin	Useful Links	Exercise Control	All (Airport)
May 12 0800	Bulletin	Acronyms	Exercise Control	All (Airport)
		Introduction		
		Purpose of this exercise		
May 12 0800	Important information	The following scenario will expose you to the issues that may occur in the event of a severe storm. The intention is to allow you to experience the problems and timeframes of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
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May 12 0801	Add main story to web site.	High Travel Day Big Crowds at unknown Frank Josephino (WARA News) - It's a high travel day at unknown as passengers flock to the area for the weekend's spring festival. Airport authorities have indicated that their operations center has been activated for the influx of activity.		All (Airport)
May 12 0801	New email message	ICS 201 - With the start of the shift, please take some time to brief the EOC staff off of the ICS 201 prepared for this. We didn't expect this much activity for the film festival, so let's make the most of it. We need to keep an eye on these storms, too.	Airport Director	EOC Commander
May 12 0802	New email message	Tenant Warning - Tenant Warning - URGENT MEMORANDUM TO ALL TENANTS AND CARRIERS. This is the airport operations office. We have just received a severe weather Warning that strong thunderstorms are expected with heavy rainfall producing up to 2 inches per hour and wind gusts to 90 mph. Please ensure all ramp equipment is secured and trash bins are locked closed. Be aware of flying debris. We will keep you posted on lightning events if they are expected to disrupt fueling operations.	Operations Staff	All (Airport)
May 12 0804	Realistic radio message	This is the tower. Be advised NAS Airways flight 444, E-195 with 92 souls on board has experienced severe turbulence while descending to the airport. The aircraft will be touching down in less than five minutes on Runway 21B There are a number of injured persons on board including two flight attendants. They are requesting paramedics at the gate.	Airport Traffic Control	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0805	Realistic radio message	Roger that tower. ARFF is responding to the NAS gate with EMS.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0806	Realistic radio message	This is the Comms Center. We just got a report that a lightning strike has taken out the main electric transformer. Back-up generators are being turned on.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0807	Realistic radio message	This is the Comms Center. Be advised that one of the back up generators supplying power to the gates has failed. All loading and unloading will be performed via ramp.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0808	Phone call is being received.	The winds are picking up pretty badly and I can see a trashcan hasn't been secured outside. It's too dangerous to go out there. I'm moving our passengers away from the windows.	Airline Company Liaison	Operations Section Chief
May 12 0809	Realistic radio message	This is the comms center. We are receiving calls that several windows have been broken by flying debris. We're told there are multiple injuries as a result. Requesting ARFF and maintenance to respond.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0810	Realistic radio message	This is command. Roger that comms center. I'm sending a crew into the terminal.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0810	Realistic radio message	Comm Center, this is Maintenance. We're sending a crew into the terminal as well.	Maintenance	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0810	Phone call is being received.	Does anyone know where our AEP is? The Airport Manager wants to reference it. We should post an electronic copy to the Bulletin Board. Thanks.	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
May 12 0811	Realistic radio message	This is command. I'm establishing a command post at the NAS gate. I'll be overseeing the injuries in the terminal and the passengers on the NAS flight. Start sending me ambulances. The NAS flight is arriving at the gate now. Also, there is no power at this location. I need more lighting than just flashlights.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0812	Add an item to the status window	Severe Turbulence on NAS Airways Flight 444 Injures Passengers, Flight Attendants — E195 with 92 Souls on Board		All (Airport)
May 12 0812	Somebody at office door	Let's have a stand-up briefing at 0830. Get a run-down from everyone on incident priorities and make sure we have a good common operating picture.	Airport Director	EOC Commander
May 12 0812	New email message	Let's Get Organized - [Message]Let's get organized. Initial Tasks - Chiefs and Officers 1 - Operations Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief,

		Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the Bulletin Board. Get us an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects. Let's do a stand up briefing at 0830 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a SitRep emailed to me soon after.		Public Information Officer, Planning Section Chief, Safety Officer
May 12 0813	Somebody at office door	I was told to report to the EOC. The main electric transformer is out, but repairs cannot be done until after the storm eases up. The back up generators are now on, and should give us enough power for the worst of the storm. But, there's only emergency lighting at the affected areas. We need to get some extra lights out there.	Maintenance	All (Airport)
May 12 0814	Realistic radio message	This is command. We have six people impacted by the glass. One of them severe. We are presently triaging people off the plane. I'll have updated numbers to you shortly.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0814	Add main story to web site.	Airport Affected by Storm High winds cause damage to the Terminal at <i>unknown</i> Anna Francisco (WARA News) - Today, during a busy travel day for the local film festival, high winds sent debris flying into the glass windows of the Terminal, breaking them and sending people for cover. Several gates are reported to be affected. Water continues to pour into the area and passengers are sheltering-in-place. an NAS Airlines E-195 with 98 people on board, experienced severe turbulence while landing, causing injury to passengers and flight attendants. NAS Airlines spokeswoman Wanda Parsons stated that the actual number of injuries is not yet known. Paramedics and ambulances have responded. "We are doing everything possible to keep passengers safe while treating those injured," says Parsons, who added that the severe weather is hampering operations. Stay tuned to WARA Web. This WARA web site will be updated as more information becomes available.		All (Airport)
May 12 0815	Realistic radio message	This is the comms center. We have ambulances beginning to arrive at the service gate. Escorts are needed.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0816	Somebody at office door	The press is already on this. Let's get a press release out there so they have the facts. Can you get me one before the stand up briefing? Email it to me and the EOC Manager	Airport Director	Public Information Officer
May 12 0817	Realistic radio message	This is maintenance. We've got a lot of glass and we are helping fire rescue gather the injured. We've got a lot of rain coming in through the broken windows and some ceiling tiles down.	Maintenance	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0818	Phone call is being received.	This is Mark Leafon with News 1 Radio. We have a tip you have someone killed by the flying debris in the airport? Is that correct?	Reporter	Public Information Officer
May 12 0818	Realistic radio message	This is the comms center. We've received notice that local roads are closed to all but emergency traffic due to the weather. There are a lot of flooded roadways out there.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0819	Realistic radio message	NAS Airlines is advising they want to evacuate passengers from the terminals and send them to hotels.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0820	Realistic radio message	This is maintenance. We're going to need some lumber, plywood, and tarps to cover the broken windows.	Maintenance	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0821	Somebody at office door	Be sure to keep track of the number of injured. And the hospitals they go to.	Airport Director	Planning Section Chief
May 12 0822	Somebody at office door	I feel bad for those injured in the terminal, but what is our legal liability going to be for those injured by the glass?	Airport Director	EOC Commander, Finance/Administration Section Chief
May 12 0823	Realistic radio message	This is command. An initial triage from the NAS flight gives us the following: 13 green, 5 yellow, 2 red. The rest appear to be fine but we will have medics speak with everyone. I need more ambulances.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer

May 12 0825	New email message	Please remember the stand-up briefing in five minutes.	Clerk	All (Airport)
May 12 0827	Realistic radio message	This is the maintenance supervisor. I've got a worker injured. He sliced his hand picking up glass. It's bleeding pretty bad. He's being treated by EMS here.	Maintenance	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0828	Somebody at office door	We can't have our own people getting injured. I want a safety message posted on the incident bulletin board right away. Get with logistics if people need additional safety gear.	Airport Director	EOC Commander, Safety Officer

STAND-UP BRIEFING

TIME	TYPE	DESCRIPTION	FROM	TO
May 12 0830	Notepad - Team	Start of Stand-Up Briefing	Exercise Control	

INITIAL RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
May 12 0845	Add an item to the status window	Severe Turbulence on NAS Airways Flight 444 Injures Passengers, Flight Attendants — Power Spotty Across <i>Autauga</i>		All (Airport)
May 12 0845	Phone call is being received.	We heard about the incidents at the airport. How many patients do you have?	Hospital Coordinating Center POC	Operations Section Chief
May 12 0845	New email message	Planning Meeting at 0920 - Good briefing. It got me thinking... we need to figure out some forward planning. This response is going to go on for a while. At 920 we should have a planning meeting to figure out what our operational periods will be and what the objectives will be for the next operational period, along with resources, staffing, and support. The Planning Chief should run this but everyone should be prepared to participate.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
May 12 0845	Phone call is being received.	Estimated Budget - If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC Manager.	Airport Director	Finance/Administration Section Chief
May 12 0845	Phone call is being received.	I'm from WKPX. I heard people were hurt in the storm. How many have been injured and what are their names?	Reporter	Public Information Officer
May 12 0845	Phone call is being received.	Supplies for Responders - We're going to need supplies for our responders. So, we need portable bathrooms, food, and drink for at least 75 people.	Incident Commander	Logistics Section Chief
May 12 0845	Phone call is being received.	We've got two planes that loaded before the explosion. Are we able to let them fly? If not, we need to off load them.	Airline Company Liaison	EOC Commander, Liaison Officer
May 12 0846	Somebody at office door	With the media already here, they are putting a lot of pressure on us. Put together a draft briefing schedule for the press. Post it on the bulletin board and send it to be and the EOC Manager by email.	Airport Director	Public Information Officer
May 12 0846	Somebody at office door	We need to determine carrier status to help inform planning. Contact airlines and request a status update.	Airport Director	Liaison Officer
May 12 0847	New email message	It looks like people will be stuck here and while and services are limited. We need to take care of the uninjured passengers and the crowds of people here. We need to distribute water and maybe some blankets and food. See what we can do.	Airport Director	EOC Commander, Operations Section Chief
May 12 0848	Realistic radio message	This is command. Update on injuries off the NAS flight: 15 green. 7 yellow. 2 red. From the terminal area we have 5 green, 1 yellow, and 1 red. The yellow is the guy from maintenance.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0849	Phone call is being received.	What is being done for the stranded passengers in the terminal? They're going to need meal tickets. This storm won't be over any time soon.	Airline Company Liaison	Liaison Officer
May 12 0849	New email message	If passengers will continue to be sheltered-in-place (and that looks likely) you will need to have your duty officer do a walk-around to assess unsafe locations. Please put together a security guidance memo for circulation and post it to the bulletin board.	Airport Director	Airport Law Enforcement
May 12 0849	New email message	Wind and water are making the terminal, ramp and runway areas perilous. You need to do a walk-around and determine if there are any areas that need to be addressed that may easily cause injury.	Airport Director	Safety Officer

I'd like a comprehensive safety notice for responders and guidance for passengers.

May 12 0850	Phone call is being received.	The Comm Center is getting calls from the Media. What do we tell them? Do you have a press release? Talking Points? Will you post information, like the Media Conference schedule?	Communications Center	Public Information Officer
May 12 0851	Phone call is being received.	Do we have back-up up for our radios? How many hours do they last?	Maintenance	Logistics Section Chief
May 12 0852	Phone call is being received.	This is your local news station at WARA. We understand that the thunderstorm is causing major difficulties at unknown . We would like to get a briefing. Would you email me a press release? How about a briefing schedule?	Reporter	Public Information Officer
May 12 0853	Phone call is being received.	The airlines want a brief. They need to plan. What is the status of the airport? Will we close? When can we expect a briefing? Are we going to have to share gates? That'll affect our flights.	Airline Company Liaison	Liaison Officer
May 12 0855	Phone call is being received.	We're getting passengers complaining that they don't know what's going on. What should we tell them? The media are complaining about the same thing. They want to know about the injured passengers. And if you plan to hold a media conference soon. What do we tell them? Can you have your Public Information Officer post a briefing schedule?	Communications Center	EOC Commander
May 12 0856	Add an item to the status window	6 Confirmed Injured in NAS Flight — No Fatalities Says Hospital		All (Airport)
May 12 0857	Bulletin	NWS Hail Warning	National Weather Service	All (Airport)
May 12 0857	Somebody at office door	What is your current situation, and what are your plans?	Airport Board Member	EOC Commander
May 12 0858	Realistic radio message	This is the Command Center. We have a report of two men fighting in the NAS Airlines baggage claim area. Send Law Enforcement Officers to respond. REPEAT: two men fighting in the NAS Airlines baggage claim area.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0859	Phone call is being received.	The media wants a place to congregate. Is there a briefing area set up and ready? What should I tell them?	Clerk	Public Information Officer
May 12 0900	Phone call is being received.	We're getting calls from friends and family members of passengers who were waiting to catch flights. What do we tell them? Where are you setting up the Family Room? Can you post that information?	Communications Center	Liaison Officer
May 12 0901	Add main story to web site.	Confirmed Injuries at unknown 6 Confirmed Injuries at unknown Francisco Martini (WARA News) - Today, during a peak travel period at unknown , high winds and rain caused damage to the gates and waiting areas, causing injury to passengers and flight attendants. An airport rescue worker, who asked to remain anonymous, reported that there are 6 injured passengers who have been taken to Autauga Hospital. Two of those injured were Airline Gate Agents. The injuries range from minor to moderate, and include one teenager with a head injury suffered from falling when passengers ran away from the damaged windows. "This is a prime example of why it's important not to panic when something happens. Fortunately, the injuries are treatable." said the rescue worker. The Autauga Hospital Administrator, Jane Wyatt, confirms that passengers should be released, most before the end of the day. "We are thankful that there are no fatalities," said Wyatt.		All (Airport)
May 12 0902	Phone call is being received.	We have an elderly passenger at the NAS desk who needs to plug in his portable oxygen pump. We don't have any electricity in the outlets near here. Can you help?	Airline Company Liaison	Operations Section Chief
May 12 0903	Realistic radio message	An EMT has just been called to assist an injured teenager. The teens were getting a little wild and jumping over chairs, and one fell and broke his arm. We've got parents letting their kids run around all over the place down here. We need to dispatch some more security to help get things under control.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0904	Phone call is being received.	My nineteen-year-old daughter is stuck in your airport. She says there is no power and no information. What's going on there? Shouldn't you people be doing something about this?	Elected Official	EOC Commander
May 12 0905	Somebody at office door	Since we don't know how long the generators are going to run, we should order up more fuel.	Maintenance	EOC Commander, Logistics Section Chief, Operations Section Chief
May 12 0906	Phone call is being received.	We've got a big problem. No power in the restrooms.	Maintenance	EOC Commander

May 12 0908	Tweet	There's no power at the airport. It's sheer chaos. They aren't doing anything. No food, and the restaurants are in horrible condition.		
May 12 0909	Phone call is being received.	This is an advance notice that Autauga will soon be officially declared in a State of Emergency. We'll be contacting you with more details later.	County Emergency Operations Center	EOC Commander
May 12 0910	Phone call is being received.	The board is asking for a quick breakdown of estimated costs. I know you are busy, and I apologize for calling in the middle of things. Do you have anything I can tell them? Can you email me a quick summary of your budget and costs to date?	Clerk	Finance/Administration Section Chief
May 12 0911	Realistic radio message	The FBO just called. They reported a parked Piper Seneca flipped from a wind gust.	Communications Center	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Safety Officer
May 12 0914	New email message	You saw that the state declared an emergency, correct? How will that affect your plans? What is your current situation and what are your plans?	Airport Board Chairperson	EOC Commander
May 12 0915	Realistic radio message	This is the comms center. We have a report of an outbound ambulance involved in an accident with injuries just off airport property. Do we have resources we can send?	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0915	Somebody at office door	Just a quick reminder that the meeting is in 5 minutes.	Clerk	All (Airport)
May 12 0915	Phone call is being received.		Airline Company Liaison	Liaison Officer
May 12 0916	Realistic radio message	This is the comms center. We have a report of a elderly man down in the restrooms in the main terminal.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0916	Realistic radio message	This is command. I'm sending medics to that location now.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
May 12 0950	Phone call is being received.	The elderly man we were called in for didn't make it.	Incident Commander	EOC Commander
May 12 0951	Realistic radio message	This is the comms center. We have a report of a tree down on the perimeter fence nearest the fuel farm.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0951	Add main story to web site.	Hailstorm Hits Autauga Residents Hide Indoors from Hail Jill Jenkins (WARA News) - The hailstorm has finally arrived, forcing Autauga residents to stay indoors for the time being. The exit to one local supermarket was completely backed up with customers and carts full of groceries. "I'm not going out there!" exclaimed one customer standing in the exit, waiting for the storm to pass.		All (Airport)
May 12 0951	New email message	Recovery Planning - While operations are going to continue for a while, we also need to consider the phases of the response. Some activities are going to wind down while different ones will be established. We should consider what our priorities and procedures will be for demobilizing resources we no longer need. Pull together a meeting at 1020 to talk about this. I also want you to talk about recovery. How long will it be until we can reopen? What needs to be done to make that happen? Be sure to send me meeting notes. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
May 12 0952	Realistic radio message	This is the Comms center. We have had at least three very close lighting strikes on the Airfield. The FBO is suspending all fueling operations.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0953	New email message	We need an update on your projected operations.	FAA Investigator	EOC Commander
May 12 0954	Phone call is being received.	We need to get more blankets, pillows and water to stranded passengers. Determine how many are needed and then get them	Airport Director	EOC Commander

out to people. Arrange for law enforcement officers to accompany staff.

May 12 0954	Phone call is being received.	Passenger John Barteley has reported a stolen wallet. We have someone who came forward with information. Shall we pursue investigation, or are we needed elsewhere?	Law Enforcement Officer on Duty	EOC Commander
May 12 0955	Phone call is being received.	Has any food been ordered for EOC staff and responders? What about for the Maintenance Crew and/or passengers?	Airport Director	Logistics Section Chief
May 12 0956	Phone call is being received.	This is the Tower. We are evacuating the tower due to high winds and lightning. We have diverted all inbound aircraft that we have been in contact with so far.	Airport Traffic Control	EOC Commander
May 12 0957	Add an item to the status window	Confirmed: 6 Injures at unknown and 2 Dead — Death of Elderly Passenger Due to Heart Attack, Doctors Cite Extreme Stress As Cause		All (Airport)
May 12 0957	Add main story to web site.	Fatality at unknown Elderly Passenger Dies at unknown Anna Francisco (WARA News) - An unidentified elderly passenger died during treatment at unknown today. Hospital authorities said that the 85-year-old man had suffered a heart attack due to the extreme stress caused when the terminal experienced damage due to the severe storm conditions. The airline will not release the name of the passenger until the family has been notified. NAS Airlines spokeswoman Wanda Parsons stated that of the 98 people on board, the number of injuries is 6 . Stay tuned to WARA Web. This WARA web site will be updated as more information becomes available.		All (Airport)
May 12 0958	Realistic radio message	I am standing down command. Transportation of victims is now complete. All uninjured and sheltering-in-place passengers are in the terminal with blankets and food. I'm turning things back over to airport ops.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 0959	Phone call is being received.	The Local EOC is available for support. Do you want to set up a Joint Information Center?	County Emergency Operations Center	Public Information Officer
May 12 1000	Somebody at office door	This is going to end eventually. Let's pull together a meeting at 1020 to talk about our demobilization priorities and recovery. Have everyone develop speaking points. Email me the highlights after the meeting.	Airport Director	EOC Commander, Planning Section Chief
May 12 1001	Phone call is being received.	The carriers want to know if you have any information on when this weather will break and we can continue to operate. What can you do for us?	Airline Company Liaison	Liaison Officer
May 12 1003	Add main story to web site.	Passengers Disgruntled at unknown Passengers who were waiting for their flights at unknown airport are concerned about the long wait without food or water. "All I'm saying is that it seems like their paying customers are being overlooked," proclaims Shantel Jones, an anxious passenger who has been awaiting her flight for hours, she says. "I mean, don't airports have plans for these types of emergencies?" Airport authorities are calling for patience while the worst and most dangerous problems are being handled.		All (Airport)
May 12 1003	Phone call is being received.	This is Rich Posely with Channel 9 News. We have some calls from some hungry stranded passengers. They say they are being neglected. Would you like to comment?	Reporter	Public Information Officer
May 12 1004	Phone call is being received.	Recent media stories have not been favorable. A press release is in order. Draft up your next release and send to the EOC Manager for approval. Copy me on it. Keep it succinct.	Airport Director	Public Information Officer
May 12 1005	New email message	I don't know where the media is getting its information, but I don't want to see ANYONE talking to the media except the EOC Manager, Public Information Officer, and the PIO staff.	Airport Director	All (Airport)
May 12 1005	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander
May 12 1006	Phone call is being received.	There are stranded passengers asking for information about the status of the airport and what is happening with the weather. What should we tell them?	Communications Center	Operations Section Chief
May 12 1007	Phone call is being received.	The state EOC has been monitoring the situation. What is your status? Are you in need of any support?	State Emergency Management Director	EOC Commander
May 12 1008	Somebody at office door	The road closure will break eventually. We will have too many residual issues to deal with to get flights out right away. Let's figure out a plan for getting stranded passengers to hotels until flights can get caught up. Logistics, we will probably need busses.	Airport Director	All (Airport)

Finance, please figure out procurement needs for hotels. Is there anything else we need?

May 12 1010	Phone call is being received.	I just saw the latest news. We are most concerned with public perception of this event. Are we treating passengers all right?	Airport Board Chairperson	EOC Commander
May 12 1010	Phone call is being received.	FYI. Someone turned in the passenger's stolen wallet. Cash is gone, but nothing else.	Law Enforcement Officer on Duty	Airport Law Enforcement
May 12 1011	Realistic radio message	This is the comms center. We have reports of a cart broken free and is now a danger in the ramp area. An NAS Airlines plane has been hit by the loose cart with possible damage to the aircraft. The pilot is calling NAS headquarters to complain. Send someone to retrieve the cart if possible, and please have an Ops person speak to the pilot.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
May 12 1011	New email message	Budget Numbers - Can you give me a budget update on everything purchased so far for this response?	Airport Director	Finance/Administration Section Chief
May 12 1012	Phone call is being received.	This is Rachel Ventura. Post Informer Newspaper. We understand the airport is forcing planes to sit on the tarmac as the storm passes through. Who authorized that? We have received calls from some of the carriers. They say you cannot make this call. Is that correct?	Reporter	Public Information Officer
May 12 1013	Realistic radio message	This is airside ops. The wind seems to be dying down a bit. Do you want us to start collecting debris from the airfield?	Airfield Operations	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer

DEMOBILIZATION AND RECOVERY PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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SCENARIO OUTLINE

Airport

Scenario: Terminal Fire

Version: TEAM

Generated: Jun 11 2019 - 01:49 PM

Location: AL

SCENARIO SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Introduction				
Purpose of this exercise				
Aug 1 0755	Important information	The following scenario will expose you to the issues that may occur in the event of a terminal fire. The intention is to allow you to experience the problems and timeframes of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)
Aug 1 0755	Display weather data on web site.	Weather		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 1 0756	Add side story to web site.	Lottery		All (Airport)
Aug 1 0756	Bulletin	Links	Clerk	All (Airport)
Aug 1 0756	Bulletin	Acronyms	Clerk	All (Airport)
Aug 1 0756	Add an item to the status window	Air Travel Starting to Slow After Summer Season — Local Play Premieres Tonight		All (Airport)
Aug 1 0756	New email message	ICS Roles and Responsibilities - Here is a brief description of ICS Roles and Responsibilities if you are unfamiliar with NIMS.	Clerk	All (Airport)
Aug 1 0756	New email message	Bob's Birthday Lunch - We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 1 0756	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 1 0758	Tweet	omg Liz agreed to be my date this weekend!!! I finally wore her down!		

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 1 0802	Realistic radio message	This is the Comm Center. We have reports of a fire by gate 2. ARFF has been dispatched.	Communications Center	All (Airport)
Aug 1 0804	Realistic radio message	This is ARFF 1. I am establishing Command. It looks like it was a fueling ignition. I've got a small aircraft involved, and a fueling truck. Fire is directly impacting the terminal. Unknown injuries. I'm positioning the Command Post 500 feet upwind from the incident site. I need law enforcement and airport ops to respond to the	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Safety Officer

Command Post. Comms Center, please call for mutual aid fire and ambulance response. Operations, please activate the EOC.

Aug 1 0805	Realistic radio message	The impacted concourse has some power loss, but emergency power is working. Also, there is an alarm that has been activated by the fire sprinkler system.	Maintenance	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Safety Officer
Aug 1 0806	Realistic radio message	This is the Incident Commander. I'm sending one of my captains into the terminal to manage terminal fire and rescue operations.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Safety Officer
Aug 1 0806	New email message	The Airport Manager has activated the EOC. Along with command and general staff, they are requesting a representative from maintenance, finance, landside operations, airside operations, ARFF, and police to respond.	Communications Center	All (Airport)
Aug 1 0806	Realistic radio message	I need to get all the aircraft adjacent to the scene moved away. This thing is hot and moving fast!	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0807	Realistic radio message	We need to get some escorts for mutual aid fire and ambulances. They will arrive at the ARFF gate and will need to be escorted to the incident scene.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief, Safety Officer
Aug 1 0808	Somebody at office door	I just wanted to advise you that the security checkpoints are closed and TSA is evacuating.	TSA Representative	All (Airport)
Aug 1 0808	Tweet	They shut off power to the airport to stop the terrorists!!		
Aug 1 0808	Phone call is being received.		Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 1 0810	Realistic radio message	This is the fire captain. I have established a second command post inside the terminal, which will be called Terminal Command. It's located in the central lobby, just as you exit the concourse. We have a lot of smoke. I need assistance evacuating the terminal and I need EMS.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0812	Phone call is being received.	We need to shut down the HVAC. Smoke is getting drawn into the system.	Maintenance	All (Airport)
Aug 1 0812	Realistic radio message	This is command. Initial triage numbers are 8 green. 7 yellow. 3 red.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0813	Tweet	OMG! Huge fire at the airport! Get me outta here!!!		
Aug 1 0815	New email message	I'd like a quick stand-up briefing - Let's get organized. Initial Tasks - Chiefs and Officers 1 - Operations Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room. Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the Bulletin Board. Get us an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects. Let's do a stand up briefing at 0820 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a SitRep emailed to me soon after.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer

STAND-UP BRIEFING

TIME	TYPE	DESCRIPTION	FROM	TO
INITIAL RESPONSE				
TIME	TYPE	DESCRIPTION	FROM	TO
Aug 1 0835	Phone call is being received.	We understand you have a fire at the airport. What can you tell me about it? We need a statement.	Reporter	Public Information Officer
Aug 1 0835	Phone call is being received.	Members of the media are in the airport and want a brief of the situation.	Communications Center	EOC Commander
Aug 1 0835	Phone call is being received.	Would you please ensure the Media Room is in good working order? The reporters are going to need phones, Internet connectivity, TV's, desks, and so on.	Clerk	Public Information Officer
Aug 1 0835	Phone call is being received.	Please ensure the Media Room has a law enforcement officer posted outside. Contact me or my staff if you need to make arrangements.	Airport Law Enforcement	Public Information Officer
Aug 1 0835	Tweet	BREAKING: Fire reported at County airport. Information to come.		
Aug 1 0835	New email message	The media has arrived. Please set up a press conference for 0900. We'll need some briefing points. Email them to me and to the EOC Manager.	Airport Director	Public Information Officer
Aug 1 0835	New email message	The PIO is setting up a press conference for 0900. I'd like a map showing the location of the incident and impacted areas of the airport. We probably need something like that for the EOC too.	Airport Director	Planning Section Chief
Aug 1 0835	Phone call is being received.	If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC Manager.	Airport Director	Finance/Administration Section Chief
Aug 1 0835	Phone call is being received.	I'm from WKPX. I heard people were hurt in the fire. How many have been injured and what are their names?	Reporter	Public Information Officer
Aug 1 0835	Phone call is being received.	Supplies for Responders - We're going to need supplies for our responders. So, we need portable bathrooms, food, and drink for at least 75 people.	Incident Commander	Logistics Section Chief
Aug 1 0836	Realistic radio message	I've got ground crew who were exposed to Jet A and smoke. I need decon set up out here.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0837	New email message	We're getting reports from the NAS ticketing counter of people getting sick.	Communications Center	Operations Section Chief
Aug 1 0838	Realistic radio message	This is the IC. People were evacuated onto the tarmac. We need law enforcement out here to get them to a safe area.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0838	Phone call is being received.	What information can you give us on the incident? How did it happen? Are there any injuries or fatalities? Will there be a press conference?	Reporter	Public Information Officer
Aug 1 0840	Realistic radio message	This is Terminal Command. I have a couple dozen people overcome by smoke and fumes—some unconscious. I need more EMS here and triage set up outside the evacuation area.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0842	Realistic radio message	Command to EOC Ops. I have an injured firefighter. Minor injury. EMS is taking care of her now. Looks like a broken leg.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0843	New email message	I heard there was a firefighter injured. Let's make sure we have a proactive safety plan in place. Write something up and email it to me and the EOC Manager. Can you have it to me by 9:15?	Airport Director	Safety Officer
Aug 1 0844	Realistic radio message	Command to Logistics. We need a firefighter rehab area established. We need water, ice, and energy bars.	Incident Commander	EOC Commander, Airport Law Enforcement, Logistics Section Chief, Operations Section Chief
Aug 1 0845	New email message	Airport Manager requests long-term anticipated resource needs. Please coordinate with Operations.	Clerk	Planning Section Chief
Aug 1 0845	Phone call is being received.	Flight 575 wants to depart. What's the status of the airport?	Airline Company Liaison	Liaison Officer
Aug 1 0847	Realistic radio message	This is Law Enforcement. We've gathered people that were evacuated onto the tarmac. Where do you want us to bring them?	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0850	New email message	Set up a planning meeting for 0930. The impacts of this incident are big. We'll need to set operational periods and get an incident	Airport Director	EOC Commander

action plan in place for the next operational period.

Aug 1 0855	Tweet	Was this fire at the airport terrorism?		
Aug 1 0855	Let players fill out slides defined in the XML file.	Planning Meeting		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Aug 1 0855	Realistic radio message	This is command. Updated triage numbers are 21 green, 12 yellow, 6 red.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0900	Realistic radio message	There are people running from the terminal onto the ramp areas, and there are vehicles and trucks swerving to avoid them.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0900	New email message	Who is tracking resources?	Airport Director	EOC Commander, Logistics Section Chief, Planning Section Chief
Aug 1 0905	Phone call is being received.	Because of the airport was shut down so quickly, we've have several planes full of passengers and we're unable to onboard them. Would this classify as a safety or security exemption under the Airline Consumers Rights?	Airline Company Liaison	EOC Commander, Operations Section Chief, Safety Officer
Aug 1 0910	Realistic radio message	This is the Incident Commander. We've pulled a body from the fire. One fatality confirmed. Please notify law enforcement.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 0915	New email message	The media wants a briefing schedule. Please post a schedule to the bulletin board and notify me as soon as it's posted. CC the EOC Manager.	Airport Director	Public Information Officer
Aug 1 0920	Realistic radio message	Terminal command to operations. With power out, there are no food services in the terminal. We need some food and water for the passengers we are sheltering here.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 1 1000	Add main story to web site.	Fire at Airport Accident at County : Frank Joseppino (WARA News) - Eye witnesses are reporting there has been an aircraft fueling accident at a County terminal. There is a massive fire and passengers hospitalized due to smoke inhalation. Airport officials have confirmed the accident but decline to comment on any fatalities. Keep checking back to find out the latest details.		All (Airport)
Aug 1 1001	Realistic radio message	This is Terminal Command. I've got a little girl here named Kim Mills. She's been separated from her father. Do we have any reunification system established?	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1002	Phone call is being received.	We have a mother who has run out of baby formula for her infant child. Since all of the vendors are closed and she can't leave, she has no ability to feed her baby. Can you all find someone to help her please?	Airline Company Liaison	EOC Commander, Logistics Section Chief, Operations Section Chief
Aug 1 1003	New email message	We need additional caution tape, barricades, food, and water for responders.	Incident Commander	Operations Section Chief
Aug 1 1003	Tweet	BREAKING: Source at the County airport states fire may have been a terrorist incident.		
Aug 1 1003	New email message	Please provide an update. We're concerned this may be a terrorist event.	Airport Board Chairperson	EOC Commander
Aug 1 1003	Phone call is being received.	We've got two planes that loaded before the explosion. Are we able to let them fly? If not, we need to off load them.	Airline Company Liaison	EOC Commander, Operations Section Chief
Aug 1 1004	Realistic radio message	This is Terminal Command. I need additional ambulances. Three ALS and five BLS ambulances. Triage is set up in the main lobby.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1005	Somebody at	We're from the airlines, and we'd like to know when the airport will	Airline Company Liaison	All (Airport)

	office door	reopen. We have aircraft enroute, and we have no information.		
Aug 1 1005	New email message	Please coordinate a briefing with all of the airlines. We need to keep them in the loop on the situation. Reply and let me know what you plan to do once it's set up.	Airport Director	Liaison Officer
Aug 1 1006	Realistic radio message	Police report a large number of people have exited the terminal and are blocking the upper roadway. Ambulances cannot get to the terminal.	Communications Center	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1007	Phone call is being received.	This is NAS Airlines. We have two lost children at the ticket counter. Where should we send them?	Airline Company Ticket Agent	EOC Commander
Aug 1 1008	New email message	We need to brief the media that this is NOT terrorism. Please get on this immediately.	Airport Director	Public Information Officer
Aug 1 1009	Realistic radio message	This is Terminal Command. We have some Chinese passengers out here. They understand very little English and are freaking out over this incident. We need an interpreter.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1009	Tweet	I'm at the airport. I just saw firefighters pull a dead body from the scene!		
Aug 1 1009	Somebody at office door	I understand that we've called in Mutual Aid to help with the bombing. What are the expenses associated with that?	Airport Director	Finance/Administration Section Chief
Aug 1 1010	Phone call is being received.	We need buses for non-injury transport. We need to get these people off the roadway to an alternate site.	Incident Commander	Operations Section Chief
Aug 1 1012	Phone call is being received.	CNN is here in the lobby interviewing passengers.	Communications Center	Public Information Officer
Aug 1 1013	Realistic radio message	This is the I.C. Some of the responders have dying radios. Please send new batteries or fresh radios.	Incident Commander	Logistics Section Chief, Operations Section Chief
Aug 1 1014	Realistic radio message	We caught two different reporters from WEPS inside the security perimeter. We don't have the resources to detain them, so we kicked them off the grounds. We need more man power out here to maintain an effective perimeter.	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1014	Phone call is being received.	We have a passenger from one of our deboarded planes that is concerned about their dog who is traveling with them. She's in the cargo hold area and we haven't unloaded any cargo from any planes.	Airline Company Liaison	EOC Commander, Operations Section Chief
Aug 1 1015	New email message	Send personnel to help with perimeter security.	Incident Commander	Operations Section Chief
Aug 1 1018	New email message	Transportation of victims has begun. Can you confirm life flight?	Incident Commander	Operations Section Chief
Aug 1 1020	Realistic radio message	Command to EOC Ops. The fire is knocked down. We're doing overhaul now and hitting hot spots.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1022	Phone call is being received.	We've received a call from Mr. Bryan Mills. We had his daughter Kim as a ticketed passenger, but the two of them got separated, and we're unable to locate her. Do you have a list of people evacuated?	Airline Company Ticket Agent	Public Information Officer
Aug 1 1025	Realistic radio message	Command to EOC. Confirming a second fatality. Requesting law enforcement for scene investigation.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1026	Realistic radio message	How are we doing on those buses for passengers on the ramp area? They're in danger from emergency vehicles.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1026	Phone call is being received.	I'm hearing rumors of terrorism. Is this true?	Reporter	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1026	New email message	State Environmental Department - The state environmental department would like to know how we're controlling runoff from the incident and if we need any help. They're planning on sending someone to monitor the clean-up.	Communications Center	EOC Commander
Aug 1 1030	Realistic radio message	Command to EOC. I'll be releasing most of the mutual aid soon.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1030	Phone call is being received.	This is NAS Airlines . What is the status of the airport? Whats being done for stranded passengers? When can we expect some decisions? We need to develop our plans too so can we receive a briefing?	Airline Company Liaison	Liaison Officer
Aug 1 1030	Somebody at	As soon as the restrictions are lifted, though we'll still be dealing	Airport Director	EOC Commander,

office door with this situation, we will be able to scale things down to some extent. We will also have a lot of short-term and longer-term issues to address. Schedule a demobilization and recovery meeting at 1100 to talk through what we need to do. I put together a presentation that I will email the EOC Manager to help guide the discussion.

Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer

Aug 1 1031	Realistic radio message	What do you want us to do with the bodies? We have operations going on around them, and need to move them.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1031	Realistic radio message	We have a motor vehicle accident at the main entrance to the airport - a departing ambulance struck a civilian car. We'll need two, maybe three ambulances, and a fire-rescue response right away!	Airport Law Enforcement Staff	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Aug 1 1050	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander

RECOVERY PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 1 1111	Notepad - Team	Begin Recovery Planning Meeting.	Facilitator	

SCENARIO OUTLINE

Airport

Scenario: Water Rescue

Version: TEAM

Generated: Jun 11 2019 - 01:50 PM

Location: AL

SCENARIO SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 12 2000	Display weather data on web site.	Weather		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
		Introduction Welcome to the scenario!		
		Purpose of this exercise		
Nov 12 2000	Important information	The following scenario will expose you to the issues that may occur in the event of a water rescue. The intention is to allow you to experience the problems and timeframes of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your airport. (image)		All (Airport)
		Air Travel Improving Airports Expect Increase in Air Travel Good News for Airlines		
Nov 12 2000	Add main story to web site.	Anna Joseppino (WARA News) - In recent news published by the American Association of Airport Executives, Government Accounting Office, the worst days of harsh economic impact are coming to an end. "Indications are that the public is resuming air travel, both for vacation travelers and business travelers," stated Dr. Jane Rockwell. Airline industry experts are predicting high travel days in the upcoming months. "One wishes to be cautiously optimistic, so we will just say that signs are hopeful," said the editor of Airport Executive magazine in a recent article.		All (Airport)
Nov 12 2000	Add side story to web site.	Lotto		All (Airport)
Nov 12 2000	Add an item to the status window	Rain Coming Soon — High Travel at County Airport		All (Airport)
Nov 12 2000	Bulletin	List of Acronyms	Exercise Control	All (Airport)
Nov 12 2000	New email message	Understanding the ICS - Here are some documents that will help you with understanding the Incident Command Structure and the roles and responsibilities within it.	Exercise Control	All (Airport)
Nov 12 2000	Bulletin	Useful Links	Exercise Control	All (Airport)
Nov 12 2000	Bulletin	IAP Template	Exercise Control	All (Airport)
Nov 12 2000	New email message	FAA Circular 150/5210-13C - Attached please find FAA Circular entitled Water Rescue Plans, Facilities, and Equipment (number 150/5210-13C) for your ready reference.	Exercise Control	All (Airport)
Nov 12 2000	Bulletin	Beaufort Wind Scale	Exercise Control	All (Airport)
Nov 12 2000	New email message	Bob's Birthday Lunch - We're planning to do a lunch party for Bob's 50th birthday next Tuesday, and you're invited! We're ordering a bunch of pizzas. We're still working out which room we'll be using, so I'll get back with you on that later. It's tentatively scheduled for 1:00pm. Please respond and let me know whether you'll be there. Thanks!	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer

Nov 12 2001	Phone call is being received.	You will want to refer to your Airport Emergency Plan for severe weather. Task someone on your team to locate and post the document.	Exercise Control	EOC Commander
Nov 12 2001	New email message	There is confirmation of severe weather region-wide. Stand up the EOC.	Airport Director	EOC Commander
Nov 12 2001	Somebody at office door	Hey, are we supposed to be bringing gifts to this birthday thing next Tuesday? I've got to run out to an appointment right now, but could you call and find out? Thanks!	Airline Company Liaison	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 12 2001	Tweet	omg Liz agreed to be my date this weekend!!! I finally wore her down!		

PRECIPITATING EVENT

TIME	TYPE	DESCRIPTION	FROM	TO
		High Travel Day		
		Big Crowds at County Airport		
Nov 12 2002	Add main story to web site.	High Travel Day at County Airport Phyllis Joseppino (WARA News) - It's a high travel day at County Airport as passengers are taking advantage of ticket specials. Airport authorities indicate that it may be a record-breaking November.		All (Airport)
Nov 12 2002	Bulletin	NWS High Winds Warning	National Weather Service	All (Airport)
Nov 12 2003	New email message	Tenant Warning - URGENT AIRPORT ADVISORY TO ALL TENANTS AND CARRIERS ===== We have just received a severe weather alert that strong thunderstorms are expected with heavy rainfall producing up to 2 inches per hour and wind gusts to 60 mph. Please ensure all ramp equipment is secured and trash bins are locked closed. Be aware of flying debris.	Airport Operations Supervisor	All (Airport)
Nov 12 2003	Phone call is being received.	Operations issued an email to all tenants warning of the impending weather. The following considerations are noted: 1. Tie down any equipment on the ramp 2. Put lids on all trash containers and close dumpsters 3. Fueling operations may be interrupted during periods of lightning 4. Airport pump stations would be running in several areas around the ramps and movement areas to prevent flooding during heavy rains 5. Contact the on duty Operations Officer for any concerns or questions. - Operations issued an email to all tenants warning of the impending weather. The following considerations are noted: 1. Tie down any equipment on the ramp 2. Put lids on all trash containers and close dumpsters 3. Fueling operations may be interrupted during periods of lightning 4. Airport pump stations would be running in several areas around the ramps and movement areas to prevent flooding during heavy rains 5. Contact the on duty Operations Officer for any concerns or questions.	Communications Center	All (Airport)
Nov 12 2003	Phone call is being received.	Hey boss. Am I supposed to report in?	Clerk	All (Airport)
Nov 12 2003	New email message	Let's Get Organized - Let's get organized. Initial Tasks - Chiefs and Officers 1 - Operations Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 2 - Logistics Section Chief - Assign a liaison from your section to the Command Post. Ensure the liaison follows the safest route. 3 - PIO - Set up a media room. Get me some talking points. Get out the first press release. I want a draft press schedule, too. 4 - Planning Section Chief - Investigate what is going on. Get a Situation Status out to everyone ASAP. 5 - Liaison Officer - Send liaisons out to Family Assistance and to the Airline. 6 - LEO - We will probably need crowd and perimeter control. Get some teams together. Set up Security for the Media Room. Arrange escorts for the Media. We don't want them wandering the airport. 7 - Finance and Admin Section Chief - Start identifying the contracts we'll need. Get a budget together and charge numbers. Get the necessary financial instruments in place for anything we don't have on hand. 8 - Safety Officer - Find out the hot/warm/cold zones and safest approach. Post it on the	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer

Bulletin Board. Get us an update. Arrange escorts for those who need to get safely to the scene. Keep an eye out for Traumatic Stress effects. Let's do a stand up briefing at 2030 to make sure we all have the same information and figure out what our initial actions and objectives are for this. The EOC Manager will run it. I'll want a SitRep emailed to me soon after.

Nov 12 2004	Phone call is being received.	This is the Tower with an Alert 3. NAS Flight 444, a Boeing 757, has crashed in the Atlantic Ocean , SOB unknown.	Air Traffic Control	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 12 2004	Phone call is being received.	You have an MCI on your hands. Issue a NOTAM to close the airport until further notice. This is a PRIORITY task.	Airport Director	EOC Commander
Nov 12 2004	Phone call is being received.	Contact NAS Airlines and tell them we are requesting a representative to the EOC.	Airport Director	Liaison Officer
Nov 12 2004	Tweet	OMG! A plane just crashed into the water! So many people hurt! I think it was a terrorist attack!		
Nov 12 2005	Realistic radio message	Is there specific gear for night work? What about for HazMat in the water?	Airport Safety on Duty	All (Airport)
Nov 12 2005	New email message	At the upcoming stand-up meeting, the EOC Manager will assign record-keeping duties for the following: • Event Log - Major decisions, significant events, meeting action items, and other significant information is to be continuously recorded by the Situation Unit. This person will use the Event Log as his primary tool. • Resource Status Log - Attached is a resource status log. The Resource Unit Leader will have responsibility to keep this log up to date and post or distribute as necessary. This person will coordinate with the map keeper to let him/her know when resources have been deployed to the command post.	Clerk	All (Airport)
Nov 12 2005	New email message	Not only will you be providing information you've gathered so far, but the EOC Manager would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks for your Section 2. Your budget charge numbers and rough budget estimate Respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Clerk	Finance/Administration Section Chief
Nov 12 2005	New email message	Not only will you be providing information you've gathered so far, but the EOC Manager would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. A draft of what you consider pertinent to include in the first press release Respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research, or writing tasks.	Clerk	Public Information Officer
Nov 12 2005	New email message	Info for Meeting - Liaison - Not only will you be providing information you've gathered so far, but the EOC Manager would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. Anticipated liaisons needed Respond to this email and cc the EOC Manager before the meeting.	Clerk	Liaison Officer
Nov 12 2005	New email message	Not only will you be providing information you've gathered so far, but the EOC Manager would like to see a draft list of what you consider high-level, high-priority, immediate first tasks. Respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Clerk	Operations Section Chief
Nov 12 2005	New email message	Not only will you be providing information you've gathered so far, but the EOC Manager would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. Prepare a list of immediate and long-term concerns for Safety issues. Respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Clerk	Safety Officer
Nov 12 2005	New email message	Not only will you be providing information you've gathered so far, but the EOC Manager would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. Prepare a list of immediate and long-term concerns for law enforcement	Clerk	Airport Law Enforcement

		Respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.		
Nov 12 2005	New email message	Not only will you be providing information you've gathered so far, but the EOC Manager would like to see: 1. A draft list of what you consider high-level, high-priority, immediate first tasks 2. EMAC resources Respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Clerk	Logistics Section Chief
Nov 12 2005	New email message	Not only will you be providing the results of your intel tasks, but the EOC Manager would like to see a draft list of high-level, high-priority, immediate first tasks. Respond to this email and cc the EOC Manager before the meeting. Also, remember to communicate with your staff, get their input, and possibly assign them supporting tasks such as research.	Clerk	Planning Section Chief
Nov 12 2005	Let players fill out slides defined in the XML file.	Stand Up Briefing		All (Airport)
Nov 12 2005	Add an item to the status window	NAS Airlines Flight 444 Crash Due to High Winds — 168 Souls On Board — Wind, Weather, Darkness Hamper Rescue		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 12 2006	Realistic radio message	This is Fire and Rescue. We have a mass casualty incident. I've just established the Command Post. I've activated a full call-out of mutual aid responders. We have a plane down in the water, broken into pieces on landing, survivors and dead bodies are in the water.	Fire Agency Representative	All (Airport)
Nov 12 2006	Phone call is being received.	Does anyone know where our AEP is? The Airport Manager wants to reference it. We should post an electronic copy to the Bulletin Board. Thanks.	Clerk	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 12 2007	Notepad - Team	Fire and Rescue notified the EOC of mass casualty incident. Established the Command Post. Activated full call-out of mutual aid responders. Plane down in 2 pieces on landing, survivors and dead bodies are in the water. (Note from Clerk: Situation Unit, take over from here.)	Clerk	
Nov 12 2010	Phone call is being received.	Susan Smith from Channel 9. What can you tell me? Any numbers you can release on fatalities and injured?	Reporter	Public Information Officer
Nov 12 2010	New email message	Red Cross - Call the American Red Cross and have them send the team out here to support us. Tell them to report to the EOC for their assignment.	Airport Director	Liaison Officer
Nov 12 2011	New email message	Tent Request - We need a triage tent and morgue tent sent down right away.	Incident Commander	Logistics Section Chief
Nov 12 2011	Phone call is being received.	I just received a request from the Command Post. We need to get 400 blankets, pillows and water to stranded passengers. Determine how many are needed and then get them out to people. Arrange for law enforcement officers to accompany staff. - I just received a request from the Command Post. We need to get 400 blankets, pillows and water to stranded passengers. Determine how many are needed and then get them out to people. Arrange for law enforcement officers to accompany staff.	Airport Director	Liaison Officer, Logistics Section Chief, Operations Section Chief
Nov 12 2012	Phone call is being received.	Do we know if there was any HAZMAT onboard? Are there actions we need to take to protect the Atlantic Ocean from a fuel spill? Has anyone called the State Environmental Protection Agency?	Airport Director	Operations Section Chief, Planning Section Chief, Safety Officer
Nov 12 2012	Add main story to web site.	NAS Flight Crashes into Atlantic Ocean Storm Lashes Autauga		All (Airport)

NAS Flight 444 crashed into **Atlantic Ocean** shortly after 9:00 p.m. tonight with 168 people on board. Wind bursts of 65 MPH slammed the Boeing 757, which hit the water, immediately snapping the fuselage in half.

NAS Airlines spokesperson Leela Stewart stated that "Our thoughts and prayers go out to the loved ones of these passengers." Friends and family are encouraged to call NAS Airlines' direct Assistance line at 1-800-123-4567 for updates.

Nov 12 2013	Somebody at office door	You have the primary responsibility for gathering intel, right? What sources are you using? Ok, so in addition to the National Weather Service, TV News, web news, and airport personnel, don't forget you can do some internet research, too. Be sure assign some research tasks to your staff so you can focus on decision-making.	Airport Director	Planning Section Chief
Nov 12 2013	Realistic radio message	This is a quick update from the Command Post. The fuselage is split in two. There are passengers swimming. Several people have been pulled from the water already. Initial triage numbers are 8 green, 7 yellow, 3 red, 2 black. That's all the info I have for you at this point. The Logistics Section Chief is compiling a list of equipment and supplies needed. That list will be text-messaged to the Logistics Section Chief in a few minutes.	Incident Commander	All (Airport)
Nov 12 2013	Phone call is being received.	We have some information for you. Flight 444 had 168 souls on board. It was on its way from Dallas. We've confirmed we had a tourist group from Italy on board. We're trying to find someone who speaks Italian to help at the scene. You might want to work on that, also. We have confirmation of 24 injuries and 8 deaths. We know there are more, but this is the confirmed figure so far. There are bodies floating in the water, but, of course, rescuers are focusing efforts on surviving passengers. - We have some information for you. Flight 444 had 168 souls on board. It was on its way from Dallas. We've confirmed we had a tourist group from Italy on board. We're trying to find someone who speaks Italian to help at the scene. You might want to work on that, also. We have confirmation of 24 injuries and 8 deaths. We know there are more, but this is the confirmed figure so far. There are bodies floating in the water, but, of course, rescuers are focusing efforts on surviving passengers.	Airline Company Liaison	EOC Commander, Public Information Officer, Planning Section Chief
Nov 12 2013	Phone call is being received.	This is Rich Posely with Channel 2 News. What can you tell us about the crash?	Reporter	Public Information Officer
Nov 12 2013	Realistic radio message	Command Post again. Several people have been pulled from the water already, with major to minor injuries. That's all I've got for you at this point.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 12 2013	Realistic radio message	This is the Command Post. We're compiling a list of equipment and supplies needed. That list will be sent to the Logistics Section Chief in a few minutes.	Incident Commander	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 12 2015	Somebody at office door	Just a quick reminder that the meeting is in 5 minutes.	Clerk	All (Airport)

STAND UP MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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INITIAL RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 12 2100	Display weather data on web site.	Weather		EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer,

				Planning Section Chief, Safety Officer
Nov 12 2100	Add an item to the status window	24 injured on Flight 444 — Several survive with minor injuries — 8 dead		All (Airport)
Nov 12 2100	Phone call is being received.	Estimated Budget - If you haven't already done so, be sure to send your estimated budget, including accounting charge numbers, to the EOC Manager.	Airport Director	Finance/Administration Section Chief
Nov 12 2100	Phone call is being received.	I'm from WKPX. I heard people were hurt in the plane crash. How many have been injured and what are their names?	Reporter	Public Information Officer
Nov 12 2100	Phone call is being received.	Supplies for Responders - We're going to need supplies for our responders. So, we need portable bathrooms, food, and drink for at least 75 people.	Incident Commander	Logistics Section Chief
Nov 12 2105	Phone call is being received.	Do you need state emergency response support? How can we help you? We can work with you and the state to get your needs met.	State Emergency Manager	All (Airport)
Nov 12 2106	Realistic radio message	A horde of news vans are starting to pile up on the edge of the field. We need a decision on where to direct them.	Incident Commander	EOC Commander, Airport Law Enforcement, Operations Section Chief, Safety Officer
Nov 12 2107	Phone call is being received.	Can you give me a quick breakdown of estimated costs. I know you are busy, and I apologize for calling in the middle of things. Do you have anything I can share with our Executive Team? Can you email me a quick summary of your budget and costs to date?	Airport Board CFO	Finance/Administration Section Chief
Nov 12 2108	Realistic radio message	This is Logistics. What's the status on the extra blankets? Are they on the way?	Logistics Staff	All (Airport)
Nov 12 2111	Phone call is being received.	We've got two planes that loaded before the explosion. Are we able to let them fly? If not, we need to off load them.	Airline Company Liaison	EOC Commander, Liaison Officer
Nov 12 2112	Realistic radio message	All rescue vessels are in use, but too many swimmers are still in the water. We have to get them out of the water faster. Send 5 more rescue vessels, or enough to accommodate another 60 people.	Operations Staff	All (Airport)
Nov 12 2113	Realistic radio message	These people are chilled, and they need hot chow.	Logistics Staff	All (Airport)
Nov 12 2114	Realistic radio message	We need warming tents for injured awaiting transport, and we need hot chow for rescuers too.	Operations Staff	All (Airport)
Nov 12 2114	Phone call is being received.	Do we need to be on any specific Marine radio frequency?	Clerk	EOC Commander
Nov 12 2115	Phone call is being received.	We should arrive in about 15 minutes. We have a group of 10 volunteers who can man the food tent. Where should we report? We also have 2 psychologists who can work with those undergoing traumatic stress. They'll need a small tent. Can you arrange that?	American Red Cross Staff	Liaison Officer
Nov 12 2115	Realistic radio message	Airport law enforcement is needed at the command post to help secure the scene until the National Transportation Safety Board (NTSB) investigators arrive.	Incident Commander	All (Airport)
Nov 12 2116	New email message	Assign someone to inspect for safety issues on scene. The EOC Manager expects to see a Security Guidance Memo posted as well. Be sure to have your team look for violations of safety fundamentals: a. Deployment considerations; tethering and tending of swimmers b. Confined space and submerged space prohibitions c. Environmental hazards/aircraft hazards d. Thermal protection and floatation aids e. Signaling/identification aids f. Hand, whistle, and line signals Especially watch for Immersion Hypothermia and Cold Water Drowning a. Physiological Aspects of Rescue Swimming b. Respiration and circulation c. Alterations in breathing patterns d. Muscle cramps	Airport Director	Safety Officer
Nov 12 2117	Phone call is being received.	The Comm Center is getting calls from the Media. What do we tell them? Do you have a press release? Talking Points? Will you post information, like the Media Conference schedule?	Communications Center	Public Information Officer
Nov 12 2118	Realistic radio message	Portable light towers are needed here at the boardwalk. As many as can be spared.	Operations Staff	All (Airport)
Nov 12 2120	New email message	We're closing the airport. The EOC will be conducting a Planning Meeting at 2140 hours. All of you are required to attend. Section Chiefs and Officers: Have your slides ready.	Airport Director	All (Airport)
Nov 12 2120	Let players fill out slides	Planning Meeting		All (Airport)

	defined in the XML file.			
Nov 12 2120	Realistic radio message	We're cold and wet. Can you get hot beverages out here, like coffee, and hot chocolate for the children? Soup would be good too. And protein bars.	Logistics Staff	All (Airport)
Nov 12 2120	Phone call is being received.	The Airport Manager has requested an update of the situation. What are your current conditions and plans? - The Airport Manager has requested an update of the situation. What are your current conditions and plans?	Clerk	EOC Commander
Nov 12 2121	New email message	How long should the initial team be deployed to the site and when do we start thinking about replacements?	Clerk	Safety Officer
Nov 12 2122	New email message	With the anticipated duration of this rescue effort, we will need you to draw up 72-Hour staffing plan. Send your draft staffing plan via reply email. Thanks.	Airport Director	EOC Commander
Nov 12 2123	New email message	You need to notify the FAA and TSA that the airport is closing.	Airport Director	Liaison Officer
Nov 12 2123	Somebody at office door	I understand that we've called in Mutual Aid to help with the bombing. What are the expenses associated with that?	Airport Director	Finance/Administration Section Chief
Nov 12 2124	Phone call is being received.	This is Rachel Ventura. Post Informer Newspaper. We understand the airport is closing any minute. Who authorized that?	Reporter	Public Information Officer
Nov 12 2125	New email message	It would be good to routinely post the dollars spent, since the Airport CFO keeps calling the EOC Manager. Every 30 minutes or so, provide a brief update via the Bulletin Board. Use whatever format you wish.	Clerk	Finance/Administration Section Chief
Nov 12 2125	Phone call is being received.	When can we expect a briefing?	Airline Company Liaison	Liaison Officer
Nov 12 2125	Phone call is being received.	The media are really coming in thick and fast now. Is the Media Room ready? Please confirm location.	Communications Center	Public Information Officer
Nov 12 2126	Phone call is being received.	Is anyone monitoring the rescue workers to determine if they are getting sufficient rest and nourishment?	Airport Director	Safety Officer
Nov 12 2126	Phone call is being received.	Do we have back-up batteries all charged up for our radios? How many hours do they last?	Maintenance	Logistics Section Chief, Operations Section Chief
Nov 12 2127	Realistic radio message	We have a report of two men fighting in the NAS Airlines baggage claim area. We need to send some Law Enforcement Officers to respond. REPEAT: two men fighting in the NAS Airlines baggage claim area.	Communications Center	All (Airport)
Nov 12 2128	New email message	Is Law Enforcement spread too thin? Do we have enough officers remaining in the airport to cover normal duties?	Airport Director	Airport Law Enforcement
Nov 12 2128	Tweet	The low pressure front passing through the region will continue to bring storms with showers and high winds for the next two days.		
Nov 12 2129	Phone call is being received.	How does the last National Weather Service bulletin affect our plans? What will affect current plans?	Airport Director	Planning Section Chief
Nov 12 2130	Phone call is being received.	We're getting passengers complaining that they don't know what's going on. What should we tell them? The media are complaining about the same thing. They want to know about the injured passengers. And if you plan to hold a media conference soon. What do we tell them? Can you have your Public Information Officer post a briefing schedule?	Communications Center	EOC Commander
Nov 12 2131	Phone call is being received.	Has any food been ordered for EOC staff and Command Post responders?	Clerk	Logistics Section Chief
Nov 12 2132	Phone call is being received.	How long will the airport be closed?	Airline Company Liaison	EOC Commander
Nov 12 2135	Realistic radio message	We need a floating crane—at least one—to remove some of the debris.	Operations Staff	All (Airport)
Nov 12 2135	Somebody at office door	Just a quick reminder that the meeting is in 5 minutes.	Clerk	All (Airport)
Nov 12 2136	Phone call is being received.	The City EOC is available for support. Do you want to set up a Joint Information Center?	Emergency Manager	EOC Commander

Nov 12 2136	Phone call is being received.	What's happening? I hear my fire department is there, and there are people dead. Is there a danger outside the airport of floating debris?	Elected Official	EOC Commander
Nov 12 2137	New email message	Water Dynamics Affecting Rescue Operations - It would help the rescue group to determine if any Atlantic Ocean dynamics operating near the aircraft are going to affect them. Such as tides, waves, swells, and currents. Pull this information together, whatever is relevant and timely, and email it down to the Command Post. Have your staff help with the research.	Airport Director	Planning Section Chief
Nov 12 2138	Realistic radio message	This is Operations. The Incident Commander's reporting traffic congestion for the responder vehicles near the Command Post. One of the responders almost got hit. We need some traffic control.	Operations Staff	All (Airport)
Nov 12 2138	Realistic radio message	The Red Cross has arrived with volunteers, including traumatic incident counselors. Get someone over here to manage them. They need a tent for the counselors, if possible.	Logistics Staff	Liaison Officer, Logistics Section Chief
Nov 12 2138	Phone call is being received.	This is NAS Airlines . What is the status of the airport? Whats being done for stranded passengers? When can we expect some decisions? We need to develop our plans too so can we receive a briefing?	Airline Company Liaison	Liaison Officer
Nov 12 2139	Somebody at office door	If the Incident Commander is reporting that one of the responders almost got hit by an emergency vehicle, someone is either asleep on the job or needs some help. Get another Safety staff down to the Command Post and have your current team take a rest break. Understood?	Airport Director	Safety Officer

PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 12 2150	Add main story to web site.	Airport Closing Crash in Atlantic Ocean Closes County Airport Airport Jackson Burlington (WARA News) – Authorities just announced that County Airport airport will be closed until further notice. The decision was made after a Boeing 757 crashed in Atlantic Ocean near the airport. Rescuers from all over Autauga County are working to retrieve survivors. "We ask travelers to be patient during this time," said the Airport Manager airport Chairperson. "Our hearts and prayers are with the victims of this accident severe weather, and with their families." For additional information regarding the airport's re-opening, please call the airport's toll-free number 1-888-432-1212. Authorities advise travelers to call their airlines directly for more information on specific flights.		All (Airport)
Nov 12 2150	New email message	Where to Put JIC - Where will we put the JIC? Who will coordinate this task?	Airport Director	EOC Commander, Operations Section Chief, Public Information Officer
Nov 12 2150	Realistic radio message	We have a rescue diver on the way to the hospital. He inhaled water contaminated with jet fuel. Name is John Williams. His wife has been notified.	Airport Safety on Duty	All (Airport)
Nov 12 2150	Add main story to web site.	Fatalities at County Airport EMTs Transport Corpse Fatalities in Atlantic Ocean Anna Francisco (WARA News) - Several bodies have been retrieved from Atlantic Ocean tonight. At this time, 8 have been confirmed dead. Earlier today, an NAS Airlines flight 444 experienced severe turbulence while landing during severe storm conditions at County Airport today. The B-757 snapped in two when it hit the water. Observers note bodies remain floating face-down in the water as rescue workers struggle to retrieve survivors. The airline will not release the names of the passengers until family members have been notified. NAS Airlines spokeswoman Wanda Parsons stated that of the 168 people on board, the number of injuries is 24 . Stay tuned to WARA Web. This WARA web site will be updated as more information becomes available.		All (Airport)
Nov 12 2153	New email message	Handling the Media - I don't know where the media is getting its information, but I don't want to see ANYONE talking to the media except the EOC Manager, Public Information Officer, and the PIO staff. Thank you.	Airport Director	All (Airport)
Nov 12 2154	Add an item to the status window	Confirmed: 24 injuries and 8 dead — Diver hospitalized. Doctors say diver ingested jet fuel; full recovery likely		All (Airport)

Nov 12 2155	Phone call is being received.	I just saw the latest news. We're concerned with public perception of this event. Are we treating passengers all right?	Airport Board Member	Public Information Officer
Nov 12 2155	New email message	FAA Requests Update - We need an update on your projected operations.	FAA Investigator	EOC Commander
Nov 12 2156	Phone call is being received.	How long are we going to be closed?	Airline Company Liaison	Liaison Officer
Nov 12 2156	Phone call is being received.	Members of the public might want to assist. Because they are not likely to be familiar with aircraft or experienced in emergency response, they may inadvertently increase the danger to survivors in the water and to themselves. Should we ask the Coast Guard to issue a marine broadcast to keep boaters out of the area? Or, should we ask some other authority to keep any well-intentioned public out of the area?	Incident Commander	Logistics Section Chief
Nov 12 2157	Realistic radio message	We have several camera crews trying to get through the tape at the scene. Can you get them under control?	Operations Staff	All (Airport)
Nov 12 2157	Phone call is being received.	You need to contact the media outlets and set up a central point where they can observe and record without getting in the way. - You need to contact the media outlets and set up a central point where they can observe and record without getting in the way.	Clerk	Public Information Officer
Nov 12 2157	Phone call is being received.	We have some aggressive passengers here at the Food Court. Send an officer down to keep the peace, will you? - We have some aggressive passengers here at the Food Court. Send an officer down to keep the peace, will you?	Airport Food Court	Airport Law Enforcement
Nov 12 2158	New email message	Replacing CP workers - How long should the initial team be deployed to the site and when do we start thinking about replacements? Will you keep an eye on that and coordinate with the Incident Commander? Be sure to work with Planning to get those shift changes accomplished.	Airport Director	Safety Officer
Nov 12 2200	Phone call is being received.	We need to stage more portable generators and portable light towers when the ones here run low. - We need to stage more portable generators and portable light towers when the ones here run low.	Operations Staff	Logistics Section Chief, Operations Section Chief
Nov 12 2200	Phone call is being received.	What does the staffing needs look like for tomorrow morning if we are still in recovery?	Airport Director	Planning Section Chief
Nov 12 2200	Phone call is being received.	The CFO wants to know if we have we heard from our insurance company. Should they be contacted?	Clerk	Finance/Administration Section Chief
Nov 12 2201	Realistic radio message	Request 2 additional portable light towers for decon site in support of night operations.	Logistics Staff	All (Airport)
Nov 12 2201	Phone call is being received.	What is being done for the stranded passengers in the terminal? They're going to need meal tickets. This storm won't be over any time soon, and a granola bar is not going to be sufficient.	Airline Company Liaison	Liaison Officer
Nov 12 2202	Realistic radio message	We will need some marine fuel capability here over the next couple of hours.	Logistics Staff	All (Airport)
Nov 12 2202	Phone call is being received.	Several media reps want to know when you will hold the next press briefing. Is there a briefing schedule we can refer to?	Communications Center	Public Information Officer
Nov 12 2203	Phone call is being received.	Have you set up a location to assemble the aircraft parts for investigation?	National Transportation Safety Board Rep.	Logistics Section Chief
Nov 12 2203	Phone call is being received.	Did any hazardous materials from the aircraft break-up and disperse into the water? What can you tell me?	Environmental Protection Agency Rep.	Liaison Officer
Nov 12 2203	Phone call is being received.	Teresa Angelo with WARA News. It is our understanding that the airport was operating below Category I instrument landing minimums at the time of the crash. Can you tell me if the cockpit crew was certified to operate the aircraft under those conditions?	Reporter	Public Information Officer
Nov 12 2204	Realistic radio message	This is Operations. One of our guys at the crash scene has me concerned. He seems to be under some stress. I've been observing him, and he sometimes laughs hysterically. What do I do?	Operations Staff	All (Airport)
Nov 12 2204	Phone call is being received.	Where is the Family Room? Can you post that information?	Communications Center	Liaison Officer
Nov 12 2205	Phone call is being	We're going to need a temporary morgue here. Once we start pulling in the floating bodies, the coroner won't be able to	Logistics Staff	Logistics Section Chief, Operations Section Chief

	received.	transport them fast enough. Can you get that going? Tent, lighting, etc. - We're going to need a temporary morgue here. Once we start pulling in the floating bodies, the coroner won't be able to transport them fast enough. Can you get that going? Tent, lighting, etc.		
Nov 12 2205	Phone call is being received.	There are stranded passengers asking for information about the status of the airport and what is happening with the weather. What should we tell them?	Communications Center	Operations Section Chief
Nov 12 2205	Realistic radio message	We need to stage more portable generators and portable light towers.	Logistics Staff	All (Airport)
Nov 12 2205	New email message	Lodging - We may end up with hundreds stranded in the airport, possibly overnight. Pull together an action plan, with budget, to transport those stranded to another location. Submit your outline, a high-level plan to the EOC Manager for approval in the next 20 minutes.	Airport Director	Finance/Administration Section Chief, Logistics Section Chief, Planning Section Chief
Nov 12 2303	Realistic radio message	We're going to need some additional portable generators down here. How quickly can you get them?	Incident Commander	Logistics Section Chief
Nov 12 2343	Phone call is being received.	We have a mother who has run out of baby formula for her infant child. Since all of the vendors are closed and she can't leave, she has no ability to feed her baby. Can you all find someone to help her please?	Airline Company Liaison	EOC Commander, Logistics Section Chief
Nov 12 2345	Somebody at office door	As soon as the restrictions are lifted, though we'll still be dealing with this situation, we will be able to scale things down to some extent. We will also have a lot of short-term and longer-term issues to address. Schedule a demobilization and recovery meeting at 0800 to talk through what we need to do. I put together a presentation that I will email the EOC Manager to help guide the discussion.	Airport Director	EOC Commander, Finance/Administration Section Chief, Airport Law Enforcement, Liaison Officer, Logistics Section Chief, Operations Section Chief, Public Information Officer, Planning Section Chief, Safety Officer
Nov 12 2346	Realistic radio message	Because of the airport was shut down so quickly, we've have several planes full of passengers and we're unable to onboard them. Would this classify as a safety or security exemption under the Airline Consumers' Rights?	Incident Commander	EOC Commander, Finance/Administration Section Chief, Safety Officer
Nov 12 2346	Phone call is being received.	We have a passenger from one of our deboarded planes that is concerned about their dog who is traveling with them. She's in the cargo hold area and we haven't unloaded any cargo from any planes.	Airline Company Liaison	EOC Commander, Liaison Officer, Operations Section Chief
Nov 12 2350	New email message	Recovery Presentation - Here is the presentation I mentioned. Make changes to it as needed. Be sure to have someone take notes for me in the meeting and be ready to brief me after.	Airport Director	EOC Commander

RECOVERY PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
Nov 13 2000	Notepad - Team	Begin Recovery Planning Meeting.	Facilitator	

SCENARIO OUTLINE

Department of Transportation

Scenario: Bus on Pedestrian

Version: TEAM

Generated: Jun 11 2019 - 10:48 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Getting Started (image)</p> <p>Purpose of this exercise:</p> <p>The following scenario exposes you to a mass causality incident and damage to infrastructure as the result of a bus highjacking.</p>		
Jun 1 0900	Important information	<p>Tips</p> <p>When everyone is ready, the facilitator or host will begin the exercise.</p> <p>(image)</p> <p>As you proceed with exercise play, watch for highlighted buttons. They indicate new information is available. When receiving new information, you may be asked to complete one or more tasks. Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p>		All (DOT)

PRE EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 0901	New email message	(If Transit is Simulated) Urgent Request to use Traffic Cameras - We believe Transit Bus 217 may have been highjacked near Main St. and Dairy Ln. and that multiple shots have been fired. Law enforcement has been notified. Can you use traffic cameras to confirm and help us locate the bus?	Transit Emergency Manager	DOT Emergency Manager
Jun 1 0906	Tweet	Dudes, I cannot believe it. I almost just got run over by this crazy bus driver going like 60 mph down here by Waterford Lakes . The driver's gone loco or something!		
Jun 1 0906	New email message	(IF SIMULATED: DOT Emergency Manager) Mobilize DOT EOC Staff - We are activating the DOT EOC as of 0906 hours. Please deploy to positions.	DOT Emergency Manager	DOT Agency Executive, DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
		<p>Bus Crashes into crowd</p> <p>BREAKING NEWS: Autauga - This is a breaking news report by WKTV Action News. We have just learned that a Lynx bus has struck an unknown number of people near Center Lake Park in the Waterford Lakes area. Police, fire and ambulance agencies are responding. We'll have more information to you as we can receive and confirm it.</p>		
Jun 1 0910	Add main story to web site.			DOT Emergency Manager
Jun 1 0913	Phone call is being received.	DOT Need a representative - I just heard about the bus crash! I want eyes on the ground. We need a representative from DOT at the incident. Please deploy someone to the Incident Command Post.	DOT Agency Executive	DOT Emergency Manager
Jun 1 0914	Phone call is being received.	Local police are requesting all available barricades and personnel to help secure the perimeter and to manage critical ingress/egress. How does DOT want to handle this request?	DOT Dispatch	DOT Emergency Manager
Jun 1 0915	Tweet	This is so sad. I just watched a bus roll right through a crowd of people here at Center Lake Park .		
Jun 1 0922	Realistic radio message	DOT EOC, DOT Agency Representative - This is the DOT Agency Representative at the incident command post. There are multiple serious injuries and traffic is crazy with people trying to leave the area. Police are trying to help EMS get the mass casualty trailer to the crash site. They're going to try and establish a large triage area to begin treating victims. Responders are going to need help managing traffic and maintaining good ingress/egress at the crash site.	DOT Agency Representative	DOT Emergency Manager

Jun 1 0924	Tweet	Come on folks, don't jam up the streets, emergency responders are trying to get to victims. If you're now sitting in traffic, it's likely you're slowing response. Get out of the street!		
Jun 1 0925	Phone call is being received.	Hi, this is Player First Name from WKTV Action News . We just heard about the bus crash. What more can you tell us about it?	Reporter	DOT EOC Public Information Officer

INITIAL EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
		Bus Crashes into crowd		
Jun 1 1000	Add main story to web site.	BREAKING NEWS: Autauga - This is a breaking news report by WKTV Action News . We have just learned that a Lynx bus has struck an unknown number of people near Center Lake Park in the Waterford Lakes area. Police, fire and ambulance agencies are responding. We'll have more information to you as we can receive and confirm it.		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 1 1001	Popup message	Emergency Management Support has transferred to the EOC.		DOT Emergency Manager, DOT EOC Manager
Jun 1 1005	New email message	Cost Recovery Inquiry - Hi, my name is Player Name and I'm working in the Autauga County EOC's Finance/Admin section. We're planning for the possibility of declaring a local emergency and requesting state and federal assistance. If we do, the state is going to ask about our response and damage costs. Can you estimate damage to transportation infrastructure?	EOC Finance/Admin Chief	DOT EOC Finance Section Chief
Jun 1 1005	New email message	Summary From Incident Command - Hi, this is Player Name , the DOT Agency Representative at incident command. Below is a quick summary of what's going on. I thought it might help you at the EOC. - bus crash occurred at 0908 - dozens of injuries - EMS has set up triage area - police have secured the scene - the priorities are to get injured victims to the hospital - police are conducting an investigation - hijacker appears to have taken his own life - bus driver is appears to be among the deceased - 5 casualties confirmed so far	DOT Agency Representative	DOT EOC Planning Section Chief
Jun 1 1005	Phone call is being received.	My name is Player Name . I'm at the intersection of Robinson St. and Orange Ave. . Your signals are all flashing red and it's backing up traffic. You guys should get that fixed or get someone out here to control traffic better.	Local Citizen	DOT EOC Manager
Jun 1 1007	Realistic radio message	DOT EOC, this is DOT Agency Representative at incident command with a radio check, please acknowledge.	DOT Agency Representative	All (DOT)
Jun 1 1009	New email message	(IF SIMULATED: DOT EOC Finance Section Chief) EOC Cost Tracking Guidance - Now that we're activated for an emergency, it's important to carefully keep track of all costs. Please help us ensure that all direct and indirect costs associated with this emergency are captured. You can keep us informed by calling us or sending us an email. We'll be compiling expenditure information for this emergency every 24 hours.	DOT EOC Finance Section Chief	All (DOT)
Jun 1 1009	New email message	(IF SIMULATED: DOT EOC Operations Section Chief) Identify DOT Emergency Resources Available - I need you to identify all available barricades and deploy them to Park Ave., from Delany Street to Maple Street. We received a request from the Police so they can set up a perimeter	DOT EOC Operations Section Chief	DOT EOC Logistics Section Chief
Jun 1 1009	Phone call is being received.	Hi, this is Player Name at Radio 810. We're doing a story on the bus incident. Can you share what you know about the hijacking and how DOT is providing support?	Radio News Host	DOT EOC Public Information Officer
Jun 1 1009	Popup message	Be sure to carefully implement emergency contracting and EOC cost accounting to better ensure compliance and cost recovery.		DOT EOC Finance Section Chief
Jun 1 1009	Phone call is being received.	Where are my barricades? We need to set up a perimeter!	Police	DOT EOC Operations Section Chief
Jun 1 1010	Popup message	Be sure to collect the latest incident information and maintain an EOC Situation Report (SitRep)		DOT EOC Planning Section Chief
Jun 1 1012	Phone call is being received.	Spill Kit Request - This is Player Name , DOT Agency Representative at incident command. The bus did a lot of damage to other vehicles down here. There's quite a bit of petroleum product on the ground. Can you have maintenance send down as many spill kits as they can grab?	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 1 1013	Phone call is being received.	DOT Evacuation route media inquiry - This is Player Name with WKTV Action News . Can you confirm evacuations are underway? What are the evacuation routes?	Reporter	DOT EOC Public Information Officer

Jun 1 1015	New email message	(IF SIMULATED: DOT EOC Logistics Section Chief) Resource Offer - We just received a resource offer of a heavy wrecker. Point of Contact: Player Name , Smith Towing.	DOT EOC Logistics Section Chief	DOT EOC Operations Section Chief
Jun 1 1015	Popup message	Be sure to keep your position logs updated to adequately document all EOC activity.		All (DOT)
Jun 1 1015	Phone call is being received.	Hi, I'm Player Name with Smith Towing. We have access to a heavy wrecker and would like to help.	Tow Truck Company	DOT EOC Logistics Section Chief
First pictures emerge of bus crash				
BREAKING NEWS: BUS CRASH				
Jun 1 1017	Add main story to web site.	This is a breaking news update by WKTV Action News . Here are pictures of the crash scene. Early reports suggest that 60-100 people may have been seriously injured by a bus that struck the heart of the Center Lake Park . Police and the bus driver exchanged multiple shots and bus driver appears to be down. We'll have more information about this incident as it unfolds. (image)		All (DOT)
Jun 1 1018	Phone call is being received.	Infrastructure Assessment request - This is Player Name at the incident command post. We're worried about the bridge when the heavy wrecker comes to move the bus. Can you send someone out to make sure we don't create more damage? We want to use it if it is safe to use.	Incident Commander	DOT EOC Operations Section Chief
Jun 1 1020	Phone call is being received.	Incident command requests mutual aid resources (DOT) - This is Player Name , Deputy Operations Chief at the bus crash incident command. Traffic and pedestrian movement is a real challenge. Can we borrow some of your Changeable Message Signs?	Incident Commander	DOT EOC Operations Section Chief
Jun 1 1021	Phone call is being received.	Request to use DOT yard for mobilization center - This is Player Name , the Logistics Chief at the county EOC. The fire department would like to use DOT's yard for a staging area and heliport. Can you support this request? If so, how much office space can you provide there, and do you have telephone and internet there?	Resource Support/Logistics (ESF 7)	DOT EOC Logistics Section Chief

SITUATION REPORTING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1102	Phone call is being received.	Notice of ICP Moving - This is Player Name , the DOT agency representative at incident command. The ICP is moving now to Hagherty High School . I'll be available by phone. You can also reach me on DOT radio.	DOT Agency Representative	DOT EOC Manager
Jun 1 1102	Phone call is being received.	Local emergency proclaimed and request for assistance (DOT) - This is Player Name , DOT agency representative at incident command. I'm going to be staying late here, incurring overtime charges and may need to make a couple of equipment/ supply purchases in the field. How should I charge all of this?	DOT Agency Representative	DOT EOC Finance Section Chief
Jun 1 1102	Popup message	Make sure that DOT EOC Planning Section Chief is developing a SITREP. Once they upload it, the other sections should begin filling out their slides for the upcoming Action Planning Meeting.		DOT EOC Manager
Jun 1 1102	New email message	(IF SIMULATED: DOT EOC Manager) - Finalize the SitRep - Let's get our first SitRep finalized and schedule an action planning meeting at 12:05. Ask EOC Sections Chiefs to come to the meeting with potential impacts to consider, objectives, needs, and alternative strategies... and EOC staffing needs for the next 24 hours. We need to make sure we have enough people to support this incident.	DOT EOC Manager	DOT EOC Planning Section Chief
Jun 1 1105	Popup message	Be sure to continue keep your position logs updated.		All (DOT)
Jun 1 1105	Realistic radio message	DOT EOC Logistics, this is DOT Agency Representative - I think we're going to need several more changeable message signs. We should probably recall and reserve all available CMS.	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 1 1105	New email message	Update of ICP Location - I have just received a report from our agency representative at incident command that the ICP is moving to a new location at Hagherty High School . The agency rep can still be reached by phone or DOT radio.	DOT EOC Manager	All (DOT)
Jun 1 1108	Somebody at office door	How are things going? Are we doing a good job of keeping the public informed? Please email me some talking points right away. I may be attending a joint press conference soon.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 1110	New email message	(IF SIMULATED: DOT EOC Manager) - EOC Priorities for the Action Plan - Here are the priorities that we need to accomplish.	DOT EOC Manager	All (DOT)

Please address these when you fill out specific objectives for your section slide in the Action Planning Meeting. EOC Priorities: - Protect Health and safety - Protect property - Support Law Enforcement Investigations - Restore Traffic/Transit Flow

Jun 1 1112	New email message	(IF SIMULATED: DOT EOC Planning Section Chief) - Action Planning Meeting #1 - We have an Action Planning Meeting coming up at 1205 Please make sure to fill out your Section's slide for the meeting. Include section specific objectives that address the EOC priorities.	DOT EOC Planning Section Chief	All (DOT)
Jun 1 1140	Popup message	An Incident Action Planning Meeting will occur in 20 minutes. If you have not already, please develop EOC Section slides for the meeting.		DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

ACTION PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1201	Popup message	The Action Planning Meeting will begin in a few minutes. Make sure that you are ready to summarize the objectives discussed in this meeting to form an Incident Action Plan.		DOT EOC Planning Section Chief
Jun 1 1210	Somebody at office door	EOC Manager:Please finalize the EOC Action Plan. Be sure to summarize the objectives from the Action Planning Meeting. Send the form to the EOC Manager.	DOT Agency Executive	DOT EOC Planning Section Chief

STRATEGY AND TACTICS

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1301	Popup message	FACILITATOR NOTE: This time segment is reserved for an optional Strategy and Tactics meeting. Because of the specific nature of this meeting, it may fall outside of the scope of this training exercise. There is no tasking that will be missed by skipping to the next time segment. If the exercising organization would prefer to hold this meeting, they can do so now.		Facilitator

EXTENDED OPS PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1702	Phone call is being received.	Temporary Flight Restriction Request - This is Player Name again at the incident command post. We've got a couple private planes and several drones in our response area. Can you coordinate with the FAA to create a temporary flight restriction?	Incident Commander	DOT EOC Operations Section Chief
Jun 1 1703	Phone call is being received.	This is the Agency Executive. Can you give me a situation brief?	DOT Agency Executive	DOT EOC Manager
Jun 1 1705	Phone call is being received.	DOT Need Plan car routes - This operation looks like it is going to last a while. Since the incident scene is blocking a high traffic area, we need to start planning out detour routes that lead around the incident scene.	DOT Agency Executive	DOT EOC Planning Section Chief
Jun 1 1706	Phone call is being received.	Need expert, lights, and meals - Hi, this is Player Name , the DOT Agency Rep at incident command. Were going to need a specialist that can help us move this bus and take it apart if necessary. Can you get us someone that is a technical bus expert? Also, since it looks like this operation is going to be running all night, we are going to need lights and meals for the first responders. Can you work on getting these resources?	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 1 1708	Phone call is being received.	DOT Cost accounting form - Now that things have settled down a little bit, take some time to begin filling out a cost accounting form.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 1710	Phone call is being received.	Hi, this is Player First Name from WKTV Action News . When can we expect the roads will open back up? What are you doing in meantime for redirecting traffic and buses?	Reporter	DOT EOC Public Information Officer
Jun 1 1715	Somebody at office door	It's time to start planning for a night shift. It looks like we're going to be activated for a while. Let's get replacement EOC staff for tonight so people here can get some rest and come back in the morning.	Exercise Control	DOT EOC Manager
Jun 1 1716	New email message	(IF SIMULATED: DOT EOC Manager) - Night Shift Staffing - It looks like we're going to be activated for a while. We're going to need to bring in a night shift so people here can get some rest	DOT EOC Manager	DOT EOC Logistics Section Chief

tonight and come back in the morning. Please develop a staffing plan for tonight and let the EOC sections know we'll be doing a shift change at 12 hr. intervals.

Jun 1 1718	New email message	(IF SIMULATED: DOT EOC Logistics Section Chief) - Shift Change - Shift changes will occur every 12 hours until further notice. Shift change will start with the night shift EOC at 2100.	DOT EOC Logistics Section Chief	All (DOT)
Jun 1 1720	Popup message	Remember to keep your position logs updated, especially since we're getting ready for a shift change. We want those who come in tonight to have the benefit of our great notes. Also, in a few minutes, you will fill out a Shift Change Brief slide to summarize important information for your replacement.		All (DOT)

SHIFT CHANGE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Operations Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Operations Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications, and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Logistics Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck, let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	DOT Agency Executive	DOT EOC Manager
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Planning Section Chief
Jun 1 2105	Popup message	As the incoming EOC Logistics Chief, please ensure all EOC staff complete the sign-in sheet for the night shift.		DOT EOC Logistics Section Chief
Jun 1 2105	Somebody at office door	(IF SIMULATED: DOT EOC Logistics Section Chief) - Thanks for filling in for the night shift EOC. Please complete the EOC sign-in sheet.	DOT EOC Logistics Section Chief	All (DOT)
Jun 1 2115	Somebody at office door	Hello, I'm Special Agent Player Name for the FBI. I've got several agents with me. As part of our investigation, we will need to send agents to the TMC in order to review and capture camera footage.	FBI Official	DOT EOC Manager
Jun 1 2117	New email message	(IF SIMULATED: DOT EOC Manager) - FBI Presence - Several agents from the FBI are here to investigate, please cooperate with them.	DOT EOC Manager	All (DOT)
Jun 1 2118	Realistic radio	DOT EOC, this is the replacement DOT Agency Representative	DOT Agency Representative	All (DOT)

	message	at incident command with a radio check, please acknowledge.		
Jun 1 2120	Somebody at office door	It is important to our investigation to obtain an estimate of damage to infrastructure. Can you provide us such a cost estimate?	FBI Agent	DOT EOC Finance Section Chief
Jun 1 2122	Somebody at office door	We're going to need some space here in the EOC so we can do our work. If you could spare a few desks or tables so we could have a workspace out of the way. If you have a spare room or a conference space that would be even better. Can you arrange that for us? If you need to, discuss with the EOC Staff and figure out the space and resources, and then send me an email.	FBI Official	DOT EOC Logistics Section Chief
Jun 1 2124	Somebody at office door	We're going to need to send some agents to the Traffic Management Center to review and capture traffic camera footage. We will most likely also need to visit the location of the incident. Can you coordinate this?	FBI Official	DOT EOC Operations Section Chief
Jun 1 2125	Somebody at office door	Due to the sensitive nature of this investigation, we are going to need to have tighter control of what information is going out to the public. Please email me your thoughts on this.	FBI Official	DOT EOC Public Information Officer
Jun 1 2127	Popup message	As the night shift EOC, make sure you are updating your position log. When the day staff comes back, we want them to have good notes.		All (DOT)

DEMOBILIZATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 0902	Somebody at office door	Please develop an EOC demobilization plan to be implemented as soon as practical. It looks like we can go back to duty officer status and close down the EOC.	Exercise Control	DOT EOC Planning Section Chief
Jun 2 0902	Somebody at office door	It looks like we can go back to duty officer status and close down the EOC. Instruct the planning section chief to begin developing an EOC demobilization plan.	Exercise Control	DOT EOC Manager
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Please make sure to have all the EOC Staff sign out. Just attach the sign-out sheet to an email to the Agency Executive.	Exercise Control	DOT EOC Logistics Section Chief
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Make sure to open and begin filling out the cost accounting form.	Exercise Control	DOT EOC Finance Section Chief
Jun 2 0915	Popup message	Your input is very important to the continues development of this tool. As a final step in this exercise, please complete a hotwash form to let the exercise designers know how they can continue to make this tool and exercise experience better.		All (DOT)
Jun 2 0918	Somebody at office door	HOTWASH placeholder Question 1: HOTWASH Placeholder question 2: HOTWASH placeholder free response.	Exercise Control	All (DOT)
Jun 2 0920	Somebody at office door	Great job today! Each of you in this EOC definitely made a difference in this response. Let's go get some rest. On our way out, let's make sure that EOC Plans has all our documentation and Finance has all procurement, contract and cost information they need. Please be safe on your way home and thank your families too for their sacrifice the last 24 hrs.	Exercise Control	All (DOT)
Jun 2 0921	Popup message	Thank you for participating in this exercise today! If you have any questions about the system, please email emst.support@train-emst.com		All (DOT)

SCENARIO OUTLINE

Department of Transportation

Scenario: Contagious Disease

Version: TEAM

Generated: Jun 11 2019 - 10:52 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Getting Started (image)</p> <p>Purpose of this exercise:</p> <p>The following scenario exposes you to the steps required for containing the spread of a very contagious disease.</p>		
Jun 1 0900	Important information	<p>Tips</p> <p>When everyone is ready, the facilitator or host will begin the exercise. (image)</p> <p>As you proceed with exercise play, watch for highlighted buttons. They indicate new information is available. When receiving new information, you may be asked to complete one or more tasks. Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p>		All (DOT)

PRE EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Official Announcement</p> <p>Breaking: Official Announcement</p> <p>As most have heard by now, outbreaks of H1N1 has been growing in number and severity around the world. So far, it appears that several thousand have died from the disease.</p> <p>Today, the Alabama public health officer took the step of declaring a public health emergency in order to mobilize additional resources to respond in the state. He also issued a so called "social distancing" guidance aimed at reducing the spread of disease in the state.</p>		
Jun 1 0901	Add main story to web site.			All (DOT)
Jun 1 0903	Phone call is being received.	This is Player Name . I just heard about the state public health emergency. What does this mean, how can H1N1 affect us and what should we do about it?	DOT Agency Executive	DOT Emergency Manager
Jun 1 0905	Phone call is being received.	How will the public health emergency declaration for H1N1 affect DOT operations?	Reporter	DOT Emergency Manager
Jun 1 0906	New email message	(IF SIMULATED: DOT Emergency Manager) Mobilize DOT EOC Staff - We are activating the DOT EOC as of 0906 hours. Please deploy to positions.	DOT Emergency Manager	DOT Agency Executive, DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 1 0907	Phone call is being received.	We're getting several calls from DOT staff wanting to know about protection from H1N1 . Will we provide hand sanitizer, gloves and masks? Should we send people home if they look sick?	DOT Director	DOT Emergency Manager

INITIAL EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1001	Popup message	Emergency Management Support has transferred to the EOC.		DOT Emergency Manager, DOT EOC Manager
Jun 1 1009	Phone call is being received.	Hi, this is Player Name at Radio 810. We're doing a story on the H1N1 outbreak. How is the DOT keeping its employees safe?	Station Operator 5	DOT EOC Public Information Officer
Jun 1 1010	Popup message	Be sure to collect the latest incident information and maintain an EOC Situation Report (SitRep)		DOT EOC Planning Section Chief

Jun 1 1010	Phone call is being received.	When significant maintenance staff start staying home, do we limit operations or implement overtime? What would the cost of overtime likely be?	DOT Agency Executive	DOT EOC Manager
Jun 1 1012	Phone call is being received.	How much staff can we lose before we have to close routes for extended periods due to lack of maintenance staff? How should we prioritize the most important road maintenance work? By route? By degree of hazard?	DOT Director	DOT EOC Operations Section Chief
Jun 1 1013	Popup message	Be sure to carefully implement emergency contracting and EOC cost accounting to better ensure compliance and cost recovery.		DOT EOC Finance Section Chief
Jun 1 1014	Phone call is being received.	What should we tell our employees about staying healthy? Should we place hand sanitizer and maybe even masks out? Should we increase cleaning schedules to make sure door knobs and handles are clean?	Human Resources	DOT EOC Logistics Section Chief
Jun 1 1015	Phone call is being received.	Need talking points DOT - I need talking points for the media and meetings with other leaders. Can you please summarize how we see this incident and what we are doing about it?	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 1017	Phone call is being received.	Hi, I'm Player Name with RESOURCE_ORGANIZATION. We have AVAILABLE_RESOURCE and would like to help.	Tow Truck Company	DOT EOC Logistics Section Chief
Jun 1 1018	New email message	(IF SIMULATED: DOT EOC Logistics Section Chief) - Resource Offer - We just received a resource offer TO_DO: RESOURCE_AVAILABLE. Point of Contact: Player Name , RESOURCE_ORGANIZATION.	DOT EOC Logistics Section Chief	DOT EOC Operations Section Chief
Jun 1 1020	Popup message	Be sure to keep your position logs updated to adequately document all EOC activity.		All (DOT)
Jun 1 1025	New email message	Cost Recovery Inquiry - Hi, my name is Player Name and I'm working in the Autauga County EOC's Finance/Admin section. We're planning for the possibility of declaring a local emergency and requesting state and federal assistance. If we do, the state is going to ask about our response and possible overtime costs. Can you give an estimate?	EOC Finance/Admin Chief	DOT EOC Finance Section Chief
Jun 1 1026	New email message	(IF SIMULATED: DOT EOC Finance Section Chief) - EOC Cost Tracking Guidance - Now that we're activated for an emergency, it's important to carefully keep track of all costs. Please help us ensure that all direct and indirect costs associated with this emergency are captured. You can keep us informed by calling us or sending us an email. We'll be compiling expenditure information for this emergency every 24 hours.	DOT EOC Finance Section Chief	All (DOT)

SITUATION REPORTING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1102	Phone call is being received.	Local emergency proclaimed and request for assistance (DOT) - This is Player Name , DOT agency representative at incident command. I'm going to be staying late here, incurring overtime charges and may need to make a couple of equipment/ supply purchases in the field. How should I charge all of this?	DOT Agency Representative	DOT EOC Finance Section Chief
Jun 1 1102	Popup message	Make sure that DOT EOC Planning Section Chief is developing a SITREP. Once they upload it, the other sections should begin filling out their slides for the upcoming Action Planning Meeting.		DOT EOC Manager
Jun 1 1102	New email message	(IF SIMULATED: DOT EOC Manager) - Finalize the SitRep - Let's get our first SitRep finalized and schedule an action planning meeting at 12:05. Ask EOC Sections Chiefs to come to the meeting with potential impacts to consider, objectives, needs, and alternative strategies... and EOC staffing needs for the next 24 hours. We need to make sure we have enough people to support this incident.	DOT EOC Manager	DOT EOC Planning Section Chief
Jun 1 1105	Popup message	Be sure to continue keep your position logs updated.		All (DOT)
Jun 1 1108	Somebody at office door	How are things going? Are we doing a good job of keeping the public informed? Please email me some talking points right away. I may be attending a joint press conference soon.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 1110	New email message	(IF SIMULATED: DOT EOC Manager - EOC Priorities for the Action Plan - Here are the priorities that we need to accomplish. Please address these when you fill out specific objectives for your section slide in the Action Planning Meeting. EOC Priorities: - Protect Health and safety TO_DO: DOT EOC PRIORITIES. This is when the EOC Manager is simulated	DOT EOC Manager	All (DOT)
Jun 1 1112	New email message	(IF SIMULATED: DOT EOC Planning Section Chief) - Action Planning Meeting #1 - We have an Action Planning Meeting coming up at 1205 Please make sure to fill out your Section's	DOT EOC Planning Section Chief	All (DOT)

slide for the meeting. Include section specific objectives that address the EOC priorities.

Jun 1 1140	Popup message	An Incident Action Planning Meeting will occur in 20 minutes. If you have not already, please develop EOC Section slides for the meeting.		DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
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ACTION PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1201	Popup message	The Action Planning Meeting will begin in a few minutes. Make sure that you are ready to summarize the objectives discussed in this meeting to form an Incident Action Plan.		DOT EOC Planning Section Chief
Jun 1 1210	Somebody at office door	EOC Manager:Please finalize the EOC Action Plan. Be sure to summarize the objectives from the Action Planning Meeting. Send the form to the EOC Manager.	DOT Agency Executive	DOT EOC Planning Section Chief

STRATEGY AND TACTICS

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1301	Popup message	FACILITATOR NOTE: This time segment is reserved for an optional Strategy and Tactics meeting. Because of the specific nature of this meeting, it may fall outside of the scope of this training exercise. There is no tasking that will be missed by skipping to the next time segment. If the exercising organization would prefer to hold this meeting, they can do so now.		Facilitator

EXTENDED OPS PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1703	Phone call is being received.	This is the Agency Executive. Can you give me a situation brief?	DOT Agency Executive	DOT EOC Manager
Jun 1 1705	Phone call is being received.	DOT PLANS_TASK - This operation looks like it is going to last a while. SOMETHING_FOR_PLANS_TO_DO	DOT Agency Executive	DOT EOC Planning Section Chief
Jun 1 1706	Phone call is being received.	Need of SOME_RESOURCE for extended ops - Hi, this is Player Name , the DOT Agency Rep at incident command. TO_DO: SOMETHING_FOR_LOGISTICS This should be a request for a specialist or some resource for extended operations.	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 1 1708	Phone call is being received.	DOT Cost accounting form - Now that things have settled down a little bit, take some time to begin filling out a cost accounting form.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 1710	Phone call is being received.	Hi, this is Player First Name from WKTV Action News . TO_DO: Question for DOT PIO	Reporter	DOT EOC Public Information Officer
Jun 1 1715	Somebody at office door	It's time to start planning for a night shift. It looks like we're going to be activated for a while. Let's get replacement EOC staff for tonight so people here can get some rest and come back in the morning.	Exercise Control	DOT EOC Manager
Jun 1 1716	New email message	(IF SIMULATED: DOT EOC Manager) - Night Shift Staffing - It looks like we're going to be activated for a while. We're going to need to bring in a night shift so people here can get some rest tonight and come back in the morning. Please develop a staffing plan for tonight and let the EOC sections know we'll be doing a shift change at 12 hr. intervals.	DOT EOC Manager	DOT EOC Logistics Section Chief
Jun 1 1718	New email message	(IF SIMULATED: DOT EOC Logistics Section Chief) - Shift Change - Shift changes will occur every 12 hours until further notice. Shift change will start with the night shift EOC at 2100.	DOT EOC Logistics Section Chief	All (DOT)
Jun 1 1720	Popup message	Remember to keep your position logs updated, especially since we're getting ready for a shift change. We want those who come in tonight to have the benefit of our great notes. Also, in a few minutes, you will fill out a Shift Change Brief slide to summarize important information for your replacement.		All (DOT)

SHIFT CHANGE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Operations Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Operations Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications, and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Logistics Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck, let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	DOT Agency Executive	DOT EOC Manager
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Planning Section Chief
Jun 1 2105	Popup message	As the incoming EOC Logistics Chief, please ensure all EOC staff complete the sign-in sheet for the night shift.		DOT EOC Logistics Section Chief
Jun 1 2105	Somebody at office door	(IF SIMULATED: DOT EOC Logistics Section Chief) - Thanks for filling in for the night shift EOC. Please complete the EOC sign-in sheet.	DOT EOC Logistics Section Chief	All (DOT)
Jun 1 2118	Realistic radio message	DOT EOC, this is the replacement DOT Agency Representative at incident command with a radio check, please acknowledge.	DOT Agency Representative	All (DOT)
Jun 1 2127	Popup message	As the night shift EOC, make sure you are updating your position log. When the day staff comes back, we want them to have good notes.		All (DOT)

DEMOBILIZATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 0902	Somebody at office door	Please develop an EOC demobilization plan to be implemented as soon as practical. It looks like we can go back to duty officer status and close down the EOC.	Exercise Control	DOT EOC Planning Section Chief
Jun 2 0902	Somebody at office door	It looks like we can go back to duty officer status and close down the EOC. Instruct the planing section chief to begin developing an EOC demobilization plan.	Exercise Control	DOT EOC Manager
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Please make sure to have all the EOC Staff sign out. Just attach the sign-out sheet to an email to the Agency Executive.	Exercise Control	DOT EOC Logistics Section Chief
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Make sure to open and begin filling out the cost accounting form.	Exercise Control	DOT EOC Finance Section Chief

Jun 2 0915	Popup message	Your input is very important to the continues development of this tool. As a final step in this exercise, please complete a hotwash form to let the exercise designers know how they can continue to make this tool and exercise experience better.		All (DOT)
Jun 2 0918	Somebody at office door	HOTWASH placeholder Question 1: HOTWASH Placeholder question 2: HOTWASH placeholder free response.	Exercise Control	All (DOT)
Jun 2 0920	Somebody at office door	Great job today! Each of you in this EOC definitely made a difference in this response. Let's go get some rest. On our way out, let's make sure that EOC Plans has all our documentation and Finance has all procurement, contract and cost information they need. Please be safe on your way home and thank your families too for their sacrifice the last 24 hrs.	Exercise Control	All (DOT)
Jun 2 0921	Popup message	Thank you for participating in this exercise today! If you have any questions about the system, please email emst.support@train-emst.com		All (DOT)

SCENARIO OUTLINE

Department of Transportation

Scenario: Earthquake DOT

Version: TEAM

Generated: Jun 11 2019 - 10:55 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
		Important Information		
		Purpose of this exercise:		
		The following scenario exposes players to a significant earthquake that causes damage to infrastructure, injures people and requires activation of an emergency operations center.		
Jun 1 0900	Important information	<p>Tips (image)</p> <p>When you are ready, click the green VCR PLAY arrow in the top left corner of your screen to begin the exercise.</p> <p>(image)</p> <p>A highlighted button means that new messages are available</p> <p>Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p> <p>(image)</p>		All (DOT)

PRE EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 0901	Phone call is being received.	Hi, this is the Traffic Management Center. I'm sure you just felt that earthquake just now. We're getting reports from 9-1-1 of damage to the I-10/I-15 Interchange . Are you activating the EOC?	Traffic Management Center	DOT Emergency Manager
Jun 1 0902	Add main story to web site.	USGS Earthquake Report (image) At 9:00 am this morning, a 6.7M earthquake occurred near Just north of Safetyville at a depth of 1 mile. Significant damage is expected. Consult USGS ShakeMap for more detailed information about this event.		All (DOT)
Jun 1 0903	Phone call is being received.	This is the DOT Agency Executive. I just heard about the earthquake. What can you tell me about it?	DOT Agency Executive	DOT Emergency Manager
Jun 1 0904	Tweet	Dudes, I cannot believe it. I almost just got crushed by a piece of the I-10/I-15 Interchange coming down during the earthquake. #Lucky		
Jun 1 0905	Phone call is being received.	The California Highway Patrol has confirmed significant damage to I-10/I-15 Interchange and is requesting traffic control. How do you want to proceed?	Traffic Management Center	DOT Emergency Manager
Jun 1 0906	New email message	Mobilize DOT EOC Staff - We are activating the DOT EOC as of 0906 hours to respond to the recent earthquake. Please deploy to activate the EOC as soon as you can safety do so.	DOT Emergency Manager	DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 1 0907	Tweet	This is so sad. I just watched a van full of people lose control on I-10, 2 miles east of the I-10/I-15 interchange during the earthquake. People helping, but it looks bad. I hope all are safe.		
Jun 1 0910	Phone call is being received.	Hi, this is Player Name from WKTV Action News . What can you tell us about the earthquake?	Reporter	DOT Emergency Manager
Jun 1 0910	Phone call is being received.	DOT Need a representative - How are things going? I want to get California Department of Transportation agency representatives out to key EOCs. What's your plan for deploying agency representatives to help us gather the best information and help coordinate the best response?	DOT Agency Executive	DOT EOC Manager
Jun 1 0922	Realistic radio message	DOT EOC Manager, this is DOT Agency Representative - This is DOT Agency Representative at the I-10/I-15 Interchange . There are multiple serious injuries and traffic is crazy with people trying	DOT Agency Representative	DOT EOC Manager

to leave the area. **California Highway Patrol** is working to get EMS to the site. They're probably going to try and establish a large triage area to begin treating victims. Responders are going to need help managing traffic and maintaining good ingress/egress at the crash site.

Jun 1 0924 Tweet Come on folks, don't jam up the streets, emergency responders are trying to get to victims. If you're now sitting in traffic, it's likely you're slowing response. Get out of the street!

INITIAL EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
		Bus Crashes into crowd		
Jun 1 1000	Add main story to web site.	BREAKING NEWS: Autauga - A 6.7MM earthquake struck Just north of Safetyville at 9:00 am this morning. Authorities are responding to a partial collapse I-10/I-15 Interchange . We've also heard reports of damage to I-10, 2 miles east of the I-10/I-15 interchange . Authorities recommend staying off roadways to make room for responders. Be aware that aftershocks may occur. When caught in an earthquake, remember to duck, hold and cover.		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 1 1001	Popup message	Emergency Management Support has transferred to the EOC.		DOT Emergency Manager, DOT EOC Manager
Jun 1 1005	New email message	Cost Recovery Inquiry - Hi, this is Player Name . We need to capture all agency hours worked on this incident. Please coordinate this effort.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 1005	Phone call is being received.	DOT Agency rep gets hit - This is Player Name at I-10/I-15 Interchange . Your agency rep on scene was just struck by a vehicle. He's being treated on scene. Can you please send another agency rep ASAP?	Police	DOT EOC Operations Section Chief
Jun 1 1005	Phone call is being received.	Public Inquiry DOT - My name is Player Name . I'm at the intersection of unknown . Your signals are all flashing red and it's backing up traffic. You guys should get that fixed or get someone out here to control traffic better. People are trying to evacuate through the intersection from both directions.	Local Citizen	DOT EOC Manager
Jun 1 1007	Realistic radio message	DOT EOC, this is DOT Agency Representative at incident command with a radio check, please acknowledge.	DOT Agency Representative	All (DOT)
Jun 1 1009	New email message	(IF SIMULATED: DOT EOC Finance Section Chief) EOC Cost Tracking Guidance - Now that we're activated for an emergency, it's important to carefully keep track of all costs. Please help us ensure that all direct and indirect costs associated with this emergency are captured. You can keep us informed by calling us or sending us an email. We'll be compiling expenditure information for this emergency every 24 hours.	DOT EOC Finance Section Chief	All (DOT)
Jun 1 1009	New email message	(IF SIMULATED: DOT EOC Operations Section Chief) Identify DOT Emergency Resources Available - I need you to identify all available barricades and deploy them to Caltrans District 8 equipment yard . We received a request from the Police so they can set up a perimeter	DOT EOC Operations Section Chief	DOT EOC Logistics Section Chief
Jun 1 1009	Phone call is being received.	Hi, this is Player Name at Radio 810. We're doing a story on the earthquake. Can you share what you know about the earthquake and how DOT is providing support?	Station Operator 5	DOT EOC Public Information Officer
Jun 1 1009	Popup message	Be sure to carefully implement emergency contracting and EOC cost accounting to better ensure compliance and cost recovery.		DOT EOC Finance Section Chief
Jun 1 1009	Phone call is being received.	I know your agency rep got injured, but I still need traffic control! Where's your new agency rep?	Police	DOT EOC Operations Section Chief
Jun 1 1010	Popup message	Be sure to collect the latest incident information and maintain an EOC Situation Report (SitRep)		DOT EOC Planning Section Chief
Jun 1 1012	Phone call is being received.	Request for cones - This is Player Name , DOT Agency Representative at I-10/I-15 Interchange . Please send a structural engineer and 200 cones.	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 1 1013	Phone call is being received.	DOT Evacuation route media inquiry - This is Player Name with WKTV Action News . Can you confirm that the evacuations are underway? What are the evacuation routes?	Reporter	DOT EOC Public Information Officer
Jun 1 1015	New email message	(IF SIMULATED: DOT EOC Logistics Section Chief) Resource Offer - We just received a resource offer of a heavy wrecker. Point of Contact: Player Name , Smith Towing.	DOT EOC Logistics Section Chief	DOT EOC Operations Section Chief

Jun 1 1015	Popup message	Be sure to keep your position log updated to adequately document all EOC activity.		All (DOT)
Jun 1 1015	New email message	Summary From Incident Command - Hi, it Player Name , the new DOT Agency Representative at I-10/I-15 Interchange . Below is a quick summary of what's going on. I thought it might help you at the EOC. - Structural damage to I-10/I-15 Interchange . - Need structural assessment. - Need long term detour planning. - Damage to I-10, 2 miles east of the I-10/I-15 interchange . Need maintenance crew to inspect. - California Highway Patrol vehicle struck California Department of Transportation vehicle. Need accident report paperwork completed.	DOT Agency Representative	DOT EOC Planning Section Chief
Jun 1 1015	Phone call is being received.	Offer of volunteer assistance (DOT) - Hi, I'm Player Name with Smith Towing. We have access to a heavy wrecker and would like to help.	Tow Truck Company	DOT EOC Logistics Section Chief
Interchange collapse				
BREAKING NEWS: Interchange Collapse				
Jun 1 1017	Add main story to web site.	This is a breaking news update by WKTV Action News . The earthquake this morning has caused damage to several major roadways and interchanges. WKTV Action News staff are still en route, but we understand one of the more serious incidents is at I-10/I-15 Interchange . Initial reports indicate dozens of injuries including an injury to a California Department of Transportation employee. Stay tuned for information as it breaks. (image)		All (DOT)
Jun 1 1020	Phone call is being received.	Incident command requests mutual aid resources (DOT) - This is Player Name , agency rep at I-10/I-15 Interchange . Please send 4 changeable message signs.	DOT Agency Representative	DOT EOC Operations Section Chief
Jun 1 1021	Phone call is being received.	Request to use DOT yard for mobilization center - This is Player Name , the Logistics Chief at the county EOC. The fire agencies would like to use your agency's yard for a staging area and heliport. Can you support this request? If so, how much office space can you provide there, and do you have telephone and internet there?	Resource Support/Logistics (ESF 7)	DOT EOC Logistics Section Chief

SITUATION REPORTING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1102	Phone call is being received.	Notice of ICP Moving - This is Player Name , the DOT agency representative at I-10/I-15 Interchange . The ICP is moving now to Hagherty High School . I'll be available by phone. You can also reach me on DOT radio.	DOT Agency Representative	DOT EOC Manager
Jun 1 1102	Phone call is being received.	Local emergency proclaimed and request for assistance (DOT) - This is Player Name , DOT agency representative at I-10/I-15 Interchange . I'm going to be staying late here, incurring overtime charges and may need to make a couple of equipment/ supply purchases in the field. How should I charge all of this?	DOT Agency Representative	DOT EOC Finance Section Chief
Jun 1 1102	Popup message	Make sure that DOT EOC Planning Section Chief is developing a SITREP. Once they upload it, the other sections should begin filling out their slides for the upcoming Action Planning Meeting.		DOT EOC Manager
Jun 1 1102	New email message	(IF SIMULATED: DOT EOC Manager) - Finalize the SitRep - Let's get our first SitRep finalized and schedule an action planning meeting at 12:05. Ask EOC Sections Chiefs to come to the meeting with potential impacts to consider, objectives, needs, and alternative strategies... and EOC staffing needs for the next 24 hours. We need to make sure we have enough people to support this incident.	DOT EOC Manager	DOT EOC Planning Section Chief
Jun 1 1105	Popup message	Be sure to continue keep your position log updated.		All (DOT)
Jun 1 1105	Realistic radio message	DOT EOC Logistics, this is DOT Agency Representative - I think we're going to need several more changeable message signs. Can we poll the region for availability and reserve them?	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 1 1105	New email message	Update of ICP Location - I have just received a report from our agency representative at incident command that the ICP is moving to a new location at Hagherty High School . The agency rep can still be reached by phone or DOT radio.	DOT EOC Manager	All (DOT)
Jun 1 1108	Somebody at office door	How are things going? Are we doing a good job of keeping the public informed? Please email me some talking points right away. I may be attending a joint press conference soon.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 1110	New email message	(IF SIMULATED: DOT EOC Manager) - EOC Priorities for the Action Plan - Here are the priorities that we need to accomplish.	DOT EOC Manager	All (DOT)

Please address these when you fill out specific objectives for your section slide in the Action Planning Meeting. EOC Priorities: - Protect Health and safety - Protect property - Support Law Enforcement Investigations - Restore Traffic/Transit Flow

Jun 1 1112	New email message	(IF SIMULATED: DOT EOC Planning Section Chief) - Action Planning Meeting #1 - We have an Action Planning Meeting coming up at 1205 Please make sure to fill out your Section's slide for the meeting. Include section specific objectives that address the EOC priorities.	DOT EOC Planning Section Chief	All (DOT)
Jun 1 1140	Popup message	An Incident Action Planning Meeting will occur in 20 minutes. If you have not already, please develop EOC Section slides for the meeting.		DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

ACTION PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1201	Popup message	The Action Planning Meeting will begin in a few minutes. Make sure that you are ready to summarize the objectives discussed in this meeting to form an Incident Action Plan.		DOT EOC Planning Section Chief
Jun 1 1210	Somebody at office door	EOC Manager:Please finalize the EOC Action Plan. Be sure to summarize the objectives from the Action Planning Meeting. Send the form to the EOC Manager.	DOT Agency Executive	DOT EOC Planning Section Chief

STRATEGY AND TACTICS

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1301	Popup message	FACILITATOR NOTE: This time segment is reserved for an optional Strategy and Tactics meeting. Because of the specific nature of this meeting, it may fall outside of the scope of this training exercise. There is no tasking that will be missed by skipping to the next time segment. If the exercising organization would prefer to hold this meeting, they can do so now.		Facilitator

EXTENDED OPS PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1702	Phone call is being received.	Temporary Flight Restriction Request - This is Player Name again at I-10/I-15 Interchange . We've got a couple private planes and several drones in our response area. Can you coordinate with the FAA to create a temporary flight restriction?	Incident Commander	DOT EOC Operations Section Chief
Jun 1 1703	Phone call is being received.	This is the Agency Executive. Can you give me a situation brief?	DOT Agency Executive	DOT EOC Manager
Jun 1 1706	Phone call is being received.	Need expert, lights, and meals - Hi, this is Player Name , the DOT Agency Rep at I-10/I-15 Interchange incident command. Since it looks like this operation is going to be running all night, we are going to need lights and meals for the first responders. Can you work on getting these resources?	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 1 1708	Phone call is being received.	DOT Cost accounting form - Now that things have settled down a little bit, take some time to begin filling out a cost accounting form.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 1710	Phone call is being received.	Hi, this is Player First Name from WKTV Action News . When can we expect the roads will open back up? What are you doing in meantime for redirecting traffic and buses?	Reporter	DOT EOC Public Information Officer
Jun 1 1715	Somebody at office door	It's time to start planning for a night shift. It looks like we're going to be activated for a while. Let's get replacement EOC staff for tonight so people here can get some rest and come back in the morning.	Exercise Control	DOT EOC Manager
Jun 1 1716	New email message	(IF SIMULATED: DOT EOC Manager) - Night Shift Staffing - It looks like we're going to be activated for a while. We're going to need to bring in a night shift so people here can get some rest tonight and come back in the morning. Please develop a staffing plan for tonight and let the EOC sections know we'll be doing a shift change at 12 hr. intervals.	DOT EOC Manager	DOT EOC Logistics Section Chief
Jun 1 1718	New email message	(IF SIMULATED: DOT EOC Logistics Section Chief) - Shift Change - Shift changes will occur every 12 hours until further notice. Shift change will start with the night shift EOC at 2100.	DOT EOC Logistics Section Chief	All (DOT)

Jun 1 1720	Popup message	Remember to keep your position log updated, especially since we're getting ready for a shift change. We want those who come in tonight to have the benefit of our great notes. Also, in a few minutes, you will fill out a Shift Change Brief slide to summarize important information for your replacement.		All (DOT)
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SHIFT CHANGE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Operations Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Operations Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications, and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Logistics Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck, let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	DOT Agency Executive	DOT EOC Manager
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Planning Section Chief
Jun 1 2105	Popup message	As the incoming EOC Logistics Chief, please ensure all EOC staff complete the sign-in sheet for the night shift.		DOT EOC Logistics Section Chief
Jun 1 2105	Somebody at office door	(IF SIMULATED: DOT EOC Logistics Section Chief) - Thanks for filling in for the night shift EOC. Please complete the EOC sign-in sheet.	DOT EOC Logistics Section Chief	All (DOT)
Jun 1 2115	Somebody at office door	Hello, I'm Player Name from the NTSB. I've got several investigators with me. Can you arrange site visits at your damaged infrastructure.	National Transportation Safety Board Rep.	DOT EOC Manager
Jun 1 2117	New email message	NTSB Presence - Several investigators are here from the NTSB, please cooperate with them.	DOT EOC Manager	All (DOT)
Jun 1 2118	Realistic radio message	DOT EOC, this is the replacement DOT Agency Representative at incident command with a radio check, please acknowledge.	DOT Agency Representative	All (DOT)
Jun 1 2120	Somebody at office door	It is important to our investigation to obtain an estimate of damage to infrastructure. Can you provide us such a cost estimate?	FBI Agent	DOT EOC Finance Section Chief
Jun 1 2122	Somebody at office door	We're going to need some space here in the EOC so we can do our work. If you could spare a few desks or tables so we could have a workspace out of the way. If you have a spare room or a	FBI Official	DOT EOC Logistics Section Chief

conference space that would be even better. Can you arrange that for us? If you need to, discuss with the EOC Staff and figure out the space and resources, and then send me an email.

Jun 1 2124	Somebody at office door	We're going to need to send some agents to the Traffic Management Center to review and capture traffic camera footage. We will most likely also need to visit the location of the incident. Can you coordinate this?	FBI Official	DOT EOC Operations Section Chief
Jun 1 2127	Popup message	As the night shift EOC, make sure you are updating your position log. When the day staff comes back, we want them to have good notes.		All (DOT)

DEMOBILIZATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 0902	Somebody at office door	Please develop an EOC demobilization plan to be implemented as soon as practical. It looks like we can go back to duty officer status and close down the EOC.	Exercise Control	DOT EOC Planning Section Chief
Jun 2 0902	Somebody at office door	It looks like we can go back to duty officer status and close down the EOC. Instruct the planning section chief to begin developing an EOC demobilization plan.	Exercise Control	DOT EOC Manager
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Please make sure to have all the EOC Staff sign out. Just attach the sign-out sheet to an email to the Agency Executive.	Exercise Control	DOT EOC Logistics Section Chief
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Make sure to open and begin filling out the cost accounting form.	Exercise Control	DOT EOC Finance Section Chief
Jun 2 0915	Popup message	Your input is very important to the continues development of this tool. As a final step in this exercise, please complete a hotwash form to let the exercise designers know how they can continue to make this tool and exercise experience better.		All (DOT)
Jun 2 0918	Somebody at office door	HOTWASH placeholder Question 1: HOTWASH Placeholder question 2: HOTWASH placeholder free response.	Exercise Control	All (DOT)
Jun 2 0920	Somebody at office door	Great job today! Each of you in this EOC definitely made a difference in this response. Let's go get some rest. On our way out, let's make sure that EOC Plans has all our documentation and Finance has all procurement, contract and cost information they need. Please be safe on your way home and thank your families too for their sacrifice the last 24 hrs.	Exercise Control	All (DOT)
Jun 2 0921	Popup message	Thank you for participating in this exercise today! If you have any questions about the system, please email emst.support@train-emst.com		All (DOT)

SCENARIO OUTLINE

Department of Transportation

Scenario: Riverine Flood

Version: TEAM

Generated: Jun 11 2019 - 10:57 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 5 0900	Add an item to the status window	State Warning Center notification of REOC/SOC Activation		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer
		<p>Important Information (image)</p> <p>Purpose of this exercise:</p> <p>The following scenario will expose you to the issues that may occur in a major flood. Meteorologists in the state report record snowfalls and snowmelt. Tributary rivers and streams are at record highs. Additional prolonged rain causes levees to fail. Catastrophic flooding results.</p> <p>The intention is to allow you to experience the problems and time frames of the situation and to give you the opportunity to develop responses to issues. This experience will enhance your ability to plan for just such an eventuality in your community.</p> <p>Tips (image) When you are ready, click the green VCR PLAY arrow in the top left corner of your screen to begin the exercise. (image) A highlighted button means that new messages are available. Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p>		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer
Jul 5 0900	Bulletin	Flood Watch in Effect		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer, DOT Representative

PRE-PLANNING AND PREPAREDNESS

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 5 0901	Tv	Flood Warnings	Exercise Control	All (DOT)
Jul 5 0901	Phone call is being received.	Should we schedule an EOC briefing?	Transit Agency Executive	DOT Representative
Jul 5 0901	Phone call is being received.	Level II Activation - The REOC and SOC have been activated at a Level II. Recommendations are that your agency activate at the same level.	DOT Agency Representative	DOT Emergency Manager
Jul 5 0902	Add main story to web site.	<p>More Rain Upstate (image)</p> <p>Lee Marino (WECS)</p> <p>Stalled Thunderstorms Pour More on Floodwaters Lee Marino (WECS) Parts of Georgia are bracing for rain and possible flooding this afternoon. The National Weather Service issued a flash flood watch for Fulton County, Georgia from time</p>		All

today until tomorrow. "As much as three-quarters of the state will likely see rain," said Stuart Seto, a weather specialist with the National Weather Service.
 "The slow-moving thunderstorms may stall tonight, leading to flooding, particularly in areas already saturated by snowmelt," Seto said. Residents in low-lying areas are urged to take the necessary precautions now and move to higher ground before the flood worsens.

Jul 5 0902	Phone call is being received.	Level II Activation - We are activating the DOC at a level 2.	DOT Emergency Manager	DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, DOT Safety Officer
Flood Safety				
Jul 5 0903	Add main story to web site.	<p>Keeping Your Family Safe in a Flood Charles Campbell (WECS) The longer water is allowed to stand after a flood, the higher the risk of health problems from bacteria. The following are prevention and precaution tips to assist you with a flooding event, provided courtesy of the Alabama Emergency Management Division. Be especially careful with foodstuffs. Cans with large dents and leaks must be disposed of. All undamaged canned goods must be thoroughly washed and disinfected. Don't forget medicines, cosmetics, and other toiletries. Secure them in ziplock plastic bags. Otherwise, they must be disposed of. Do not try to salvage boxed foods such as cereals – it isn't worth the risk to your health. And all bottled drinks and products in jars, including home preserves, should be discarded since the area under the seal of the jars and bottles cannot be properly disinfected.</p>		All
Family Flood Plan (image)				
Jul 5 0903	Add main story to web site.	<p>LeeAnn Mariella (WECS) Preparing Your Family Flood Plan LeeAnn Mariella (WECS) Officials from the Autauga County Flood Control District are urging those in low-lying areas to develop a Family Flood Preparedness Plan in preparation for the upcoming flood season. A critical step in preparing for a storm is to notify loved ones of your whereabouts. If you have time to make only one phone call before you evacuate, be sure to ask a friend or family member to register you as Safe and Well on the American Red Cross website. This can then be checked by loved ones to let them know of your well-being. If a Flood Watch is issued: In addition to the resources offered by the Autauga County Flood Control District, the American Red Cross and FEMA both have excellent disaster preparedness documents available on their websites, www.redcross.org and www.fema.gov.</p>		All
Jul 5 0903	Phone call is being received.	Situation report 0930 - The REOC is expecting the first Situation report at 0930.	DOT Agency Representative	DOT Emergency Manager
Jul 5 0903	New email message	Alternate Routes - What alternate routes are available if SR 50 is closed in the northbound direction due to local flooding? Could you provide alternate routes in 20 minutes?	Traffic Operations	DOT EOC Operations Section Chief
Jul 5 0903	New email message	Press Release - Local news channel KCRA is asking for a briefing on status of flooding by 10 a.m. Please submit to Regional Emergency Operation Center.	DOT Agency Representative	DOT Emergency Manager
Jul 5 0904	New email message	Action Plan - Develop an Action Plan for the impending flood. Situation report due every 2 hours (first at 09:30 am) to REOC/SOC	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 5 0904	Phone call is being received.	Additional Sandbags - Fulton is requesting additional sandbags. Can you ask your Logistics personnel how many sandbags are available in Jasper ?	DOT Agency Representative	DOT Emergency Manager
Jul 5 0905	Phone call is being received.	Bridge Strict Weight Limits - There are a few bridges on the evacuation routes that have strict weight limits. Do my operators need over-weight or over-the-limit permits to drive on them while evacuating, or will the weight limits be lifted during the evacuation?	Staff	DOT Representative
Jul 5 0905	Phone call is being received.	Sandbag Request - Fulton is requesting additional sandbags. How many sandbags are available in Jasper ?	DOT Emergency Manager	DOT EOC Logistics Section Chief

Jul 5 0905	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
<hr/>				
		Sandbagging Volunteers Needed (image)		
Jul 5 0906	Add main story to web site.	<p>Call for Volunteer Sandbaggers</p> <p>Charles Campbell (WECS) - As waters rise, volunteers from all over the state and Georgia are working around the clock to protect government buildings, libraries, and their own homes and farms along the banks of overflowing rivers. Over 54,000 sandbags were moved in Fulton County yesterday to protect businesses and houses from the area's worst floods in 17 years. Officials from the Alabama Emergency Operations Center are calling for volunteers to help fill sandbags at the following locations:</p> <p>Volunteers are also needed to serve refreshments and perform other tasks. Red Cross officials are coordinating volunteer efforts and can be contacted on the hotline posted on their web site.</p>		All
<hr/>				
		Levees Perilous (image)		
Jul 5 0906	Add main story to web site.	<p>Scripps News</p> <p>Perilous Levees, Hidden Costs, Hidden Dangers</p> <p>Scripps News - For millions of Americans living in flood-prone places, all that stands between safety and floodwaters is a pile of dirt. Earthen berms, dikes, and levees identical to those overtopped and breached in scores of places along swollen Midwest rivers in past floods make up the vast majority of flood protection efforts across the United States. "The levees are already bad and they are going to get worse," said Mike Parker, a former civilian head of the Army Corps of Engineers, and now a lobbyist in Alabama. "This is not a joke. We know this is going to happen. The levees were built in the first place because there were (flooding) problems."</p> <p>Government officials at all levels had raised concerns about the ability of such structures to protect property and lives well before some of the more dramatic floods. But a review by Scripps Howard News Service of levee oversight and funding at the state and national level suggests the new focus still may not be sufficient to overcome decades of neglect. Among the findings:</p>		All
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Jul 5 0906	Phone call is being received.	DOT Director and Chief Deputy Director - Has the appropriate staff member informed the DOT Director and Chief Deputy Director that we are activated at a Level II?	DOT Agency Representative	DOT Emergency Manager
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Jul 5 0906	Somebody at office door	scene interaction: 10		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer
<hr/>				
		Heavy Rains Locally (image)		
Jul 5 0907	Add main story to web site.	<p>Lee Marino (WECS)</p> <p>Thunderstorms Moving Closer to Home</p> <p>Lee Marino (WECS) - While Georgia is battling the flood, thunderstorms are moving into our local area. The National Weather Service issued a thunderstorm warning for Autauga from time today until date+5. "This is going to be - unfortunately - a very heavy rain," said Stuart Seto, a weather specialist with the National Weather Service.</p>		All
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Jul 5 0907	New email message	Maintenance Area - Does your Maintenance Area fall in the central ? What provisions are you taking to protect this area from any flooding damage? If you have a plan, please attach it to the email you respond with.	SEOC EM Planning and Information (ESF 5)	DOT Representative
<hr/>				
Jul 5 0907	Phone call is being received.	Inform DOT Director of Level II Activation - Call DOT Director and Chief Deputy Director to notify them that we have been activated at a Level 2 due to the current storm events.	DOT Emergency Manager	DOT EOC Planning Section Chief
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Jul 5 0907	New email message	Overnight Accommodations - Personnel will be sent to Jasper due to flood threat levels. They will need overnight accommodations. Where can they stay and what will be done about food for crews working in the field?	DOT Agency Representative	DOT Emergency Manager
<hr/>				
Jul 5 0908	New email	Overnight Accommodations - Personnel will be sent to Jasper	DOT Emergency Manager	DOT EOC Logistics Section

	message	due to flood threat levels. They will need overnight accommodations. Where can they stay and what will be done about food for crews working in the field?		Chief
Jul 5 0909	New email message	Scour Critical Bridges - Do you have a list of scour-critical bridges in the area that you can send me? Are there any documents that accompany the declaration of a scour critical bridge?	SEOC Operations Chief	DOT Representative
Jul 5 0909	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 0909	New email message	Cost of Overnight Accommodations - I hear you are sending some personnel to Jasper County. How much will the accommodations cost for the evening? How will the staff members pay for their accommodations?	Budget Department	DOT EOC Finance Section Chief
Jul 5 0910	New email message	Route Closed - Heavy rain, mud/rock slides causes SR 50 and surrounding roads in Jasper County to close. What equipment do we have available to clear road? What is the closest maintenance yard?	DOT Agency Representative	DOT Emergency Manager
Jul 5 0910	New email message	Fw: Press Release - Local news channel KCRA is asking for a briefing on status of flooding by 0930. Please confer with me before submitting it to the Regional Emergency Operation Center.	DOT Emergency Manager	DOT EOC Public Information Officer
Jul 5 0911	New email message	Fw: Route Closed - Heavy rain, mud/rock slides causes SR 50 and surrounding roads in Jasper County to close. What equipment do we have available to clear the road? What is the closest maintenance yard?	DOT Emergency Manager	DOT EOC Operations Section Chief
Jul 5 0911	New email message	Pre-Planning Meeting - Please fill out and submit slides for the initial planning meeting scheduled for 9:30. The Planning Section Chief should have the Action Plan ready for review at this time.	DOT Agency Representative	DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, DOT Safety Officer
Jul 5 0911	New email message	Lift Filters on Cards - I have been in touch with the Regional Manager and he says that the employees we are sending out for the night can stay wherever is most convenient, however the filters on their company cards will need to be lifted. He needs you to request that the filters on employee's company cards are lifted.	DOT EOC Logistics Section Chief	DOT EOC Finance Section Chief
Jul 5 0912	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 0913	Phone call is being received.	Driver Reimbursement - How long will it take for you to reimburse drivers after the evacuation? Is it something you can do instantly or does it take some time?	SEOC Operations Chief	DOT Representative
Jul 5 0913	Phone call is being received.	Mutual Aid Agreements - Please find out from one of your staffers what Mutual Aid agreements do Fulton and Jasper have with nearby cities or counties.	DOT Agency Representative	DOT Emergency Manager
Jul 5 0914	New email message	Manpower Needed for Response and Recovery Phases - Please make sure you have all the manpower that you will need during flood response and recovery. Employees who are needed should be notified now.	SEOC EM Planning and Information (ESF 5)	DOT Representative
Jul 5 0914	Phone call is being received.	Mutual Aid Agreements - please find out what Mutual Aid agreements do Fulton and Jasper have with nearby cities or counties.	DOT Emergency Manager	DOT EOC Finance Section Chief, DOT EOC Planning Section Chief
Jul 5 0917	Phone call is being received.	Overtime Authorization - Will you be authorizing overtime for any part-time employees who work during the response and recovery phase of this operation?	SEOC Finance/Admin Chief	DOT Representative
Jul 5 0919	Phone call is being received.	Statewide Scour Critical Bridges - DWR reports most streams and rivers are at or above flood stage. Provide list of scour critical bridges for Jasper county.	DOT Emergency Manager	DOT EOC Operations Section Chief
Jul 5 0919	Somebody at office door	scene interaction: 11	Exercise Control	DOT EOC Planning Section Chief
Jul 5 0920	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 0922	New email message	Critical Maintenance Stations - Please task someone to identify all critical maintenance stations off of the National Highway System along 32nd Street Onramp in the central .	DOT Agency Representative	DOT Emergency Manager
Jul 5 0923	New email message	Critical Maintenance Stations - Please identify all critical maintenance stations off of the National Highway System along 32nd Street Onramp in the central .	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 5 0923	Somebody at office door	scene interaction: 23 A non-profit organization has offered 180 workers to assist in flood related relief. The non-profit		DOT EOC Finance Section Chief, DOT EOC Logistics

organization will be responsible for the workers' payroll, worker's compensation, accident/liability insurance, but the following questions need to be answered:

Section Chief, DOT EOC
Operations Section Chief, DOT EOC Planning Section Chief, DOT Safety Officer

Jul 5 0925	Phone call is being received.	Sandbag/Supersack Contractors - Do you know of any sandbag or supersack contractors? I think we are starting to run low. Also, do you have any materials to fill the aforementioned sandbags and supersacs? Will the Department of Transportation be placing them, or will a contractor be placing them?	Planning Staff	DOT Representative
Jul 5 0925	Phone call is being received.	Impacted Road Locations - The Governor is requesting all impacted road locations; please discuss this at your next meeting and get back to me.	Governor's Aide	DOT Emergency Manager
Jul 5 0927	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 0927	Add main story to web site.	<p>Toxic Waters (image)</p> <p>Gregory Peele (WECS)</p> <p>Toxic Waters, Hidden Dangers Gregory Peele (WECS) - Floodwaters carry numerous health and safety risks, Autauga public health officials said. "What you see in floodwaters are the same kind of organisms that normally exist in a community," said Rosie Kapp, a specialist with the Autauga County Department of Public Health. "E. coli is a bacteria that is already in the floodwaters," Kapp said. "There's also parasites that could be in the water, such as giardia or cryptosporidiosis." The danger comes when the "water splashes in the eyes, the mouth -- your hands are contaminated," she said. It would also take only a small cut or scratch to expose someone to tetanus -- an acute, often fatal, disease. Georgia, hard hit by recent flooding, has been administering tetanus vaccinations and handing out water testing kits across the state.</p> <p>The raging waters also seep into countless wells, affecting drinking water for thousands of homes and businesses across the region. The Studio Cafe in Fulton was forced to shut its doors because its well water tested positive for E. coli. "They put a boil advisory on us, and since we are a coffee shop, we use a lot of water here," said owner Julie Burton. "For the customers' health, we couldn't justify being open, so we had to close."</p>		All
Jul 5 0929	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	

PRE-PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
FLOOD BEGINS				
Jul 5 1400	Tv	Flood Begins	Exercise Control	All (DOT)
Jul 5 1402	Phone call is being received.	Portable Highway Advisory Radios - Extensive emergency management information must be communicated to motorists. Cellular system is not functioning. We are requesting 6 portable highway advisory radios with 530 KHz and 1610 KHz capability and signage to notify and communicate information to motorists. We can send a representative to come pick them up.	Traffic Management Center	DOT EOC Logistics Section Chief
Jul 5 1402	Somebody at office door	scene interaction: 12		DOT EOC Planning Section Chief
Jul 5 1403	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 1403	Somebody at office door	scene interaction: 13		DOT Safety Officer
Jul 5 1403	Somebody at office door	scene interaction: 14		DOT EOC Finance Section Chief
Jul 5 1404	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 1405	Phone call is being received.	PCMS - How many PCMS do you have available? Lots of my operators are reporting that the heavy rains are making road signs difficult to see. I think the PCMS would be more easily visible.	Staff	DOT Representative

Jul 5 1405	Phone call is being received.	Commercial Bus Traffic - Commercial bus traffic must be managed and rerouted. Cellular system is not functioning. Request procurement of 25 CB radios ASAP to communicate with bus drivers.	Traffic Operations	DOT EOC Logistics Section Chief
<p>Levee Breaks (image)</p> <p>Anna Carter (WECS)</p> <p>Local Levee Collapses, Area Inundated Anna Carter (WECS) - A local levee in Autauga County collapsed this morning, immediately causing a surge in St Johns River floodwaters. At least 800 homes are affected by this levee failure. The levee is privately owned and has not been well-maintained, according to county authorities. City officials are concerned about the number of private, ill-maintained levees. Spokesperson Theresa Tamash said, "Unfortunately, the situation has been deteriorating for some time. Now that the pressure is so great, we will continue to see more of these types of dam and levee failures." The county Emergency Manager said that the National Guard are assembling now to begin evacuating people downstream from the levee as soon as possible.</p>				
Jul 5 1406	Add main story to web site.			All
Jul 5 1406	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 1406	Phone call is being received.	SAP Evaluators - SAP Evaluators could potentially be needed. Please provide an approved list of SAP evaluators asap.	DOT Agency Representative	DOT Emergency Manager
Jul 5 1407	Phone call is being received.	Consideration on implementing contraflow - I think you may want to consider implementing a contraflow. There are some major traffic jams happening on Main Street . This artery is located directly in the flood path. How long do you estimate it will take to implement this contraflow? (If a hurricane were causing the flood, would you have time to plan in advance? (3 days notice prior to evac?))	Staff	DOT Representative
Jul 5 1407	New email message	SAP Evaluators - SAP Evaluators could potentially be needed. Please provide an approved list of SAP evaluators asap.	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 5 1407	Somebody at office door	scene interaction: 21		DOT EOC Logistics Section Chief
Jul 5 1411	New email message	HQ DOC - HQ to make notification to deactivate and move HQ DOC to Alternate HQ DOC/EOC.	DOT Agency Representative	DOT Emergency Manager
Jul 5 1413	Add an item to the status window	HQ to make notification to deactivate and move HQ DOC to Alternate HQ DOC/EOC.		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer
Jul 5 1437	Phone call is being received.	There is an accident on Main Street . It is causing a huge delay on the evacuation route. Fire and EMS are on scene now. Would you like me to update the PCMS to tell evacuees to avoid this route if they can?	Transit EOC Planning/Intelligence Section Chief	DOT Representative

FLOODING UNDERWAY

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 6 0900	Tv	Governor declares State of Emergency	Exercise Control	All (DOT)
Jul 6 0900	Add an item to the status window	HQ Alternate DOC activated at Level III		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer
Jul 6 0901	Phone call is being received.	City Without Power - We have received word that Bithlo is completely without power. This includes all traffic lights. You will need to get maintenance out here immediately once the flooding	Staff	DOT Representative

has receded. Do you have maintenance on stand-by for when the flood ends?

Jul 6 0901	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 6 0901	New email message	Evacuations - Evacuations are taking place due to levee problems on the south bank of the St Johns River . All employees out of Jasper are to report to an alternate work location since the lab is threatened. Please ask your Logistics Section Chief if he or she knows how these employees will be notified? What information is available or used to get work status during declared emergency or disaster?	DOT Agency Representative	DOT Emergency Manager
Jul 6 0902	New email message	Fw: Evacuations - Evacuations are taking place due to levee problems on the south bank of the St Johns River . All employees out of Jasper are to report to an alternate work location since the lab is threatened. How will these employees be notified? What information is available or used to get work status during declared emergency or disaster?	DOT Emergency Manager	DOT EOC Logistics Section Chief
Jul 6 0903	Add main story to web site.	<p>Boil Water Advisory (image)</p> <p>LeeAnn Mariella (WECS)</p> <p>Boil Water Advisory in Effect LeeAnn Mariella (WECS) - With three of Autauga County's pumping stations reportedly not working, residents were told to use water sparingly, for drinking only, not washing. "We are in a water deficit. We'll have to go to boil mode," the Alabama Emergency Manager said today in a press conference where he announced the Boil Water Advisory. The public should boil drinking and cooking water for at least one minute, according to the Advisory, which is also published on this web site. The Federal Emergency Management Agency has delivered 750,000 liters of bottled water to the state, now being distributed by the National Guard. The National Guard has set up points of distribution, or PODs, are they are known colloquially. The National Guard is distributing water and food to those affected by the flooding. Officials credited volunteer and National Guard sandbaggers for keeping the remaining water plants from flooding. Public officials warned residents to stay away from floodwater and to make sure their tetanus vaccinations are current because of the risk of infection from contact with the water.</p>		All
Jul 6 0903	Add main story to web site.	<p>Shelters Open (image)</p> <p>Charles Campbell (WECS)</p> <p>Autauga County Opens Shelters Charles Campbell (WECS) - The Red Cross has opened shelters in the areas hardest hit by the recent flooding. At University High School, the Red Cross has opened a pet-friendly shelter for Waterford Lakes residents. Avery Mekka, Autauga County Red Cross Coordinator, said the decision to create a pet-friendly shelter was easy. "This is not a situation where families can leave their animals home with water and a bowl of dry food. Fortunately, the location is large, and pets can be accommodated in this facility." Winter Park High School is also opened for those made homeless from the St Johns River floodwaters in central Alabama. Mekka adds that the Red Cross also plans to open two more shelters within days, as many were left homeless by the flood.</p>		All
Jul 6 0903	Phone call is being received.	Citizens have called in stating the water quality at the Main Street safety roadside is in question. Tests were submitted stating that arsenic readings at the rest area show .035 mg/L (35 micrograms per liter), are these limits acceptable?	Transit Representative	DOT EOC Operations Section Chief, DOT Safety Officer
Jul 6 0904	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 6 0905	Phone call is being received.	Long Reach Excavators - Long reach excavators are needed to clear drainage inlets at various locations along SR 50 in Jasper County. Please find out what contractors are available with long reach excavators.	DOT Agency Representative	DOT Emergency Manager
Jul 6 0908	Phone call is being received.	Long Reach Excavators - Long reach excavators are needed to clear drainage inlets at various locations along SR 50 in Jasper . What contractors are available with long reach excavators?	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 6 0908	Phone call is being	Media Briefing - Local news channel 13 is requesting and update from us on current road conditions. Please have your Public	DOT Agency Representative	DOT Emergency Manager

	received.	Information Officer provide a media briefing by 09:30		
Jul 6 0909	Phone call is being received.	Current Road Conditions - Local news channel 13 is requesting and update from us on current road conditions. Please provide a media briefing by 0930.	DOT Emergency Manager	DOT EOC Public Information Officer
Jul 6 0910	New email message	Geotechnical Assessment - Jasper County field maintenance cleared small slide on Main Street . Maintenance/CHP staff unsure of stability of slope and route is closed. Please find out what the process for obtaining a geotechnical assessment is and any contact information necessary.	DOT Agency Representative	DOT Emergency Manager
Jul 6 0912	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 6 0912	Phone call is being received.	Monitored Bridges - Please provide a list of Scour Critical bridges statewide that are being flood monitored during these storms by 09:30	DOT Agency Representative	DOT Emergency Manager
Jul 6 0913	New email message	Statewide Scour Critical Bridges - Please obtain a list of scour critical bridges statewide that are being flood monitored during these storms by 09:30.	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 6 0915	Phone call is being received.	Potential Flood Area - Please find out what procedures are in place to address movement of equipment & resources out of a potential flood area within the Fulton County maintenance yard.	DOT Agency Representative	DOT Emergency Manager
Jul 6 0916	Phone call is being received.	Flooding on major roadway - Flooding on Main Street is extreme. My operators are avoiding it at all costs. Are you going to close it or is it already closed and I haven't heard about it yet?	Staff	DOT Representative
Jul 6 0916	New email message	Moving Equipment - What procedures are in place to address movement of equipment & resources out of a potential flood area within a Fulton County maintenance yard?	DOT Emergency Manager	DOT EOC Logistics Section Chief, DOT EOC Planning Section Chief
Jul 6 0917	Phone call is being received.	Jasper County field maintenance cleared small slide at SR 50 . Field maintenance/CHP staff unsure of stability of slope and route is closed. What is the process for obtaining Geotechnical assessment and contact information?	DOT Structural Engineering	DOT EOC Planning Section Chief
Jul 6 0918	Phone call is being received.	Department Reimbursement - Please find out how the department is reimbursed for any clean up efforts outside of our right of way?	DOT Agency Representative	DOT Emergency Manager
Jul 6 0918	New email message	Fw: Geotechnical Assessment - Jasper County field maintenance cleared small slide SR 50 . Field maintenance/CHP staff unsure of stability of slope and route is closed. What is the Process for obtaining Geotechnical assessment and contact information?	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 6 0919	New email message	Reimbursement - How is the Department reimbursed for any clean up efforts outside of our right of way?	DOT Emergency Manager	DOT EOC Finance Section Chief
Jul 6 0921	Phone call is being received.	Bridges Shaking - We have reports of bridges trembling or shaking when they are driven over. Should these bridges be closed?	Transit Control	DOT Representative
Jul 6 0921	Phone call is being received.	Operators - How many equipment operators and equipment is available in Fulton County maintenance yard or yards? Please converse with your staff and find out how one obtains this sort of information.	DOT Agency Representative	DOT Emergency Manager
Jul 6 0922	New email message	Equipment Operators - How many equipment operators and equipment is available in Fulton County maintenance yard or yards? How do you go about obtaining that information?	DOT Emergency Manager	DOT EOC Logistics Section Chief
Jul 6 0935	Phone call is being received.	Flood Waters Building - The flood waters are getting scarily close to our location. We have set up sandbags and supersacs to protect the equipment, but the facility itself may be at risk. I will keep you updated.	Transit Maintenance Supervisor	DOT Representative
Jul 6 0950	New email message	List of Pre-Qualified Agencies Request - I would like a list of pre-qualified agencies you have under contract to assist your department during the recovery process. Please respond to this email with a list in a timely fashion.	Staff	DOT Representative

FLOOD CRESTS

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 9 0900	Tv	Flood Damages	Exercise Control	All (DOT)
Jul 9 0900	Add main story to web site.	Public Health Emergency (image) Piotr Alexander (WECS) Public Health Emergency Declared		All

Piotr Alexander (WECS) Health and Human Services declares flooded areas of **central Alabama** to be a public health emergency. All citizens are strongly advised to stay out of the floodwaters. The public is also reminded that if it is absolutely necessary to enter the floodwaters, to use extreme caution. Danger lurks in floodwaters, sometimes in ways that are not obvious.

FEMA vaccinations
(image)

Gregory Peele (WECS)

FEMA Offers Free Vaccinations
Gregory Peele (WECS) To help injured disaster survivors who may be at risk for infection from water-borne viruses or tetanus in the environment, the Centers for Disease Control and FEMA will be providing free vaccinations in **Autauga** County tomorrow. The focus is on prevention of infection with hepatitis B virus, hepatitis C virus and tetanus during and following the flooding event. The vaccination plan was developed through consultation among immunization experts, physicians who specialize in trauma and emergency medicine and public health epidemiologists. "Diseases and bacteria that cause disability and death, such as hepatitis B and tetanus, can be prevented by vaccines that are safe, effective and widely available," said James J. James, MD, director of the AMA's Center for Public Health Preparedness and Disaster Response, and editor-in-chief of Disaster Medicine and Public Health Preparedness. "These vaccines may be overlooked in the aftermath of mass casualty events because attention is focused on management of trauma wounds."

Jul 9 0900	Add main story to web site.			All
Jul 9 0900	Phone call is being received.	Protective Gear - Maintenance crews are working in flooded locations and need protective gear. Please ask your staff how many rubber boots and rain gear can the Department provide within the next hour to Jasper County?	DOT Agency Representative	DOT Emergency Manager
Jul 9 0901	Phone call is being received.	Severe Damage to Main Street - Main Street is severely damaged from the extreme flooding. It will take massive repairs before it can be traveled on again.	Staff	DOT Representative
Jul 9 0901	New email message	Protective Gear - Maintenance crews are working in flooded locations and need protective gear. How many rubber boots and rain gear can the department provide within the next hour to Jasper County?	DOT Emergency Manager	DOT EOC Logistics Section Chief
Jul 9 0902	New email message	Spanish Briefing - Local TV channel, Univision is asking for a media briefing in Spanish for their 12 o'clock news. Can your PIO provide the briefing for the noon news?	DOT Agency Representative	DOT Emergency Manager
Jul 9 0903	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 9 0903	New email message	Fw: Spanish Briefing - Local TV channel, Univision is asking for a media briefing in Spanish for their 12 o'clock news. Can you provide the briefing for the noon news?	DOT Emergency Manager	DOT EOC Public Information Officer
Jul 9 0906	Phone call is being received.	D8 Bulldozers - Please find out if the maintenance contract you have supports the rental of D8 Bulldozers.	DOT Agency Representative	DOT Emergency Manager
Jul 9 0906	Phone call is being received.	Jasper County has maxed out every piece of equipment and available personnel. All the local contractors are assisting in flood relief efforts. Do we have any additional personnel and or equipment to offer and how can we get it there?	Staff	DOT EOC Operations Section Chief
Jul 9 0907	New email message	Bull Dozers - Does Maintenance Contract support rental of D8 Bull Dozers?	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 9 0908	New email message	Debris Plan - Does the department have a Debris Plan?	DOT Agency Representative	DOT Emergency Manager
Jul 9 0909	New email message	Fw: Debris Plan - Does the department have a Debris Plan?	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 9 0909	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 9 0910	Phone call is being received.	Fulton County Maintenance station is threatened by flooding. Where can this yard be temporary relocated to?	DOT Equipment Manager	DOT EOC Planning Section Chief
Jul 9 0914	Phone call is being received.	Damaged PCMS - Five of your PCMS have been damaged from the floods and are no longer functional.	Staff	DOT Representative
Jul 9 0914	Phone call is being	Final Status Meeting - Please have your staff attend a Status Meeting to occur at 09:30 with the actions you have taken and	DOT Agency Representative	DOT Emergency Manager

	received.	any problems you foresee occurring.		
Jul 9 0915	New email message	Final Status Meeting - Please have the section chiefs fill out slides for our final Status Meeting to occur at 9:30 with the actions they have taken and any problems they foresee occurring.	DOT Emergency Manager	DOT EOC Planning Section Chief
Jul 9 0915	New email message	Final Status Meeting - Please have the section chiefs fill out slides for our final Status Meeting to occur at 9:30 with the actions they have taken and any problems they foresee occurring.	DOT EOC Planning Section Chief	DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT Safety Officer
Jul 9 0915	Somebody at office door	scene interaction: 17		DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief

FINAL STATUS MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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WRAPUP

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 10 0900	Tv	Relief in Sight	Exercise Control	All (DOT)

		Waters Recede (image)		
		Lee Marino (WECS)		
		Rain Stops, Damage Remains Lee Marino (WECS) The sun finally broke through the layers of clouds today, a reassuring presence after days of rain. But as residents surveyed their waterlogged landscape, they did not like what they saw. "It looks like Katrina," said a man in a pickup truck who declined to give his name. He was stuck in traffic that was at a standstill for 10 miles on the interstate, gazing at buildings sitting in several feet of water. Locals said the flood was far worse than even predicted. Tens of thousands of residents have evacuated, and 5283 homes have been damaged, many of them severely. City officials are estimating business losses in the range of millions of dollars. More than 400 blocks of downtown were evacuated, including a jail and a major hospital. At least three nursing homes were evacuated by the National Guard, including the Golden Oaks Nursing Home, the largest nursing home in Alabama . Water flowed like a river through Waterford Lakes streets blocked off by National Guard members, and warehouses along the St Johns River were nearly submerged. Floodwater gurgled around treetops and lapped just feet below electrical wires and billboards. Authorities have been forced to close a nearly 300-mile stretch of the St Johns River to all traffic. According to the Associated Press, scores of bridges have been weakened or swept away. The floods have destroyed acres of corn, soybeans and other crops, prompting worries about a spike in food prices at a time when they already have been rising. "I have real concerns about our agricultural sector," said the Governor, who declared Autauga and Fulton counties disaster areas.		
Jul 10 0900	Add main story to web site.			All

Jul 10 0900	Add hotwash	The death toll was 3.		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer
Jul 10 0901	Phone call is being received.	Oversized Loads - 32nd Street Onramp is closed in Fulton . Please find out where oversized loads can be re-routed to.	DOT Agency Representative	DOT Emergency Manager
Jul 10 0902	New email message	Reroutes - 32nd Street Onramp is closed in Fulton , where can oversized loads be re-routed to?	DOT Emergency Manager	DOT EOC Operations Section Chief
Jul 10 0904	Display Hotwash	NO DESCRIPTION AVAILABLE		DOT Emergency Manager, DOT EOC Finance Section Chief, DOT EOC Logistics

Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5, DOT Safety Officer

Jul 10 0904	New email message	Reinstating Tolls - When will the lifted tolls be reinstated?	SEOC Public Affairs (ESF 15)	DOT Representative
Jul 10 0904	New email message	Masks for Mold - What guidance would we give our Safety Assessment Program engineers concerning recovery efforts in a mold infested environment? What type of masks are required for those conditions? Does the Department have them in stock?	DOT Agency Representative	DOT Emergency Manager
Jul 10 0904	Phone call is being received.	Do we have any contracts with an agency that could provide aerial photographs of the major arteries damaged during the flood?	DOT Structural Engineering	DOT EOC Planning Section Chief
Jul 10 0904	Somebody at office door	scene interaction: 20		DOT EOC Finance Section Chief
Jul 10 0905	New email message	Fw: Masks for Mold - What guidance would we give our Safety Assessment Program engineers concerning recovery efforts in a mold infested environment? What type of masks are required for those conditions? Does the Department have them in stock?	DOT Emergency Manager	DOT Safety Officer
Jul 10 0906	New email message	Action Log - Please fill in your Action Log before leaving.	Transit Agency Executive	DOT Representative
Jul 10 0906	New email message	Deactivation - HQ to make notification to REOC/SOC that HQ Alternate DOC will be deactivated.	DOT Agency Representative	DOT Emergency Manager
Jul 10 0907	New email message	Deactivation - HQ to make notification to REOC/SOC that HQ Alternate DOC will be deactivated.	DOT Emergency Manager	DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief, DOT Safety Officer

SCENARIO OUTLINE

Department of Transportation

Scenario: Traffic Incident Management

Version: TEAM

Generated: Jun 11 2019 - 11:02 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Getting Started (image)</p> <p>Purpose of this exercise:</p> <p>The following scenario exposes you to a significant traffic incident and the the principles of Traffic Incident Management (TIM).</p>		
Jun 1 0900	Important information	<p>Tips</p> <p>When everyone is ready, the facilitator or host will begin the exercise. (image)</p> <p>As you proceed with exercise play, watch for highlighted buttons. They indicate new information is available. When receiving new information, you may be asked to complete one or more tasks. Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p>		All (DOT)

PRE EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 0901	Phone call is being received.	This is the Traffic Management Center. Several 911 calls suggest multiple, related, injury vehicle crashes on northbound I-5 about 5 miles East of Valencia . Dispatch has a CalTrans representative on the way to check it out. CHP is also responding. Will you be opening the EOC?	Traffic Management Center	DOT Emergency Manager
Jun 1 0903	Tweet	Wow, must be a big accident on I-5 about 5 miles East of Valencia . Smoke in distance and traffic at a standstill.		
Jun 1 0905	Tweet	Big smoke, probably big accident on I-5 about 5 miles East of Valencia . AVOID AREA		
Jun 1 0905	Phone call is being received.	Agency Representative Call - Hi, I've been dispatched to the incident on I-5 to serve as your agency representative. I'll check in by radio as soon as I arrive and provide a report then.	DOT Agency Representative	DOT Emergency Manager
Jun 1 0910	New email message	(IF SIMULATED DOT Emergency Manager) Mobilize DOT EOC Staff - We are activating the DOT EOC as of 0910 hours. Please deploy to positions.	DOT Emergency Manager	DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 1 0910	Somebody at office door	Thanks for agreeing to serve as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	DOT Agency Executive	DOT EOC Manager
Jun 1 0910	Somebody at office door	Thanks for agreeing to serve as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. Good luck, let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 0910	Somebody at office door	EOC Manager: Thanks for agreeing to serve as EOC Operations Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Operations Section Chief
Jun 1 0910	Somebody at office door	Thanks for agreeing to serve as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you	DOT Agency Executive	DOT EOC Planning Section Chief

to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. Good luck and let me know if anything comes up I need to know about.

Jun 1 0910	Somebody at office door	Thanks for agreeing to serve as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications, and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Logistics Section Chief
Jun 1 0910	Somebody at office door	Thanks for agreeing to serve as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 0912	Tweet	OMG, injured people laying in median in need of medical help!!! #CrashOnI-5		
Jun 1 0912	Add main story to web site.	Massive Vehicle Crash! BREAKING NEWS: MASSIVE VEHICLE CRASH! This is a breaking news update by KTLA . A multi-car pileup occurred a few minutes ago on northbound I-5 near 5 miles East of Valencia . Traffic now appears to be stopped in both directions and we understand there are multiple injuries. If you can, avoid the area and we'll keep you updated as new information becomes available.		All (DOT)
Jun 1 0914	Phone call is being received.	Request for maintenance crew to clean-up - CHP is requesting a maintenance crew to come out and clean up debris. Can you deploy a maintenance crew?	Traffic Management Center	DOT Emergency Manager
Jun 1 0915	Tweet	Come on folks, emergency responders are trying to get to victims at I-5 . Pull over & watch for responders!		
Jun 1 0922	Popup message	Please ensure all EOC activity is recorded in your position logs for later reference.		All (DOT)
Jun 1 0926	Realistic radio message	CalTrans EOC, CalTrans Agency Rep - I just arrived at the scene. There are several vehicles involved. Traffic is completely blocked. There is also a vehicle on fire. It appears that there are several injured. I will send you a situation update as soon as I can find out more information here.	DOT Agency Representative	DOT Emergency Manager
Jun 1 0927	Phone call is being received.	Hi, this is Player Name from KTLA . We just heard about the incident on I-5 . What more can you tell us about it?	Reporter	DOT EOC Public Information Officer

INITIAL EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1001	Popup message	Emergency Management Support has transferred to the EOC.		DOT Emergency Manager
Jun 1 1002	Realistic radio message	CalTrans EOC, CalTrans Agency Rep to I-5 Incident Command for a radio check. Anyone at the EOC copy?	DOT Agency Representative	All (DOT)
Jun 1 1002	Phone call is being received.	CHP is requesting all available barricades and personnel to help direct traffic, secure the scene and manage critical ingress/egress. How does DOT want to handle this request for responders?	Traffic Operations	DOT EOC Operations Section Chief
Jun 1 1002	Popup message	As the incoming DOT EOC Logistics Chief, please ensure all EOC staff complete the sign-in sheet upon arrive to the EOC.		DOT EOC Logistics Section Chief
Jun 1 1002	Popup message	As the incoming EOC Manager, please ensure all EOC staff are briefed on the current situation and EOC priorities. Also remind them that, later, they will be asked to suggest section objectives to support EOC priorities.		DOT EOC Manager
Jun 1 1002	New email message	Initial EOC Briefing - Get ready for an upcoming meeting at 1010 hours. This will be an initial EOC briefing, including the current situation and EOC Priorities. Later, you will be asked to suggest section objectives to support EOC priorities.	DOT EOC Manager	DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 1 1004	Incoming radio message	DOT EOC, This is Player Name , DOT Agency representative at incident command with a radio check, please acknowledge.	DOT Agency Representative	All (DOT)
Jun 1 1004	New email message	Barricade Request From Law Enforcement - Logistics Chief, please send 50 cones to the incident location, per CHP request.	DOT EOC Operations Section Chief	DOT EOC Logistics Section Chief

Jun 1 1005	Phone call is being received.	Hi, this is Player Name at Radio 810. I'm here at the accident, looking for an official statement from DOT. We were told to call this number. What information can you give us?	Station Operator 5	DOT EOC Public Information Officer
Jun 1 1005	New email message	Summary From Incident Command - Hi, this is Player Name , the DOT Agency Representative at incident command. Below is a quick summary of what's going on. I thought it might help you at the EOC. - Accident was started by a load that came of flatbed truck. - 13 cars were involved. - At least 8 people injured, awaiting transport. - Garbage truck on fire. - Significant roadway damage (from fire) - Road lights laying in highway. - Crashed a couple of semi tractors.	DOT Agency Representative	DOT EOC Planning Section Chief
Jun 1 1005	Phone call is being received.	Hi, this is Player Name at KTLLA . We understand there was an accident. What can you tell us?	Reporter	DOT EOC Manager
Jun 1 1005	Phone call is being received.	The Governor is asking us for estimations. How much is this going to cost us? What are your estimates for response and damage costs?	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 1 1008	New email message	(IF SIMULATED DOT EOC Finance Section Chief) Deploy Team For Cost Assessment - We need to begin estimating damage and response costs. Please deploy a team to the incident location so they can assess financial needs.	DOT EOC Finance Section Chief	DOT EOC Operations Section Chief

SITUATION REPORTING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1100	Somebody at office door	Let's get our first SitRep finalized and schedule an action planning meeting 30 minutes from now. Ask EOC Sections Chiefs to come to the meeting with potential impacts to consider, objectives, needs, and alternative strategies... and EOC staffing needs for the next 24. We need to make sure we have enough people to support this incident.	Exercise Control	DOT EOC Planning Section Chief
Jun 1 1100	New email message	(IF SIMULATED: DOT EOC Planning Section Chief) Action Planning Meeting #1 - We have an Action Planning Meeting coming up at 11:30. Please make sure to fill out your Section's slide for the meeting.	DOT EOC Planning Section Chief	DOT Emergency Manager, DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer
Jun 1 1100	Incoming radio message	DOT EOC Logs, this is Player Name , DOT agency representative at incident command. I think we're going to need several changeable message signs. We should probably recall and reserve all available CMS.	DOT Agency Representative	All (DOT)
Jun 1 1100	Somebody at office door	How are things going? Are we doing a good job of keeping the public informed? Please email me some talking points right away. I may be attending a joint press conference soon.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 1 1100	Phone call is being received.	Local emergency proclaimed and request for assistance (DOT) - This is Player Name , DOT agency representative at incident command. I'm going to be staying late here, incurring overtime charges and may need to make a couple of equipment/ supply purchases in the field. How should I charge all of this?	DOT Agency Representative	DOT EOC Finance Section Chief
Jun 1 1115	Popup message	An Incident Action Planning Meeting will occur in 15 minutes. If you have not already, please develop EOC Section slides for the meeting.		DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

ACTION PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
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STRATEGY AND TACTICS

TIME	TYPE	DESCRIPTION	FROM	TO
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EXTENDED OPS PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
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SHIFT CHANGE

TIME	TYPE	DESCRIPTION	FROM	TO
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DEMOBILIZATION

TIME	TYPE	DESCRIPTION	FROM	TO
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SCENARIO OUTLINE

Department of Transportation

Scenario: Wildfire Response

Version: TEAM

Generated: Jun 11 2019 - 11:04 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 10 0900	Important information	<p>Getting Started (image)</p> <p>Purpose of this exercise:</p> <p>This scenario allows a DOT EOC to practice responding to a wildfire. Player tasks include alert and warning, EOC activation, media inquiry handling, EOC sign-in and position logging, situation reporting and action planning, resource brokering, meal coordination, VIP support and EOC-level problem solving.</p> <p>Tips When everyone is ready, the facilitator or host will begin the exercise. (image) As you proceed with exercise play, watch for highlighted buttons. They indicate new information is available. When receiving new information, you may be asked to complete one or more tasks. Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p>		All (DOT)

PRE EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 10 0901	Phone call is being received.	We just received a report of a large fire at Lassen National Forest moving Westerly toward Citrus Heights . Are you going to activate the EOC?	Traffic Management Center	DOT Emergency Manager
Jun 10 0902	Tweet	Wow, what's all that smoke doing in the area of Lassen National Forest ?		
Jun 10 0903	Phone call is being received.	Executive Inquiry - I've heard a large fire is burning near Lassen National Forest . Have we activated the EOC?	DOT Agency Executive	DOT Emergency Manager
Jun 10 0905	Phone call is being received.	Agency Executive Request - I want to ensure we have good eyes on this incident and can anticipate the support we'll be asked to provide. Please send an agency representative to the Incident Command Post ASAP.	DOT Agency Executive	DOT Emergency Manager
Jun 10 0915	Tweet	What is up with the traffic on westbound I-5 this morning? Just when I thought it couldn't get worse... Does it have something to do with that smoke over there by Lassen National Forest ?		
Jun 10 0915	Phone call is being received.	Media Inquiry - Hi, this is Player First Name from WABC . What can you tell me about the fire burning at Lassen National Forest ?	Reporter	DOT Emergency Manager
Jun 10 0917	Phone call is being received.	State Police has requested 4 crews to support potential highway and interstate closures. They want them to report to the Incident Staging Area where they will join with a law enforcement escort.	Traffic Management Center	DOT Emergency Manager
Jun 10 0917	Tweet	OMG, I think the Lassen National Forest is going to jump I-5 ! I hope this traffic doesn't trap us here!		
Jun 10 0920	Popup message	Ensure that staff arriving to activate the EOC sign-in to accomplish personnel and cost accountability		DOT EOC Logistics Section Chief
Jun 10 0925	Popup message	Now that the EOC has activated, event management needs to transfer to the EOC manager. Please brief the DOT EOC manager at your earliest convenience.		DOT Emergency Manager
Jun 10 0925	Popup message	Ensure you complete a log of activity leading up to EOC activation.		DOT Emergency Manager
Jun 10 0930	Somebody at office door	EOC Manager: Thanks for agreeing to serve as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. Good luck and let me know if anything comes up I need to know about.	DOT Agency Representative	DOT EOC Finance Section Chief
Jun 10 0930	Somebody at	EOC Manager: Thanks for agreeing to serve as EOC Operations	DOT Agency Representative	DOT EOC Operations Section

	office door	Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. Good luck and let me know if anything comes up I need to know about.		Chief
Jun 10 0930	Somebody at office door	EOC Manager:Thanks for agreeing to serve as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications, and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. Good luck and let me know if anything comes up I need to know about.	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 10 0930	Somebody at office door	EOC Manager:Thanks for agreeing to serve as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. Good luck, let me know if anything comes up I need to know about.	DOT Agency Representative	DOT EOC Public Information Officer
Jun 10 0930	Somebody at office door	Thanks for agreeing to serve as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	DOT Agency Representative	DOT EOC Manager
Jun 10 0930	Somebody at office door	EOC Manager:Thanks for agreeing to serve as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. Good luck and let me know if anything comes up I need to know about.	DOT Agency Representative	DOT EOC Planning Section Chief

INITIAL EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 10 0940	Popup message	The EOC is now activated and under direction of the EOC manager and EOC section chiefs.		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 10 0941	Popup message	Be sure to keep your log up to date. Good after action review and cost recovery may depend on it!		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 10 0941	Realistic radio message	Hi, this is Player Name , the WashDOT Agency Representative now at the Lassen National Forest fire Incident Command Post calling the EOC with a radio check. How do you copy?	DOT Agency Representative	All (DOT)
		First Report		
Jun 10 0943	Add main story to web site.	This is Player Name at WABC . I'm in Live Copter 1 where we're headed to the Lassen National Forest to report on the fire. Right now, public safety radio traffic indicates the fire is moving very rapidly. We'll have a report for you shortly.		All (DOT)
Jun 10 0945	Tweet	What's going on? Traffic on westbound I-5 has completely stopped near Lassen National Forest and no cars appear to be coming from the opposite direction.		
Jun 10 0946	Phone call is being received.	Agency Rep updates the EOC Manager - I'm here at the ICP. The Incident Management Team is concerned the fire might overrun I-5 . As you know, the westbound lanes are full of commuters and traffic flow has almost come to a stop. They're pulling together a team to figure out how to evacuate I-5 .	DOT Agency Representative	DOT EOC Manager
Jun 10 0947	Tweet	westbound I-5 is going to get burned over. Anyone on the freeway now needs to get the hell out of there if they want to live.		
Jun 10 0949	Phone call is being received.	Inquiry from ICP about time to get resources - How fast can you get a crew and equipment out here to open the median at milepost 17 on I-5 ? We might need to quickly destroy the median to provide a place to turn cars around.	DOT Agency Representative	DOT EOC Operations Section Chief

Jun 10 0949	Popup message	Your section should begin developing a situation report so the EOC operates on and documents the latest information.		DOT EOC Planning Section Chief
Jun 10 0950	Phone call is being received.	Resource Request - Fire incident command is anticipating a need for several engineers to survey bridges and roadway affected by fire. Please contact neighboring DOT district or agency and find out how many engineers they can put on standby for immediate deployment.	DOT Agency Representative	DOT EOC Logistics Section Chief
Jun 10 0951	Somebody at office door	Hi, I am working in the EOC Logistics section and were getting a heads-up about a need for emergency purchases. Whats our authority here to make or approve emergency purchases?	DOT Equipment Manager	DOT EOC Finance Section Chief
Jun 10 0952	Phone call is being received.	This is Player Name from NY Times . What can you tell us about the fire?	Media Liaison	DOT EOC Public Information Officer
Jun 10 0955	Popup message	Be sure to keep your log up to date. Good after action review and cost recovery may depend on it!		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

SITUATION REPORTING

TIME	TYPE	DESCRIPTION	FROM	TO
Report Update				
Jun 10 1000	Add main story to web site.	This is Player Name at WABC . I'm in Live Copter 1 where we're watching the fire approach I-5 and dozens of cars are frantically exiting the freeway and causing several accidents. Their normal commute, plus the smoke added from the fire, has brought vehicles to almost a stop for several miles.		All (DOT)
Jun 10 1003	Popup message	Creating an EOC Situation Report is a crucial element of EOC activity and a prerequisite to developing an Incident Action Plan. Now is the time to finalize the EOC's initial situation Report		DOT EOC Planning Section Chief
Jun 10 1005	Phone call is being received.	FYI: The ICP is moving due to space considerations and location. We're moving from the B. Smart High School to Community college gym .	DOT Agency Representative	DOT EOC Operations Section Chief
Jun 10 1005	Phone call is being received.	Develop Talking Points - I've been asked to participate in a multi-agency press conference to discuss fire response and eventual recovery. Please prepare talking point for me ASAP.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 10 1008	Phone call is being received.	Fire incident command needs two bridge engineers and two roadway engineers out there ASAP. They're contemplating a big reallocation of resources and need to know if moving equipment over burned-out infrastructure is safe.	DOT Agency Representative	DOT EOC Operations Section Chief
Jun 10 1008	Phone call is being received.	There's probably going to be a lot of costs associated with this fire response and much of that will be reimbursed by the Federal Government if we develop careful policies, processes and records. Please ensure we're doing our best to maximize disaster assistance cost recovery from FEMA and FHWA.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 10 1008	Popup message	Be sure to keep your log up to date. Good after action review and cost recovery may depend on it!		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 10 1020	Popup message	We're almost 90-minutes into the EOC activation. Overall and coordinated action planning needs to occur and will be based in large part on the Situation Report developed by your section. It's time to publish that report		DOT EOC Planning Section Chief
Jun 10 1030	Popup message	Now that the first DOT EOC Situation Report has been published, the EOC needs to conduct coordinated action planning. In anticipation of an Action Planning Meeting, within the next hour, you need to develop objectives for your section during this operational period (~next 8-10 hours).		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 10 1040	Popup message	Be sure to keep your log up to date. Good after action review and cost recovery may depend on it!		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public

Information Officer, DOT EOC Planning Section Chief

Jun 10 1050	Popup message	An EOC Action Planning meeting will occur in 10 minutes. Please develop your section objectives before the meeting.		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
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ACTION PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 10 1110	Phone call is being received.	This fire is getting much worse. Incident command believes the fire may overrun I-5 . We need to deploy that crew to break open the median and so people stuck in traffic can egress the area in the opposite direction.	DOT Agency Representative	DOT EOC Manager
Jun 10 1110	Somebody at office door	(VISITOR WITHOUT PHOTO) Now that the EOC Action Planning meeting has concluded, develop an IAP by summarizing all section inputs.	Chief Deputy Director	DOT EOC Planning Section Chief
Jun 10 1110	Phone call is being received.	Media inquiry about evacuation - This is Player Name , the Producer at WABC . We're receiving reports that people are being told to evacuate I-5 . Can you confirm?	Producer	DOT EOC Public Information Officer
Jun 10 1110	Popup message	The EOC will be operating for several more hours and staff will need to eat. Be sure to order sufficient food, water and supplies to sustain extended EOC operations.		DOT EOC Logistics Section Chief
Jun 10 1110	Phone call is being received.	Coordination of power and road restoration - Hi, this is Ted Hertz from National Electric Company . When we get the 'all clear' to enter the burn area to restore power, we want to coordinate closely with your road restoration team. Who can I coordinate this work with?	Electric Company	DOT EOC Operations Section Chief
Jun 10 1110	Popup message	EOC Logistics is in the process of ordering meals for EOC staff. It's important to clarify the meal policy, procurement method and spending limits		DOT EOC Finance Section Chief
Jun 10 1110	Phone call is being received.	State Operations Center inquiry - Hi, this is Cheryl at the State Operations Center. We're preparing a briefing for the Governor. Can you confirm that a DOT employed has been injured during fire response?	SEOC Staff	DOT EOC Manager
Jun 10 1125	Popup message	Be sure to keep your log up to date. Good after action review and cost recovery may depend on it!		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

STRATEGY AND TACTICS

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 10 1200	Somebody at office door	DOT EOC Manager: We need to start planning for damage assessment and coordination of recovery effort with utilities. Of course, they'll need us to ensure good access for their recovery crews. Let's review the burn area and figure out how to best accomplish damage assessment.	DOT Director	DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 10 1205	Popup message	Let's all contribute to good damage assessment strategy and tactics.		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief
Jun 10 1230	Somebody at office door	DOT EOC Manager: Now that the Damage Assessment Strategy and Tactics meeting is concluded, please prepare a summary	DOT Director	DOT EOC Planning Section Chief
Jun 10 1240	Popup message	Be sure to keep your log up to date. Good after action review and cost recovery may depend on it!		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

EXTENDED OPS PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
		Evacuations underway		
Jun 10 1300	Add main story to web site.	Vehicles traveling on westbound I-5 are now being evacuated by public safety agencies due to the fire near Lassen National Forest		All (DOT)
Jun 10 1302	Phone call is being received.	Agency Executive checks in - It's been a long day and I need to attend another meeting in about an hour. Can you email me brief a summary of what's going on and what we expect to do tomorrow?	DOT Agency Executive	DOT EOC Manager
Jun 10 1303	Phone call is being received.	Radio news producers asks for evacuation routes - Hi, we want to broadcast an update our listeners. What areas are currently under fire evacuation, and what evacuation routes should people take?	Radio News Host	DOT EOC Public Information Officer
Jun 10 1304	Realistic radio message	DOT Planning Section, this is the DOT Agency Rep at the ICP - This is the DOT Agency Rep at the ICP. We've deployed the DOT crews sent earlier to support evacuations. One of the crews just reported a downed, probably high-voltage power line at North frontage road to I-5 at milepost 17 . This is a primary evac route. Can you help us expedite utility response?	DOT Agency Representative	DOT EOC Planning Section Chief
Jun 10 1305	Realistic radio message	DOT Planning Section, this is DOT Agency Rep at the ICP - The ICP is getting reports of stranded motorists on I-5 , some of which have access and functional needs. What's our plan for helping stranded motorists and people who require specialized vehicles?	DOT Agency Representative	DOT EOC Planning Section Chief
Jun 10 1307	Somebody at office door	(VISITOR WITHOUT PHOTO) DOT EOC Manager: It looks like our EOC will need to remain activated through the night. Please prepare a night shift staffing plan. I know this is really early to ask this question, but we're going to get the question anyway. What is the estimate of current cost and future cost for this response?	DOT Director	DOT EOC Logistics Section Chief
Jun 10 1309	Somebody at office door	(VISITOR WITHOUT PHOTO) DOT EOC Manager: I know this is really early to ask this question, but we're going to get the question anyway. What is the estimate of current cost and future cost for this response?	DOT Director	DOT EOC Finance Section Chief
Jun 10 1330	Popup message	Your section will need to prepare briefing for the next EOC shift		DOT EOC Planning Section Chief
Jun 10 1350	Popup message	Be sure to keep your log up to date. Good after action review and cost recovery may depend on it!		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

SECOND EOC SHIFT

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 10 2100	Popup message	Ensure that staff arriving to activate the EOC sign-in to accomplish personnel and cost accountability		DOT EOC Logistics Section Chief
Jun 10 2100	Popup message	As the oncoming EOC Manager and after the previous EOC shift provides a briefing, you'll need to provide EOC staff with a set of priorities.		DOT EOC Manager
Jun 10 2102	Somebody at office door	EOC Manager: Welcome to the night shift. You are serving as EOC Operations Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Operations Section Chief
Jun 10 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Finance Section Chief
Jun 10 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications,	DOT Agency Executive	DOT EOC Logistics Section Chief

and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.

Jun 10 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck, let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Public Information Officer
Jun 10 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	DOT Agency Executive	DOT EOC Manager
Jun 10 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	DOT Agency Executive	DOT EOC Planning Section Chief
Jun 10 2110	Popup message	The EOC 2nd shift is now activated and under direction of the EOC manager and EOC section chiefs.		DOT EOC Manager, DOT EOC Finance Section Chief, DOT EOC Logistics Section Chief, DOT EOC Operations Section Chief, DOT EOC Public Information Officer, DOT EOC Planning Section Chief

DEMOBILIZATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 10 2200	Somebody at office door	EOC Manager:Please develop an EOC demobilization plan to be implemented as soon as practical. It looks like we can go back to duty officer status and close down the EOC.	Exercise Control	DOT EOC Planning Section Chief

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Active Shooter

Version: TEAM

Generated: Jun 11 2019 - 11:09 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 0900	Bulletin	Incident Command System		All (Transit EOC)
Mar 7 0900	Important information	Introduction	Exercise Control	All (Transit EOC)
Explosion Inside Subway Station				
Mar 7 0900	Add main story to web site.	<p>An explosion tore through a notoriously heavily traveled subway station this morning at approximately 8:30 a.m. according to several eye-witnesses. Though no reports or comments have been released by officials yet, social media and eye-witness accounts confirm that at least one explosion occurred. Jenny Hanks was on her way into the station when she heard a loud bang and people began running for the exits. She says, "I was only inside for a split second until I heard the explosion. I wasn't near any of the tracks, so I saw nothing, but people began to panic and alarms were sounding. I just turn and ran like everyone else."</p> <p>It is not yet known exactly where inside the station the explosion occurred, nor if there was more than one explosion, but all stations and trains are currently being evacuated according to another witness, John Green. He says, "I waited for a minute to see if I could help anyone, but then several officers told me to evacuate. They were telling everyone to get out." While it has been confirmed that there was an explosion, there hasn't been any insight into what could have caused it. However, it is no secret that subways and stations are common targets for terrorism, as has been exemplified in Moscow, London, and Belarus since the turn of the millennium. There is no evidence as of yet to suspect that this incident, still in it's very early stages, is an act of terrorism domestic or otherwise.</p>		All (Transit EOC)

TIME SEGMENT 1 - DAY 1 9:00 A.M.

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 0901	Tv	Breaking News		All (Transit EOC)
Mar 7 0901	New email message	Initialize Activation of EOC - We are shutting down all subway service in response to an explosion on one of the trains earlier. We will need your assistance in providing alternate public transit options for commuters. There will be a great influx in bus passengers since the subway is being shut down. Please activate your EOC.	Incident Commander	Transit Emergency Manager
Mar 7 0902	Phone call is being received.	Confirm Explosion on Red Line - We can confirm that there has been an explosion on the red line track. I requested that all service on other red line trains coming in to Canarsie Line be shut down or rerouted. The train is too damaged to move and is located 2.5 miles from Canarsie Line and 0.8 miles from Crosstown Line . We are preparing to enter tunnel for search and rescue. Please check with dispatch to make sure all red line service has stopped.	Law Enforcement	Transit EOC Operations Section Chief
Mar 7 0903	New email message	Station Lockdown - We are going to be locking down the stations affected by this morning's attack. As such, we are going to have law enforcement cordon off the downtown area in a half block radius in all directions surrounding the stations that were targeted.	Incident Commander	DOT Representative
Mar 7 0905	Phone call is being received.	Red Line Train 7 Surveyed - The train operator of red line train 7 has surveyed his train. He is estimating that about half of his passengers have been injured and confirms fatalities. He is positioned 2.5 miles from Canarsie Line and 0.8 miles from Crosstown Line .	Transit Control	Transit Emergency Manager
Mar 7 0905	Phone call is being received.	Bus drivers are saying that the police have cordoned off large areas downtown. Im not sure what sort of alternate bus stop locations we can provide.		Transit EOC Planning/Intelligence Section Chief
Mar 7 0906	Phone call is	We are cordoning off the streets within a half mile of the explosion	Law Enforcement	Transit EOC

	being received.	site in all directions. That will also result in the closing of five pick up and drop off zones for bus transit.		Planning/Intelligence Section Chief
Mar 7 0907	Phone call is being received.	Stampede - People at Canarsie Line are stampeding for the exits as a result of the evacuation announcement. I think someone was yelling something about a bomb. Station Operator is requesting extra personnel for crowd control ASAP.	Transit Control	Transit Law Enforcement
Mar 7 0908	Phone call is being received.	Barricades Needed - The doors at Lexington Avenue Line are not working. We need some kind of barricades over here in order to lock down the station.	Law Enforcement	Transit EOC Logistics Section Chief
Mar 7 0908	Phone call is being received.	Replacement Service - Are there going to be buses coming to replace the subway service? I've got a lot of angry commuters who don't know how they're going to get to work.	Station Operator 3	Transit Emergency Manager
		Police Cordon Off Large Portion of Downtown		
		Police Cordon Off Large Portion of Downtow		
Mar 7 0910	Add main story to web site.	In response to the explosion earlier this morning, police have cordoned off several miles of the downtown district, restricting busses and taxi cabs from several drop off areas. This development is causing quite a bit of chaos with the morning commuters and downtown workforce. There has been no official statement made yet, and thus no one has been excused from work. Jillian McNell says, "It's super inconvenient. I wish they would just make an announcement already so that we aren't being held responsible for or late arrivals to work. I am already an hour late, and I had a meeting this morning!"		All (Transit EOC)
		There have been no alternate routes made available to street traffic or bus lines at this point.		
Mar 7 0910	Phone call is being received.	Buses Searched - I want all buses searched for any unclaimed packages ASAP. If any are found, that bus is to be taken out of rotation and isolated immediately.	Incident Commander	Transit Emergency Manager
Mar 7 0910	Phone call is being received.	I have operators reporting that several streets downtown have been blocked off due to some kind of emergency. I am redirecting them away from the downtown area completely.	Transit Control	DOT Representative, Transit EOC Operations Section Chief
Mar 7 0911	New email message	Additional Buses at Your Disposal - Additional Buses at Your Disposal: There are an additional 27 buses not in use at the moment, though we only have on-call drivers for 18 of them. Let me know if you want me to alert the on-call drivers immediately.	Transit Control	Transit EOC Operations Section Chief
Mar 7 0911	Phone call is being received.	Cordoned off Downtown - Bus drivers are saying that the police have cordoned off large areas downtown. I'm not sure what sort of alternate bus stop locations we can provide.	Transit Control	Transit EOC Planning/Intelligence Section Chief
Mar 7 0911	New email message	Green Line Train Position - I know you shut down service, but I expected a green line train to come into Crosstown Line , and I haven't seen it yet. Did it stay at Canarsie Line ?	Station Operator 3	Transit EOC Logistics Section Chief
Mar 7 0912	New email message	Where is Train 7? - We cannot find Train 7, it is so dark down here we keep getting turned around. What are the exact coordinates?	Urban Search and Rescue (ESF 9)	Transit EOC Operations Section Chief
Mar 7 0912	Phone call is being received.	Station Elevator Broken - The elevator at my station is broken. This is significantly slowing the evacuation process. We need help.	Station Operator 1	Transit EOC Logistics Section Chief
Mar 7 0912	New email message	Train 4 Not Responding - I can't get a response from one of the green line trains (Train 4). It is currently stopped 2.5 miles away from Canarsie Line and 0.8 miles from Crosstown Line . All of the other drivers have checked in, and taken their trains out of service at the nearest stations. Law enforcement is beginning inspection of the trains now.	Transit Control	Transit Emergency Manager
Mar 7 0913	New email message	Extra Lighting - The train operator of the train that experienced the explosion hasn't reported any Urban Search and Rescue Teams arriving at this point. Passengers have started evacuating the train but can't see anything because it is too dark. Can you send extra lighting with the Urban Search and Rescue Team?	Transit Control	Transit EOC Logistics Section Chief
Mar 7 0913	Phone call is being received.	Does this emergency warrant the need for your department to convene in an EOC?	Transit Representative	DOT Representative
Mar 7 0913	New email message	No Urban Search and Rescue Team Yet - The train operator of the train that experienced the explosion hasn't reported any Search or Rescue Teams arriving at this point. Passengers have started evacuating the train but can't see anything because it is too dark. Please confirm that authorities are en route.	Transit Control	Transit Emergency Manager
Mar 7 0914	Phone call is being	Announce Street Closures? - In what ways can you alert the public of the downtown street closures? We have updated our	Transit Representative	DOT Representative

	received.	website and are using the emergency alert notification system to tell civilians about the subway closures.		
Mar 7 0915	Phone call is being received.	Shooting - Shooting! Someones shooting! A man has opened fire at Nassau Street Line .	Law Enforcement	Transit Emergency Manager
Mar 7 0915	Phone call is being received.	Evacuees Leaving Tunnels - Crosstown Line is requesting assistance for passengers who have evacuated Green Line Train 4. The evacuees said that there are still some passengers, along with the operator, waiting for assistance on the train.	Transit Control	Transit Law Enforcement
Mar 7 0917	Phone call is being received.	Active Shooter Update - We have an active shooter at Nassau Street Line . Teams with protective shielding are on their way to each station to help get the emergency responders inside. Were treating each of the stations as though a shooter may be present, even though we only have one site with confirmed casualties.	Law Enforcement	All (Transit EOC)
Mar 7 0919	New email message	PCMS Available - We have 15 Portable Changeable Message Signs available for distribution. Should we use all of them or should we save some of them just in case? If so, how many should we save?	Transit Maintenance Supervisor	DOT Representative
Mar 7 0920	Somebody at office door	I'll start right away.	Media Liaison	Transit EOC Public Information Officer
Mar 7 0920	Phone call is being received.	Update on Nassau Street Line - Reports from on scene law enforcement are saying that there is only one shooter, set up somewhere near the entrance of Nassau Street Line . Reports also suggest that several responders have been shot, though fatalities have not been reported yet. I am sending more units.	Incident Commander	Transit Emergency Manager
Mar 7 0922	Phone call is being received.	Several Gunshot Victims - We need Emergency Medical Services here at Nassau Street Line immediately. We have several victims with gunshot wounds!	Station Operator 5	Transit EOC Operations Section Chief
		Shots Fired at Subway Station		
Mar 7 0924	Add main story to web site.	Moments ago, several news outlets reported that shots were fired at the downtown subway station. The timing of this incident corresponds with the arrival of first responders, seemingly perpetuating the rumor that this is indeed a terrorist related incident. Jason Hart, a professor on counter terrorism at the local university, says, "Inciting some kind of incident only to target or record the time it takes for first responders to arrive is a widely accepted terrorist practice. More often than not, the civilians injured in the initial attack are just pawns to get to first responders." According to televised reports, the shooter has been confirmed as a Caucasian male between the ages of 30-45. At this point, fatalities cannot be confirmed. Experts expect a press release soon with more of the emerging details of this horrific scene.		All (Transit EOC)
Mar 7 0925	New email message	Highway Advisory Radio - Do you have a procedure for updating the Highway Advisory Radio? We need to get it up to date immediately. Please respond with a detailed description of how this is done.	Transit Representative	DOT Representative
Mar 7 0927	Tv	Late-Breaking News		All (Transit EOC)
Mar 7 0929	Phone call is being received.	We have a Traffic Obstruction Permit for one of the roadways outside of the city. We are scheduled to close two lanes of traffic today. Should we postpone because of the subway emergency?	SEOC Public Works and Engineering (ESF 3)	DOT Representative
Mar 7 0930	New email message	Planning Meeting at 1000 - The next Planning Meeting is at 1000. Staff estimates need to be updated. If you have any issues to bring up, put them on a slide for the Planning Meeting.	Transit Agency Executive	Transit Emergency Manager, Transit Law Enforcement, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer
Mar 7 0930	New email message	Planning Meeting at 1000 - The next Planning Meeting is at 1000. Staff estimates need to be updated. If you have any issues to bring up, put them on a slide for the Planning Meeting. Be sure to include the temporary drop off and pick up locations you designated.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Mar 7 0937	Phone call is being received.	Roadways Crowded - The influx in passengers on roadways outside the city has greatly increased causing traffic to move very slowly. Rush hour normally causes 45 minute delays, but today because of the downtown closures the delays are creeping up to 90 minutes.	Field Observer	DOT Representative
Mar 7 0945	Phone call is being received.	Do you have any recommendations for civilian drivers today? We will be issuing a press release shortly. Has travel time increased?	Transit Representative	DOT Representative
Mar 7 0945	New email	Scene of Explosion - The scene of the explosion needs to be	FBI Official	Transit Emergency Manager

	message	cordoned off. I don't want anyone in there trampling around once everyone has been evacuated. I want all video surveillance from 2 hours before and continuing throughout the incident. We will arrive within the hour.		
Mar 7 0955	New email message	IAP Meeting - We would like you to sit in on our Incident Action Plan Meeting. You do not need to prepare slides of your own, it is just for your own knowledge of the situation.	Transit Representative	DOT Representative

INCIDENT ACTION PLANNING MEETING 10:00 A.M.

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1050	New email message	ICS Form 202 - Please make sure to fill out the ICS Form 202 immediately after the planning meeting. Once completed, email this form to the Incident Commander for approval.	Facilitator	Transit EOC Planning/Intelligence Section Chief

TIME SEGMENT 2 11:00 A.M.

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1101	Phone call is being received.	Active Shooter Killed - The active shooter at Nassau Street Line has been killed. We still cannot confirm whether or not he worked alone.	Incident Commander	Transit Emergency Manager
Mar 7 1101	New email message	Press Release for Mayor - The Mayor would like to release a statement to avoid any further misreportings. Do you have a press release prepared?	Mayor's PIO	Transit Emergency Manager
Mar 7 1102	Phone call is being received.	Has Service Continued? - Hey, this is Paul Jones. Wow, this is such a horrible day. I've got bus drivers calling in asking if they should show up to their shifts this afternoon, but are we going to be running any bus service?	Bus Yard	Transit EOC Planning/Intelligence Section Chief
Mar 7 1103	Phone call is being received.	Buses for Civilians Evacuation - We are going to need some buses for the civilians evacuated from the subway stations. We have about 350 people unable to vacate the area without the use of the subway. Once the buses are on the way, I will need to know where they can be picked up and if they should be organized in any particular fashion.	Operations	Transit EOC Logistics Section Chief
Mar 7 1106	Phone call is being received.	There have been a few accidents on the roadways because of the influx in travelers. Only one is serious, but EMS is having trouble getting to the scene because traffic is close to deadlocked.	Emergency Medical Services	DOT Representative
Mar 7 1107	Phone call is being received.	Shots Fired - We are receiving word from Crosstown Line that more shots have been fired. They have not identified a shooter yet. Transit Law Enforcement, please request mutual aid for Crosstown Line Law Enforcement at this time.	Law Enforcement	All (Transit EOC)
Mar 7 1108	Phone call is being received.	We have cleared the train affected by the explosion (train 7). It appears as if this bomb was left in a backpack. The dosimeter is registering nothing radiological. It seems to be a simple homemade explosive. The other trains are being checked for similar items left behind.	Explosive Ordinance Disposal	All (Transit EOC)
Mar 7 1110	New email message	Suspicious Bag - train operator found suspicious looking bag at Broadway Line . Please send a K-9 unit to this location immediately. All civilians and responders have evacuated this location.	Incident Commander	Transit Law Enforcement
Mar 7 1110	Phone call is being received.	Closing Non-Essential Services - The mayor is going to going to announce that he is closing all non-essential city government services for the day, including schools. This announcement should come within the next ten minutes. Is there anything else we should be aware of before the statement?	Mayor's PIO	Transit Emergency Manager
Mar 7 1110	Phone call is being received.	Crosstown Line Clear - The shots fired at Crosstown Line were a false alarm. The area has been searched and secured.	Incident Commander	Transit Emergency Manager, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1111	Phone call is being received.	Can we get a refund for the price of our permit for today? It cost us \$30.00 and law enforcement will not let us into the downtown area. Is there a form I need to fill out?	SEOC Public Works and Engineering (ESF 3)	DOT Representative
Mar 7 1112	Phone call is being received.	Moving train to Crosstown Line - We have located the train operator of Green Line Train 4. He is physically fine, though he seems petrified in fear. We are leaving the station with him now.	Urban Search and Rescue (ESF 9)	Transit EOC Operations Section Chief

One of our trained specialists will be bringing the train to the next station. I believe it is **Crosstown Line**.

Mar 7 1113	Phone call is being received.	The FBI has arrived at the scene of train 7 explosion.	Incident Commander	Transit Emergency Manager
Mar 7 1115	New email message	All Trains Evacuated - All trains have been evacuated at this time, as well as most stations. There are still some victims receiving medical attention.	Law Enforcement	Transit Emergency Manager
Mar 7 1116	New email message	Buses Evacuated - All buses have been evacuated and have been taken out of service. Drivers have found no suspicious packages or anomalies on the buses.	Bus Yard	Transit Emergency Manager
Mar 7 1117	New email message	Heightened Security in Upcoming Weeks - We will need heightened security at all stations in the upcoming weeks. Please develop a schedule for increased staffing.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Mar 7 1118	Phone call is being received.	I am shutting down bus service in the city and having all operators check their buses for any suspicious looking bags or devices. I would like to have major bridges and interchanges checked for devices too. How does your agency go about something like that?	Incident Commander	DOT Representative
Mar 7 1120	Phone call is being received.	Suspicious Bag Not a Threat - The suspicious package you reported at Broadway Line is not harmful. We have cleared this area of any threat.	K-9 Unit	Transit EOC Operations Section Chief
Mar 7 1121	Add main story to web site.	Mayor Declares Emergency This morning the Mayor declared a Local State of Emergency as a result of the subway bombing. Some of the special orders outlined in the declaration include full evacuation of the subway system, restricted access to certain geographic areas, more specifically a one square mile radius around the affected stations, as well as travel restrictions including bus, train, and air travel. To many, this statement is a relief. Mary Sanders says, "My employer wasn't going to let me off the hook for not showing up, so this announcement validates my absence." In addition to the special orders in the declaration, the mayor also stated: Our city's great inhabitants must band together at this time, and be vigilant in reporting anything one could consider suspicious. With each others help, our good will shall prevail.		All (Transit EOC)
Mar 7 1122	Phone call is being received.	We have a civilian here from Train 7 who says he witnessed the man who put the bomb on the train. He claims the man got off at Nassau Street Line . Who can we request Nassau Street Line security footage from?	Law Enforcement	Transit Emergency Manager
Mar 7 1123	New email message	Update on Situation - The Mayor would like an update on the situation. Have all immediate threats been eliminated? When will the subway station be open? Should we lift the closures we have put on the non-essential government services?	Mayor's PIO	Transit Emergency Manager
Mar 7 1124	Phone call is being received.	One of the PCMS was damaged from an accident that occurred. It needs minor repairs. Should we switch it out or just send a maintenance worker to fix it?	Transit Maintenance Supervisor	DOT Representative
Mar 7 1126	New email message	Exhausted Resources - We have exhausted our own personnel resources. You will need to contact Private Bus Agencies for any additional resources. We have run out.	Transit Control	Transit EOC Operations Section Chief
Mar 7 1127	New email message	Shift Change? - Was there a shift change I was unaware of? There are no security personnel at Lexington Avenue Line at this time and it is not sealed off.	Incident Commander	Transit Law Enforcement
Mar 7 1127	New email message	IAP Meeting 2 - Please sit in on our second Incident Action Plan Meeting. It will be in the next 5 minutes or so.	Transit Representative	DOT Representative
Mar 7 1130	New email message	Planning Meeting at 1200 - The next Planning Meeting is at 1200. Staff estimates need to be updated. If you have any issues to bring up, put them on a slide for the Planning Meeting.	Transit Agency Executive	Transit Law Enforcement, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1135	Tv	Local News		All (Transit EOC)

IAP MEETING 2

TIME	TYPE	DESCRIPTION	FROM	TO
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RECOVERY

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1430	New email message	Current Situation - There is no evidence of any other shooters, and no signs of further explosives have been found at transit stations or other facilities. Because of this, law enforcement is planning to re-open most streets again this evening at 4:00 PM. The streets which run immediately beside the station which was bombed, however, will be closed for one block in each direction as the investigation continues.	Law Enforcement	All (Transit EOC)
Mar 7 1432	New email message	Questions From Media - The media are flooding us with requests right now, but most of them basically boil down to two issues. First, what level of transit service are we planning to offer tonight and tomorrow? Will we be offering regular or reduced bus service, if any, and will any of the subway lines be operational? Otherwise, there are a lot of questions about what sort of security measures will be in place whenever service resumes. I haven't heard if there have been any decisions made yet on these issues, but if you could let me know about our plans as soon as we've decided what actions to take, that would be great.	Mayor's PIO	Transit Emergency Manager, Transit EOC Public Information Officer
Mar 7 1432	Phone call is being received.	Traffic Access Downtown Resuming - Law Enforcement is going to start allowing traffic to run downtown again this evening, but the streets right beside the specific subway stations which were hit are going to continue to be closed for a block in each direction at least until our investigation is over.	Incident Commander	DOT Representative
Mar 7 1435	New email message	Injury and Fatalities Report - All persons injured have been completely evacuated from the stations. We have a total of 11 fatalities from the stations themselves, including 8 from the shooter, 2 from cardiac arrest, and one trampled to death. According to my on scene personnel, inside the train that was bombed there were 38 fatalities, bringing our total today to 49. About 50 persons have also been sent to Memorial Hospital for follow up medical care. Six are in critical condition.	Emergency Medical Services	All (Transit EOC)
Mar 7 1435	New email message	Documentation - If your department has incurred any damage to equipment or authorized overtime for this incident, please make sure that the appropriate paperwork is filed in a timely manner.	Finance Staff	All (Transit EOC)
Mar 7 1436	Phone call is being received.	Credentials Needed - I can't get into the stations to survey any damage. There are some FBI guys standing around the entrances, asking for credentials of some sort. I don't really know exactly what they need to see, but I wanted to call and ask you how do I get these credentials?	Station Inspector	Transit EOC Logistics Section Chief
Mar 7 1438	New email message	Cost Analysis - I know the trains have not been surveyed yet, but do we have any idea about how much this incident has cost the city? What sort of method are you using to calculate this figure?	Mayor's Staff	Transit EOC Planning/Intelligence Section Chief
Mar 7 1438	Phone call is being received.	PCMS Collected for Maintenance - We are going to bring half of the PCMS we have distributed back to the maintenance site. We will leave some at the busier intersections and roadways to display any upcoming information.	Transit Maintenance Supervisor	DOT Representative
Mar 7 1439	Phone call is being received.	Since we will be re-opening some of the roadways that were closed during the incident, we will be issuing another press release. Is there anything you would like to have us say?	Transit Representative	DOT Representative
Mar 7 1440	New email message	Prior to Demobilization - Be sure to complete any operational forms as well as update your Action Log before demobilization.	Transit Agency Executive	Transit Emergency Manager, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1440	New email message	Thank you - I would like to thank you for your agency's quick and thorough coordination with us during the emergency. If there are any points you would like to emphasize, feel free to fill out a hotwash form.	Incident Commander	DOT Representative
Mar 7 1442	New email message	Figures on Fatalities - The Mayor would like some figures on the number of fatalities and the number of injuries suffered today. Please get back to us.	Mayor's PIO	Transit Emergency Manager
Mar 7 1445	New email message	ICS Form 221 - Be sure to fill out the ICS Form 221, the 'Demobilization Checkout' and send it to your Planning Coordinator before you leave.	Transit Agency Executive	Transit Emergency Manager, Transit Law Enforcement, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief

Mar 7 1448	Add main story to web site.	<p>Streets Downtown to Re-Open The streets downtown that were cordoned off earlier today as a result of the emergency situation at the subway station are set to reopen by tonight. The subway station will remain closed for the length of investigation. No estimates have been released estimating when the subway station will reopen.</p>	All (Transit EOC)
Mar 7 1450	Phone call is being received.	<p>Damage on Train - The tunnels and tracks surrounding the site of the explosion are not damaged. The train will have to be replaced though.</p>	Station Inspector
Mar 7 1450	New email message	Area Cleared - All of our personnel have cleared the area.	Emergency Medical Services
			<p>Transit EOC Planning/Intelligence Section Chief</p>
			All (Transit EOC)

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Blackout

Version: TEAM

Generated: Jun 11 2019 - 11:10 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1030	Bulletin	Incident Command System		All (Transit EOC)
Mar 7 1030	Bulletin	Incident Management Organization		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1030	Bulletin	Class of Hazard		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1030	Bulletin	Emergency Operations Plan Development		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1030	Important information	Introduction		All
Mar 7 1030	Display weather data on web site.	Weather		All (Transit EOC)

BLACKOUT BEGINS

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1031	Incoming radio message	Some sort of disruption to the electrical grid has caused massive blackouts throughout the state. We are not sure of the cause yet. Traffic signals and signal controllers are reportedly not working. We need you to activate your Emergency Operations Center immediately.	State Emergency Manager	Transit Emergency Manager
Mar 7 1034	Phone call is being received.	Technical Difficulties - Many operators have been radioing in saying their Global Positioning Systems and automated vehicle locaters are not working.	Transit Control	Transit EOC Operations Section Chief
Mar 7 1035	New email message	Power Outage May Be Long Term - This power outage is extensive, and quite possibly long in duration.	Electric Company	Transit Emergency Manager
Mar 7 1036	Phone call is being received.	Traffic Agents at Intersections - We have reassigned approximately 1,000 traffic agents to begin directing traffic at intersections where signals are not working.	Operations Chief	Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief
Mar 7 1036	New email message	Best Option - During this emergency your best option for communication with other agencies will be landlines. We should have enough back-up battery to last throughout the duration of this blackout and have requested additional generators at this time to prepare just in case.	Phone Company	Transit EOC Planning/Intelligence Section Chief
Mar 7 1037	New email message	Subway Evacuations Underway - We are evacuating all subway stations and trains. Since we do not yet know the cause of the blackout, security protocol is to immediately evacuate everyone.	Subway Manager	Transit Emergency Manager

We will need buses to transport commuters who cannot walk home to either a staging center or back to their homes. Twenty buses should suffice. Send them to the downtown hub.

Mar 7 1037	New email message	NonComm Plans - Is your agency implementing a NonComm plan for the duration of the blackout? Our agency will be following the plans laid out in our NonComm. This means that we will be contacting you through landline phone only from this point forward. We are told they are the most reliable during an electrical grid failure. Do you have access to landline phone?	State Emergency Manager	Transit Emergency Manager, Transit EOC Planning/Intelligence Section Chief
Mar 7 1040	New email message	Preparedness - Agency representatives in the past have mentioned the need to stock water and high energy food bars for staff members who have to operate emergency operations centers over an extended period of time. Are you fully stocked? If not, send someone to pick up these supplies immediately.	SEOC Support/Logistics Staff	Transit EOC Logistics Section Chief
Mar 7 1041	New email message	Back-Up Generators - Based on previous experience, we have have strategically placed back-up generators at storage warehouses throughout the state instead of one location. The one closest to you is East Warehouse and it contains 30 back-up generators for your agency. The generators can be transported to wherever you choose, just phone the East Warehouse . They have a landline.	SEOC Support/Logistics Staff	Transit EOC Logistics Section Chief
Mar 7 1041	Phone call is being received.	Future Communications - To ensure open communication between your agency and our media outlet throughout the duration of this blackout, we need to know what is the best way for us to get a hold of you or would you prefer to come directly to our studio?	Media Liaison	Transit EOC Public Information Officer
Mar 7 1042	Somebody at office door	Key cards not working	Transit Agency Executive	Transit Emergency Manager
Mar 7 1042	Add main story to web site.	<p>Power Outage Strikes State This morning at 11:07 a.m. a widespread power outage occurred throughout the state, leaving hundreds of businesses, schools, and residences without any electricity. Though the cause of the blackout is unknown at this time, experts suspect that turning the lights back on will take some time. Tim Hunn, a retired Department of Energy employee, states that "A blackout of this magnitude requires serious repairs and can result in days without power. Business will close, schools will close, and the city will literally come to a halt." Luckily though, recent experience has hopefully given emergency responders the tools and insight they need to handle the situation appropriately. The largest power failure in North American history occurred in August of 2003 and hit the Northeastern portion of the United States. The blackout lasted 29 hours and was estimated to have affected 50 million people across eight U.S. states and much of eastern Canada. Afterwards, emergency personnel were praised for the timely and efficient response and for keeping the public calm and orderly for the duration of the blackout.</p>		All (Transit EOC)
Mar 7 1043	New email message	In House Repair - I would like to brief someone in your in-house staff on how to repair and service equipment for the building. We may be unable to get to you due to over-whelming demand. Please tell someone and have them call me for a briefing.	Transit Maintenance Supervisor	Transit Emergency Manager
Mar 7 1043	Add main story to web site.	<p>Subways Evacuated Within only an hour of the initial blackout, city officials have evacuated all subway trains and stations. Additionally, it has been reported by several outlets that the airport has rerouted all incoming flights and outgoing flights are being continually delayed, though no evacuation has been noted. Such a timely decision reeks of panic so to some experts, like John Gann. Gann, an ex-airport security guard states, "They very rarely reroute flights. That is too much logistical work to do 'just incase'. What it means to me is that they are concerned about National Security. The airport has plenty of generators; their power supply is not suffering. This is a result of something else." However, on the other hand, some experts are saying that these closures are just par for the course. Amy Silas, a professor of Health and Human Safety at a local university tells us, "There is nothing suspicious about the airports rerouting flights or subways evacuating. Even though the power may be on in one place, in another place where passengers get delivered to or picked up from, that place may be experiencing technical difficulties. Travel is very interconnected and depends heavily upon interagency communication, without reliable means of communicating, shutting down the subway service and delaying flights is the smart thing to do." The cause of the blackout is still unknown at this time, but according to State Officials, public works is doing everything the can to find and fix the problem.</p>		All (Transit EOC)
Mar 7 1043	New email	Forwarded from DOT - Staging Area - With total closures in the	Emergency Manager	Transit Emergency Manager

	message	subway and the amount of traffic downtown, we are considering a implementing staging area for people who cannot get home. That way, your agency can send buses there to transport people and it gets pedestrians off the street. It seems like most of the pedestrians are downtown, so how about making the arena the staging area? It is equipped with back-up generators, so it will be air conditioned.		
Mar 7 1043	New email message	Volunteer Employees - Do you have any volunteer employees that can be deployed to major transportation hubs in order to provide live communication links between the transit agency and it's customers?	State Emergency Manager	Transit EOC Planning/Intelligence Section Chief
Mar 7 1044	New email message	Tunnel Traffic - Our ventilation system is not hooked up to the tunnel's back-up generator. This means that we have had to reduce the numbers of vehicles allowed in the tunnel at one time in order to decrease pollutants in the tunnel. Traffic through the tunnel will be backed up.	Tunnel Manager	Transit EOC Operations Section Chief
Mar 7 1045	New email message	Cause of Grid Failure - It seems as if a small fire caused a transmission line, located right outside the city, to go out of service. Then, like a domino effect, other transmission lines began to go out in a rapid succession. This is not an issue of National Security.	State Emergency Manager	Transit Emergency Manager
Mar 7 1046	Phone call is being received.	Need 10 Buses - We need at least 10 buses to be sent to the downtown area to serve as cooling stations. Hundreds of civilians are trapped in elevators, and they will need a place to cool down while medical personnel check them out.	Transit Law Enforcement	Transit EOC Operations Section Chief
Mar 7 1047	New email message	FWD: Dialysis Patients - I received this email from the Hospital Rep: 'We have some patients scheduled for dialysis throughout the day. We cannot reschedule. Since the phone lines are not reliable at this time, please send out some small bus operators to our hospital for patient transport. Could you please send 15?'	Emergency Manager	Transit Emergency Manager
Mar 7 1049	Phone call is being received.	Fueling Stations Generators - There are 6 fueling stations used by our transit operators that need back-up generators to support their pumps. Can you have those sent out?	Transit Control	Transit EOC Logistics Section Chief
Mar 7 1050	Add main story to web site.	Cause of Blackout According to state officials, the cause of the widespread power outage was a small brush fire caused by the lingering droughts. The fire affected only one transmission line located just outside the city at first, but then the other lines became overwhelmed and began to snap one by one. The mayor and governor are expected to release joint statements in the upcoming hours revealing whether or not they will declare a State of Emergency and explaining what civilians can do to endure the blackout safely.		All (Transit EOC)
Mar 7 1051	Phone call is being received.	Interstate Message - The DOT in Georgia is going to display a message on the variable message sign on I-95 notifying drivers of the power outage and requesting they stay out of the city. Is there anything you would like us to add?	DOT Representative	Transit EOC Public Information Officer
Mar 7 1054	New email message	Buses Needed For Airport - Please send some buses to the airport to transport individuals to the staging center, if they so choose to leave the airport. 25 buses should be enough.	DOT Emergency Manager	Transit Emergency Manager
Mar 7 1054	Incoming radio message	According to our news helicopters, traffic is most dense in the downtown area. The interstate seems to be flowing at a normal pace.	Media Liaison	Transit EOC Public Information Officer
Mar 7 1054	Phone call is being received.	Fuel for Generators - We have requested fuel for the backup generators at our facility, but haven't received any yet. Could you spare any generators just in case the fuel doesn't get here in time? We have about 3 hours left until we are without power.	Hospital Staff Liaison	Transit EOC Logistics Section Chief
Mar 7 1056	Phone call is being received.	Pedestrians - Some of our emergency vehicles cannot get to their destinations due to the massive amount of pedestrians in tunnels and on bridges, in addition to crosswalks that are now non-functional. Is there anything you can do to help us out? Is there somewhere like a staging area that these pedestrians can go to alleviate their presence on the street?	Transit Law Enforcement	Transit EOC Planning/Intelligence Section Chief
Mar 7 1059	Phone call is being received.	Intense Traffic at Tunnel - Operators are reporting extreme traffic jams leading up to and inside of the tunnel. Have you heard about this? Our internet is no longer working, so if you sent me an email I've been unable to retrieve it. From this point on, we will be switching to radio communication for standard information, and landline telephone for immediate requests and emergency situations.	Transit Control	Transit EOC Operations Section Chief
Mar 7 1104	Phone call is being received.	Supplies - We will be needing portapotties, bottled water, and snacks for the operators who will be transporting civilians from the staging center. We have enough on hand to supply the first		Transit EOC Logistics Section Chief

influx of people, but not to last us if this continues on into the evening.

Mar 7 1105	Add main story to web site.	State of Emergency As expected, the Governor has officially declared a State of Emergency in response to the widespread blackout that started earlier this morning. A few provisions in the declaration include: school closures, business closures, subway closures and evacuations, and airport delays and rerouting. The Governor also encouraged people to seek shelter in their own homes with potable water, non perishable foods, batteries, and drinking water. Although estimating the duration of a blackout is impossible, the governor did say that he expects businesses and schools to remain closed tomorrow as well.		All (Transit EOC)
Mar 7 1105	New email message	Incident Action Plan Meeting - Please prepare you slides for the Incident Action Plan Meeting. We will convene in 15 minutes.	Transit EOC Planning/Intelligence Section Chief	Transit Emergency Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer
Mar 7 1107	Incoming radio message	We have had to reset the generator. This means you may be out of contact with other agencies for about 20 minutes.	IT Department	Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief

INCIDENT ACTION PLAN MEETING 1

TIME	TYPE	DESCRIPTION	FROM	TO
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LATER IN DAY 1

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1600	Somebody at office door		IT Department	Transit Emergency Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1603	Phone call is being received.	Staging Center Civilian Count - We have about 200 civilians left, waiting to be bussed home. The staging area should be empty by 5:00.		Transit Emergency Manager
Mar 7 1604	Phone call is being received.	Returning Supplies - We anticipate that the staging center will be empty in the next hour or so. We are going to stay operational until the end of the blackout, but we do not need to keep the all the portapotties that you sent us earlier. How can we get them back to you?		Transit EOC Logistics Section Chief
Mar 7 1604	Phone call is being received.	Transportation for Operators - Many operators have returned their transit vehicles to the Bus Yard and are now trying to get home. Some are car pooling, but others depend on the bus or subway system to get home. Is there a protocol for getting them home? Should we shuttle them home on a bus?	Transit Control	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Mar 7 1604	Phone call is being received.	Service Tomorrow - Has your agency officially cancelled regular service for tomorrow? If not, when will you decide?	Media Liaison	Transit EOC Public Information Officer
Mar 7 1605	Somebody at office door		Planning Staff	Transit Emergency Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1605	Incoming radio message	How many civilians are still waiting for transport home from the staging center?	Incident Commander	Transit Emergency Manager

Mar 7 1606	Phone call is being received.	Maintenance Check Supplies - All buses will need to undergo maintenance checks once they are returned to the bus yard. Could you please send a few extra generators to the bus yard to support the maintenance check process?	Bus Yard	Transit EOC Logistics Section Chief
Mar 7 1607	Phone call is being received.	Bus 456 - A passenger on Bus # 456 is freaking out and screaming about the apocalypse. The driver has pulled the bus over and is waiting for law enforcement to arrive, but other passengers are growing weary as it is taking law enforcement a while to get to the scene. This bus could be out of commission for about an hour or so.	Transit Control	Transit EOC Operations Section Chief
Mar 7 1607	Phone call is being received.	Public Information Officer	Public Affairs (ESF 15)	Transit Emergency Manager
Mar 7 1608	Phone call is being received.	Helicopter Footage - We have some aerial stills of the roadways from our helicopters that we have been trying to send you, but our faxes and emails are not working. Is there any other way for us to get them to you?	Reporter	Transit EOC Public Information Officer
Mar 7 1609	Phone call is being received.	Regional EOC - We are reporting to the Regional EOC Hope to see you there.	Reporter	Transit EOC Public Information Officer
Mar 7 1651	Phone call is being received.	Internet Back - The internet connection has been re-established at this time. Your email accounts should be working again shortly.	IT Department	All (Transit EOC)

INCIDENT ACTION PLAN MEETING 2

TIME	TYPE	DESCRIPTION	FROM	TO
DAY 2				
TIME	TYPE	DESCRIPTION	FROM	TO
Mar 8 1101	New email message	Maintenance Check - All buses have returned to the bus yard, and we are going through partial maintenance checks now. Once the power comes back on, it should take about 3 hours to complete full maintenance checks and cleaning of the buses.	Bus Yard	Transit EOC Logistics Section Chief
Mar 8 1102	Incoming radio message	The Department of Transportation has identified several priority signals based on intersection safety, sight distance, and traffic volumes. These are the signals that will be repaired first. Most are located downtown and around school zones.	Utilities Company	Transit EOC Planning/Intelligence Section Chief
Mar 8 1102	New email message	Restart Time - We believe the power should be back on sometime later this afternoon. Additional power outages, surges, and spikes may occur even if it seems like the power has been restored. We recommend waiting for a 'quiet time' at least 25 minutes after it seems power has resumed to begin restarting all equipment.	Electric Company	Transit Emergency Manager
Mar 8 1103	New email message	Heavy Rains - The heavy rains we experienced last night have caused flooding in some low lying areas. Because the power has been out, sump pumps that are used to remove water were useless. We need some additional back-up generators to get these working again. We ran out of our supply. Please have them sent to our headquarters.	DOT Emergency Manager	Transit Emergency Manager
Mar 8 1107	Phone call is being received.	Service Restoration - Discuss with your Planning Section if resuming regular operations tomorrow is a possibility.	Incident Commander	Transit Emergency Manager
Mar 8 1108	New email message	Press Release - Please create a statement about the renewal of regular transit operations. Send it to me via email when you are finished.	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
Mar 8 1108	New email message	Begin crafting an AAR - Begin preparing an after-action report, seeking comments from everyone involved. Vehicle operators are excellent sources for establishing what worked well, in addition to the identification of areas for improvement. The tone of the written report may very well be critical but should also remain fair.	Incident Commander	Transit Emergency Manager
Mar 8 1110	Phone call is being received.	Driver Logs - I have collected and reviewed all drivers log sheets. I will bring them back to command.	Transit Employee	Transit EOC Operations Section Chief
Mar 8 1112	Phone call is being received.	Power restored - Power throughout the city has been restored. Please wait approximately 20-25 minutes before restarting all electronic devices. Everyone will be turning them on at once, and it may cause some small additional surges.	Incident Commander	Transit Emergency Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information

Officer, Transit EOC
Planning/Intelligence Section
Chief

Mar 8 1112

Add main
story to web
site.

Schools Reopen

After roughly 26 hours without power, the city's power grid has finally been restored to full functionality. Subways and Airports are expected to resume regular service tomorrow, as will the Public Bus system in addition schools and businesses. Despite the length and severity of the blackout, few injuries and no fatalities were attributed to the emergency. The major disruption did however affect revenue for the city. Though no figures have been released, when a powergrid failure hit New York City in 2003, financial loss was estimated around 1 billion dollars.

All (Transit EOC)

Mar 8 1114

Somebody at
office door

Hotwash

LEOC Planning Staff

Transit Emergency Manager,
Transit EOC Finance/Admin
Section Chief, Transit EOC
Logistics Section Chief, Transit
EOC Operations Section Chief,
Transit EOC Public Information
Officer, Transit EOC
Planning/Intelligence Section
Chief

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Bus on Pedestrian

Version: TEAM

Generated: Jun 11 2019 - 11:11 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Getting Started (image)</p> <p>Purpose of this exercise:</p> <p>The following scenario exposes you to a mass casualty incident and damage to infrastructure as the result of a bus highjacking.</p>		
Jun 1 0900	Important information	<p>Tips</p> <p>When everyone is ready, the facilitator or host will begin the exercise. (image)</p> <p>As you proceed with exercise play, watch for highlighted buttons. They indicate new information is available. When receiving new information, you may be asked to complete one or more tasks. Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p>		All (Transit EOC)

PRE EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 0901	Phone call is being received.	A silent alarm was just activated and an open mic now exists on Bus 217 near Main St. and Dairy Ln. . Multiple shots were heard. Law enforcement has been notified. Should we temporarily suspend service?	Transit Control	Transit Emergency Manager
Jun 1 0906	Tweet	Dudes, I cannot believe it. I almost just got run over by this crazy bus driver going like 60 mph down here by Waterford Lakes . The driver's gone loco or something!		
Jun 1 0906	New email message	(IF SIMULATED Transit Emergency Manager) Mobilize Transit EOC Staff - We are activating the Transit EOC as of 0906 hours. Please deploy to positions.	Transit Emergency Manager	Transit EOC Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 1 0908	Phone call is being received.	Credible witness call about hijacking - This is dispatch at the Police HQ. I received a report of your buses driving very erratically! It flew around the corner, onto the sidewalk, and drove right into the crowded plaza at Center Lake Park .	Police	Transit EOC Manager
Jun 1 0910	Add main story to web site.	<p>Bus Crashes into crowd</p> <p>BREAKING NEWS: Autauga - This is a breaking news report by WKTV Action News. We have just learned that a Lynx bus has struck an unknown number of people near Center Lake Park in the Waterford Lakes area. Police, fire and ambulance agencies are responding. We'll have more information to you as we can receive and confirm it.</p>		Transit Emergency Manager
Jun 1 0913	Phone call is being received.	Transit Need a representative - That hijacked bus just crashed into a bunch of people! I want eyes on the ground. Get a representative from transit over to the incident now!	Transit Agency Executive	Transit Emergency Manager
Jun 1 0915	Tweet	This is so sad. I just watched a bus roll right through a crowd of people here at Center Lake Park .		
Jun 1 0918	Pop up message	Please ensure all EOC activity is recorded in your position logs for later reference.		All (Transit EOC)
Jun 1 0922	Realistic radio message	Transit EOC, this is Transit Representative - This is the Transit Representative at the incident command post. There are multiple serious injuries and traffic is crazy with people trying to leave the area. Police are trying to help EMS get the mass casualty trailer to the crash site. They're going to try and establish a large triage area to begin treating victims. Responders are going to need help	Transit Representative	Transit Emergency Manager

managing traffic and maintaining good ingress/egress at the crash site.

Jun 1 0924	Tweet	Come on folks, don't jam up the streets, emergency responders are trying to get to victims. If you're now sitting in traffic, it's likely you're slowing response. Get out of the street!		
Jun 1 0925	Phone call is being received.	Hi, this is Player First Name from WKTV Action News . We just heard about the bus crash. What more can you tell us about it?	Reporter	Transit EOC Public Information Officer

INITIAL EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
		Bus Crashes into crowd		Transit EOC Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 1 1000	Add main story to web site.	BREAKING NEWS: Autauga - This is a breaking news report by WKTV Action News . We have just learned that a Lynx bus has struck an unknown number of people near Center Lake Park in the Waterford Lakes area. Police, fire and ambulance agencies are responding. We'll have more information to you as we can receive and confirm it.		
Jun 1 1001	Popup message	Emergency Management Support has transferred to the EOC.		Transit Emergency Manager, Transit EOC Manager
Jun 1 1005	Somebody at office door	Sorry to interrupt, but we're getting calls from family members of bus operators. What should we tell them?	Transit Control	Transit EOC Manager
Jun 1 1005	Somebody at office door	Sorry to interrupt, but we're getting calls from family members of bus operators. What should we tell them?	Transit Control	Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 1 1005	New email message	(If Transit Operations Chief is Simulated) Update of Transit Roll Call and Recommendation to Resume Ops - The roll-call of all bus operators has been completed. All but Bus 217 are accounted for and appear to be safe. I am recommending resumption of bus service once the police concur.	Transit EOC Operations Section Chief	Transit EOC Manager
Jun 1 1005	Phone call is being received.	Roll-call complete - We completed a roll-call of all bus operators. All but 217 are accounted for and appear to be safe. Should we resume service?	Transit Control	Transit EOC Operations Section Chief
Jun 1 1005	New email message	Cost Recovery Inquiry - Hi, my name is Player Name and I'm working in the Autauga County EOC's Finance/Admin section. We're planning for the possibility of declaring a local emergency and requesting state and federal assistance. If we do, the state is going to ask about our response and damage costs. Can you estimate damage to transit assets?	EOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
Jun 1 1005	New email message	Summary From Incident Command - Hi, this is Player Name , the Transit Agency Representative at incident command. Below is a quick summary of what's going on. I thought it might help you at the EOC. - bus crash occurred at 0908 - dozens of injuries - EMS has set up triage area - police have secured the scene - the priorities are to get injured victims to the hospital - police are conducting an investigation - hijacker appears to have taken his own life - bus driver is appears to be among the deceased - 5 casualties confirmed so far	Transit Representative	Transit EOC Planning/Intelligence Section Chief
Jun 1 1005	Phone call is being received.	Public Inquiry Transit - Hi, this is Player Name at WKTV Action News . We're sorry to hear what happened today. Can you share the condition of the driver?	Reporter	Transit EOC Public Information Officer
Jun 1 1007	Realistic radio message	Transit EOC, this is Transit Representative at incident command with a radio check, please acknowledge.	Transit Representative	All (Transit EOC)
Jun 1 1009	New email message	(IF SIMULATED: Transit EOC Finance/Admin Section Chief) EOC Cost Tracking Guidance - Now that we're activated for an emergency, it's important to carefully keep track of all costs. Please help us ensure that all direct and indirect costs associated with this emergency are captured. You can keep us informed by calling us or sending us an email. We'll be compiling expenditure information for this emergency every 24 hours.	Transit EOC Finance/Admin Section Chief	All (Transit EOC)
Jun 1 1009	Phone call is being received.	Hi, this is Player Name at Radio 810. We're doing a story on the bus incident. Can you share what you know about the hijacking and how Transit is providing support?	Radio News Host	Transit EOC Public Information Officer
Jun 1 1009	Popup	Be sure to carefully implement emergency contracting and EOC		Transit EOC Finance/Admin

	message	cost accounting to better ensure compliance and cost recovery.		Section Chief
Jun 1 1010	Phone call is being received.	Police Concur with resumption of bus service - This is the Police HQ. Thanks for stopping bus traffic while we figured things out. At this time we believe the incident only involves one bus. We're ok with resuming bus service.	Police	Transit EOC Operations Section Chief
Jun 1 1010	Popup message	Be sure to collect the latest incident information and maintain an EOC Situation Report (SitRep)		Transit EOC Planning/Intelligence Section Chief
Jun 1 1012	Phone call is being received.	Request for medical transport by bus - This is Player Name at incident command post. Can you get us to buses ASAP to our staging location? We're going to move the most critical patients by ambulance and use the buses to transport the non-critically injured.	Incident Commander	Transit EOC Operations Section Chief
Jun 1 1015	New email message	(IF SIMULATED: Transit EOC Logistics Section Chief) Resource Offer - We just received a resource offer of a Crisis Counselor. Point of contact: Player Name , Critical Response Counseling.	Transit EOC Logistics Section Chief	Transit EOC Operations Section Chief
Jun 1 1015	Phone call is being received.	Hi, I'm Player Name with Critical Response Counseling. We help organization recover from the mental trauma associated with violent acts. We'd like to help.	Resource	Transit EOC Logistics Section Chief
Jun 1 1015	Popup message	Be sure to keep your position logs updated to adequately document all EOC activity.		All (Transit EOC)
First pictures emerge of bus crash				
BREAKING NEWS: BUS CRASH				
Jun 1 1017	Add main story to web site.	This is a breaking news update by WKTV Action News . Here are pictures of the crash scene. Early reports suggest that 60-100 people may have been seriously injured by a bus that struck the heart of the Center Lake Park . Police and the bus driver exchanged multiple shots and bus driver appears to be down. We'll have more information about this incident as it unfolds. (image)		All (Transit EOC)
Jun 1 1020	Phone call is being received.	Incident command request mutual aid resources (Transit) - This is Player Name , Deputy Operations Chief at the bus crash incident command. We've got at least 1 person trapped under the bus and are working on extracting them. Can you send us someone who's familiar with taking buses apart from the inside right away?	Incident Commander	Transit EOC Operations Section Chief

SITUATION REPORTING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1102	Phone call is being received.	Notice of ICP Moving - This is Player Name , the Transit agency representative at incident command. The ICP is moving now to Hagerty High School . I'll be available by phone. You can also reach me on Transit radio.	Transit Representative	Transit EOC Manager
Jun 1 1102	Phone call is being received.	Local emergency proclaimed and request for assistance (Transit) - This is Player Name , Transit agency representative at incident command. I'm going to be staying late here, incurring overtime charges and may need to make a couple of equipment/ supply purchases in the field. How should I charge all of this?	Transit Representative	Transit EOC Finance/Admin Section Chief
Jun 1 1102	Popup message	Make sure that Transit EOC Planning/Intelligence Section Chief is developing a SITREP. Once they upload it, the other sections should begin filling out their slides for the upcoming Action Planning Meeting.		Transit EOC Manager
Jun 1 1105	Popup message	Be sure to continue keep your position logs updated.		All (Transit EOC)
Jun 1 1105	Realistic radio message	Transit EOC Logistics, Transit Representative - I think we're going to need several replacement radios and batteries. We should probably recall and reserve all available radios.	Transit Representative	Transit EOC Logistics Section Chief
Jun 1 1105	New email message	Update of ICP Location - I have just received a report from our agency representative at incident command that the ICP is moving to a new location at Hagerty High School . The agency rep can still be reached by phone or Transit radio.	Transit EOC Manager	All (Transit EOC)
Jun 1 1105	Somebody at office door	Transit EOC Planning/Intelligence Section Chief is scheduling an Action Planning Meeting for 1205 and finalizing the SitRep. Make sure you gather priorities for the EOC to accomplish. Send these to each of the section chiefs so they can come up with objectives for the Action Plan.	Exercise Control	Transit EOC Manager
Jun 1 1108	Somebody at office door	How are things going? Are we doing a good job of keeping the public informed? Please email me some talking points right away. I may be attending a joint press conference soon.	Transit Agency Executive	Transit EOC Public Information Officer

Jun 1 1110	New email message	(IF SIMULATED: Transit EOC Manager) - EOC Priorities for the Action Plan - Here are the priorities that we need to accomplish. Please address these when you fill out specific objectives for your section slide in the Action Planning Meeting. EOC Priorities: - Protect health and safety - Protect property - Support Law Enforcement Investigations - Restore Traffic/Transit Flow	Transit EOC Manager	All (Transit EOC)
Jun 1 1112	New email message	(IF SIMULATED: Transit EOC Planning/Intelligence Section Chief) - Action Planning Meeting #1 - We have an Action Planning Meeting coming up at 1205 Please make sure to fill out your Section's slide for the meeting. Include section specific objectives that address the EOC priorities.	Transit EOC Planning/Intelligence Section Chief	All (Transit EOC)
Jun 1 1140	Popup message	An Incident Action Planning Meeting will occur in 20 minutes. If you have not already, please develop EOC Section slides for the meeting.		Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief

ACTION PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1201	Popup message	The Action Planning Meeting will begin in a few minutes. Make sure that you are ready to summarize the objectives discussed in this meeting to form an Incident Action Plan.		Transit EOC Planning/Intelligence Section Chief
Jun 1 1210	Somebody at office door	EOC Manager:Please finalize the EOC Action Plan. Be sure to summarize the objectives from the Action Planning Meeting. Send the form to the EOC Manager.	DOT Agency Executive	Transit EOC Planning/Intelligence Section Chief

STRATEGY AND TACTICS

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1301	Popup message	FACILITATOR NOTE: This time segment is reserved for an optional Strategy and Tactics meeting. Because of the specific nature of this meeting, it may fall outside of the scope of this training exercise. There is no tasking that will be missed by skipping to the next time segment. If the exercising organization would prefer to hold this meeting, they can do so now.		Facilitator

EXTENDED OPS PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1702	Phone call is being received.	Temporary Flight Restriction Request - This is Player Name again at the incident command post. We've got a couple private planes and several drones in our response area. Can you coordinate with the FAA to create a temporary flight restriction?	Incident Commander	Transit EOC Operations Section Chief
Jun 1 1703	Phone call is being received.	This is the Agency Executive. Can you give me a situation brief?	Transit Agency Executive	Transit EOC Manager
Jun 1 1705	Phone call is being received.	Transit Need plan bus routes - This operation looks like it is going to last a while. Since the incident scene is blocking a high traffic area, we need to start planning out adjustments to some of the bus routes. The new routes should lead around the incident scene.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Jun 1 1706	Phone call is being received.	Need expert, lights, and meals. - Hi, this is Player Name , the Transit Agency Rep at incident command. Were going to need a specialist that can help us move this bus and take it apart if necessary. Can you get us someone that is a technical bus expert? Also, since it looks like this operation is going to be running all night, we are going to need lights and meals for the first responders. Can you work on getting these resources?	Transit Representative	Transit EOC Logistics Section Chief
Jun 1 1708	Phone call is being received.	Transit Cost accounting form - Now that things have settled down a little bit, take some time to begin filling out a cost accounting form.	Transit Agency Executive	Transit EOC Finance/Admin Section Chief
Jun 1 1710	Phone call is being received.	Hi, this is Player First Name from WKTV Action News . We heard that the hijacker has been identified. Can you tell us who it is?	Reporter	Transit EOC Public Information Officer
Jun 1 1715	Somebody at office door	It's time to start planning for a night shift. It looks like we're going to be activated for a while. Let's get replacement EOC staff for	Exercise Control	Transit EOC Manager

tonight so people here can get some rest and come back in the morning.

Jun 1 1716	New email message	(IF SIMULATED: Transit EOC Manager) - Night Shift Staffing - It looks like we're going to be activated for a while. We're going to need to bring in a night shift so people here can get some rest tonight and come back in the morning. Please develop a staffing plan for tonight and let the EOC sections know we'll be doing a shift change at 12 hr. intervals.	Transit EOC Manager	Transit EOC Logistics Section Chief
Jun 1 1718	New email message	(IF SIMULATED: Transit EOC Logistics Section Chief) - Shift Change - Shift changes will occur every 12 hours until further notice. Shift change will start with the night shift EOC at 2100.	Transit EOC Logistics Section Chief	All (Transit EOC)
Jun 1 1720	Popup message	Remember to keep your position logs updated, especially since we're getting ready for a shift change. We want those who come in tonight to have the benefit of our great notes. Also, in a few minutes, you will fill out a Shift Change Brief slide to summarize important information for your replacement.		All (Transit EOC)

SHIFT CHANGE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Operations Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Operations Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Finance/Admin Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications, and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Logistics Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck, let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Public Information Officer
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	Transit Agency Executive	Transit EOC Manager
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Jun 1 2105	Popup message	As the incoming EOC Logistics Chief, please ensure all EOC staff complete the sign-in sheet for the night shift.		Transit EOC Logistics Section Chief
Jun 1 2105	Somebody at office door	(IF SIMULATED: Transit EOC Logistics Section Chief) - Thanks for filling in for the night shift EOC. Please complete the EOC sign-in sheet.	Transit EOC Logistics Section Chief	All (Transit EOC)
Jun 1 2115	Somebody at office door	Hello, I'm Special Agent Player Name for the FBI. I've got several agents with me. As part of our investigation, we will need to review employee HR records.	FBI Official	Transit EOC Manager

Jun 1 2117	New email message	(IF SIMULATED: Transit EOC Manager) - FBI Presence - Several agents from the FBI are here to investigate, please cooperate with them.	Transit EOC Manager	All (Transit EOC)
Jun 1 2118	Realistic radio message	Transit EOC, this is the replacement Transit Representative at incident command with a radio check, please acknowledge.	Transit Representative	All (Transit EOC)
Jun 1 2120	Somebody at office door	It is important to our investigation to obtain an estimate of damage to infrastructure. Can you provide us such a cost estimate?	FBI Agent	Transit EOC Finance/Admin Section Chief
Jun 1 2122	Somebody at office door	We're going to need some space here in the EOC so we can do our work. If you could spare a few desks or tables so we could have a workspace out of the way. If you have a spare room or a conference space that would be even better. Can you arrange that for us? If you need to, discuss with the EOC Staff and figure out the space and resources, and then send me an email.	FBI Official	Transit EOC Logistics Section Chief
Jun 1 2124	Somebody at office door	We're going to need to send some agents to the Traffic Management Center to review and capture traffic camera footage. We will most likely also need to visit the location of the incident. Can you coordinate this?	FBI Official	Transit EOC Operations Section Chief
Jun 1 2125	Somebody at office door	Due to the sensitive nature of this investigation, we are going to need to have tighter control of what information is going out to the public. Please email me your thoughts on this.	FBI Official	Transit EOC Public Information Officer
Jun 1 2127	Popup message	As the night shift EOC, make sure you are updating your position log. When the day staff comes back, we want them to have good notes.		All (Transit EOC)

DEMOBILIZATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 0902	Somebody at office door	Please develop an EOC demobilization plan to be implemented as soon as practical. It looks like we can go back to duty officer status and close down the EOC.	Exercise Control	Transit EOC Planning/Intelligence Section Chief
Jun 2 0902	Somebody at office door	It looks like we can go back to duty officer status and close down the EOC. Instruct the planning section chief to begin developing an EOC demobilization plan.	Exercise Control	Transit EOC Manager
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Please make sure to have all the EOC Staff sign out. Just attach the sign-out sheet to an email to the Agency Executive.	Exercise Control	Transit EOC Logistics Section Chief
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Make sure to open and begin filling out the cost accounting form.	Exercise Control	Transit EOC Finance/Admin Section Chief
Jun 2 0915	Popup message	Your input is very important to the continues development of this tool. As a final step in this exercise, please complete a hotwash form to let the exercise designers know how they can continue to make this tool and exercise experience better.		All (Transit EOC)
Jun 2 0920	Somebody at office door	Great job today! Each of you in this EOC definitely made a difference in this response. Let's go get some rest. On our way out, let's make sure that EOC Plans has all our documentation and Finance has all procurement, contract and cost information they need. Please be safe on your way home and thank your families too for their sacrifice the last 24 hrs.	Exercise Control	All (Transit EOC)
Jun 2 0921	Popup message	Thank you for participating in this exercise today! If you have any questions about the system, please email emst.support@train-emst.com		All (Transit EOC)

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Contagious Disease

Version: TEAM

Generated: Jun 11 2019 - 11:36 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Getting Started (image)</p> <p>Purpose of this exercise:</p> <p>The following scenario exposes you to the steps required for containing the spread of a very contagious disease.</p>		
Jun 1 0900	Important information	<p>Tips</p> <p>When everyone is ready, the facilitator or host will begin the exercise. (image)</p> <p>As you proceed with exercise play, watch for highlighted buttons. They indicate new information is available. When receiving new information, you may be asked to complete one or more tasks. Organization charts and other ICS Forms are available in the Forms library on the left hand side of your screen.</p>		All (Transit EOC)

PRE EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
		<p>Official Announcement</p> <p>Breaking: Official Announcement</p>		
Jun 1 0901	Add main story to web site.	<p>As most have heard by now, outbreaks of H1N1 has been growing in number and severity around the world. So far, it appears that several thousand have died from the disease.</p> <p>Today, the Alabama public health officer took the step of declaring a public health emergency in order to mobilize additional resources to respond in the state. He also issued a so called "social distancing" guidance aimed at reducing the spread of disease in the state.</p>		All (Transit EOC)
Jun 1 0903	Phone call is being received.	This is Player Name . I just heard about the state public health emergency. What does this mean, how can H1N1 affect us and what should we do about it?	Transit Agency Executive	Transit Emergency Manager
Jun 1 0906	New email message	(IF SIMULATED Transit Emergency Manager) Mobilize Transit EOC Staff - We are activating the Transit EOC as of 0906 hours. Please deploy to positions.	Transit Emergency Manager	Transit EOC Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 1 0907	Phone call is being received.	How will the public health emergency declaration for H1N1 affect transit operations?	Reporter	Transit Emergency Manager
Jun 1 0907	Phone call is being received.	We're getting several calls from operators wanting to know about protection from H1N1 . Will we provide gloves and masks? Should we try to isolate sick people in transit? Will we refuse transit to sick people?	Transit Control	Transit Emergency Manager

INITIAL EOC ACTIVATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1001	Popup message	Emergency Management Support has transferred to the EOC.		Transit Emergency Manager, Transit EOC Manager
Jun 1 1009	Phone call is being received.	Hi, this is Player Name at Radio 810. We're doing a story on the H1N1 outbreak. How is public transit going to be affected?	Station Operator 5	Transit EOC Public Information Officer

Jun 1 1010	Popup message	Be sure to collect the latest incident information and maintain an EOC Situation Report (SitRep)		Transit EOC Planning/Intelligence Section Chief
Jun 1 1010	Phone call is being received.	When operators start staying home, do we limit operations or implement overtime? What would the cost of overtime likely be?	Transit Agency Executive	Transit EOC Manager
Jun 1 1012	Phone call is being received.	What happens if significant operators stay home from work? Do we find other drivers, reduce routes or both? Which routes do we reduce first?	Transit Control	Transit EOC Operations Section Chief
Jun 1 1013	Popup message	Be sure to carefully implement emergency contracting and EOC cost accounting to better ensure compliance and cost recovery.		Transit EOC Finance/Admin Section Chief
Jun 1 1014	Phone call is being received.	What should we tell our employees about staying healthy? Should we place hand sanitizer and maybe even masks out? Should we increase cleaning schedules to make sure door knobs and handles are clean?	Human Resources	Transit EOC Logistics Section Chief
Jun 1 1015	Phone call is being received.	Hi, I'm Player Name with RESOURCE_ORGANIZATION. We have a RESOURCE_NAME available and would like to help.	Resource	Transit EOC Logistics Section Chief
Jun 1 1015	Phone call is being received.	Need talking points Transit - I need talking points for the media and meetings with other leaders. Can you please summarize how we see this incident and what we are doing about it?	Transit Agency Executive	Transit EOC Public Information Officer
Jun 1 1018	New email message	(IF SIMULATED: Transit EOC Logistics Section Chief) - Resource Offer - We just received a resource offer TO_DO: RESOURCE_AVAILABLE. Point of Contact: Player Name , RESOURCE_ORGANIZATION.	Transit EOC Logistics Section Chief	Transit EOC Operations Section Chief
Jun 1 1020	Popup message	Be sure to keep your position logs updated to adequately document all EOC activity.		All (Transit EOC)
Jun 1 1025	New email message	Cost Recovery Inquiry - Hi, my name is Player Name and I'm working in the Autauga County EOC's Finance/Admin section. We're planning for the possibility of declaring a local emergency and requesting state and federal assistance. If we do, the state is going to ask about our response and possible overtime costs. Can you give an estimate?	EOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
Jun 1 1026	New email message	(IF SIMULATED: Transit EOC Finance/Admin Section Chief) - EOC Cost Tracking Guidance - Now that we're activated for an emergency, it's important to carefully keep track of all costs. Please help us ensure that all direct and indirect costs associated with this emergency are captured. You can keep us informed by calling us or sending us an email. We'll be compiling expenditure information for this emergency every 24 hours.	Transit EOC Finance/Admin Section Chief	All (Transit EOC)

SITUATION REPORTING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1102	Phone call is being received.	Local emergency proclaimed and request for assistance (Transit) - This is Player Name , Transit agency representative at incident command. I'm going to be staying late here, incurring overtime charges and may need to make a couple of equipment/ supply purchases in the field. How should I charge all of this?	Transit Representative	Transit EOC Finance/Admin Section Chief
Jun 1 1102	Popup message	Make sure that Transit EOC Planning/Intelligence Section Chief is developing a SITREP. Once they upload it, the other sections should begin filling out their slides for the upcoming Action Planning Meeting.		Transit EOC Manager
Jun 1 1105	Popup message	Be sure to continue keep your position logs updated.		All (Transit EOC)
Jun 1 1105	Somebody at office door	Transit EOC Planning/Intelligence Section Chief is scheduling an Action Planning Meeting for 1205 and finalizing the SitRep. Make sure you gather priorities for the EOC to accomplish. Send these to each of the section chiefs so they can come up with objectives for the Action Plan.	Exercise Control	Transit EOC Manager
Jun 1 1108	Somebody at office door	How are things going? Are we doing a good job of keeping the public informed? Please email me some talking points right away. I may be attending a joint press conference soon.	Transit Agency Executive	Transit EOC Public Information Officer
Jun 1 1110	New email message	(IF SIMULATED: Transit EOC Manager - EOC Priorities for the Action Plan - Here are the priorities that we need to accomplish. Please address these when you fill out specific objectives for your section slide in the Action Planning Meeting. EOC Priorities: - Protect health and safety TO_DO: TRANSIT EOC PRIORITIES. This is when the EOC Manager is simulated	Transit EOC Manager	All (Transit EOC)
Jun 1 1112	New email	(IF SIMULATED: Transit EOC Planning/Intelligence Section	Transit EOC	All (Transit EOC)

	message	Chief) - Action Planning Meeting #1 - We have an Action Planning Meeting coming up at 1205 Please make sure to fill out your Section's slide for the meeting. Include section specific objectives that address the EOC priorities.	Planning/Intelligence Section Chief	
Jun 1 1140	Popup message	An Incident Action Planning Meeting will occur in 20 minutes. If you have not already, please develop EOC Section slides for the meeting.		Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief

ACTION PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1201	Popup message	The Action Planning Meeting will begin in a few minutes. Make sure that you are ready to summarize the objectives discussed in this meeting to form an Incident Action Plan.		Transit EOC Planning/Intelligence Section Chief
Jun 1 1210	Somebody at office door	EOC Manager:Please finalize the EOC Action Plan. Be sure to summarize the objectives from the Action Planning Meeting. Send the form to the EOC Manager.	DOT Agency Executive	Transit EOC Planning/Intelligence Section Chief

STRATEGY AND TACTICS

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1301	Popup message	FACILITATOR NOTE: This time segment is reserved for an optional Strategy and Tactics meeting. Because of the specific nature of this meeting, it may fall outside of the scope of this training exercise. There is no tasking that will be missed by skipping to the next time segment. If the exercising organization would prefer to hold this meeting, they can do so now.		Facilitator

EXTENDED OPS PLANNING

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 1703	Phone call is being received.	This is the Agency Executive. Can you give me a situation brief?	Transit Agency Executive	Transit EOC Manager
Jun 1 1705	Phone call is being received.	Transit PLANS_TASK - This operation looks like it is going to last a while. SOMETHING_FOR_PLANS_TO_DO	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Jun 1 1706	Phone call is being received.	Need SOME_RESOURCE for extended ops - Hi, this is Player Name , the Transit Agency Rep at incident command. TO_DO: SOMETHING_FOR_LOGISTICS This should be a request for a specialist or some resource for extended operations.	Transit Representative	Transit EOC Logistics Section Chief
Jun 1 1708	Phone call is being received.	Transit Cost accounting form - Now that things have settled down a little bit, take some time to begin filling out a cost accounting form.	Transit Agency Executive	Transit EOC Finance/Admin Section Chief
Jun 1 1710	Phone call is being received.	Hi, this is Player First Name from WKTV Action News . TO_DO: Question for TRANSIT PIO	Reporter	Transit EOC Public Information Officer
Jun 1 1715	Somebody at office door	It's time to start planning for a night shift. It looks like we're going to be activated for a while. Let's get replacement EOC staff for tonight so people here can get some rest and come back in the morning.	Exercise Control	Transit EOC Manager
Jun 1 1716	New email message	(IF SIMULATED: Transit EOC Manager) - Night Shift Staffing - It looks like we're going to be activated for a while. We're going to need to bring in a night shift so people here can get some rest tonight and come back in the morning. Please develop a staffing plan for tonight and let the EOC sections know we'll be doing a shift change at 12 hr. intervals.	Transit EOC Manager	Transit EOC Logistics Section Chief
Jun 1 1718	New email message	(IF SIMULATED: Transit EOC Logistics Section Chief) - Shift Change - Shift changes will occur every 12 hours until further notice. Shift change will start with the night shift EOC at 2100.	Transit EOC Logistics Section Chief	All (Transit EOC)
Jun 1 1720	Popup message	Remember to keep your position logs updated, especially since we're getting ready for a shift change. We want those who come in tonight to have the benefit of our great notes. Also, in a few minutes, you will fill out a Shift Change Brief slide to summarize important information for your replacement.		All (Transit EOC)

SHIFT CHANGE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Operations Section Chief. You are responsible for coordinating support for all incident objectives and maintaining communication with all cooperating agencies. If the field needs something let's provide it as best as we can. If a problem arises, let's solve it as soon as we can. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Operations Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Finance and Administration Section Chief. You are responsible for managing all contracting, fiscal policy and cost accounting for this incident. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Finance/Admin Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Logistics Section Chief. You are responsible for filling resource requests like personnel, equipment, facilities, supplies, communications, and even food. Sometimes you will receive a prioritized resource request to fill from the EOC Operations Section. Other times you'll just need to fill an order for the EOC. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Logistics Section Chief
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Public Information Officer. You'll be responsible for monitoring information about the incident, managing our interaction with the media and coordinating all public messaging. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck, let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Public Information Officer
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Manager. You and your team are responsible for supporting incident command and cooperating agencies with information, resource management and, if necessary, adjustments to department policy. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about. You know the role. Nobody likes surprises.	Transit Agency Executive	Transit EOC Manager
Jun 1 2102	Somebody at office door	Welcome to the night shift. You are serving as EOC Plans and Intelligence Section Chief. You are responsible for collecting, analyzing and sharing information about the incident as best as you can. You'll also be keeping a record of what happened here and facilitating our planning meetings. Sometimes, we might even be asking you to help us work through a tough problem. There's a lot to this job, but I'm sure you can do it and we need your expertise. There will be an in-briefing at 2110 to review section slides left by the day-shift. Good luck and let me know if anything comes up I need to know about.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Jun 1 2105	Popup message	As the incoming EOC Logistics Chief, please ensure all EOC staff complete the sign-in sheet for the night shift.		Transit EOC Logistics Section Chief
Jun 1 2105	Somebody at office door	(IF SIMULATED: Transit EOC Logistics Section Chief) - Thanks for filling in for the night shift EOC. Please complete the EOC sign-in sheet.	Transit EOC Logistics Section Chief	All (Transit EOC)
Jun 1 2118	Realistic radio message	Transit EOC, this is the replacement Transit Representative at incident command with a radio check, please acknowledge.	Transit Representative	All (Transit EOC)
Jun 1 2127	Popup message	As the night shift EOC, make sure you are updating your position log. When the day staff comes back, we want them to have good notes.		All (Transit EOC)

DEMOBILIZATION

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 0902	Somebody at office door	Please develop an EOC demobilization plan to be implemented as soon as practical. It looks like we can go back to duty officer status and close down the EOC.	Exercise Control	Transit EOC Planning/Intelligence Section Chief
Jun 2 0902	Somebody at office door	It looks like we can go back to duty officer status and close down the EOC. Instruct the planning section chief to begin developing an EOC demobilization plan.	Exercise Control	Transit EOC Manager
Jun 2 0905	Somebody at office door	It looks like we will be demobilizing soon. Please make sure to have all the EOC Staff sign out. Just attach the sign-out sheet to an email to the Agency Executive.	Exercise Control	Transit EOC Logistics Section Chief
Jun 2 0905	Somebody at	It looks like we will be demobilizing soon. Make sure to open and	Exercise Control	Transit EOC Finance/Admin

	office door	begin filling out the cost accounting form.		Section Chief
Jun 2 0915	Popup message	Your input is very important to the continues development of this tool. As a final step in this exercise, please complete a hotwash form to let the exercise designers know how they can continue to make this tool and exercise experience better.		All (Transit EOC)
Jun 2 0920	Somebody at office door	Great job today! Each of you in this EOC definitely made a difference in this response. Let's go get some rest. On our way out, let's make sure that EOC Plans has all our documentation and Finance has all procurement, contract and cost information they need. Please be safe on your way home and thank your families too for their sacrifice the last 24 hrs.	Exercise Control	All (Transit EOC)
Jun 2 0921	Popup message	Thank you for participating in this exercise today! If you have any questions about the system, please email emst.support@train-emst.com		All (Transit EOC)

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Earthquake

Version: TEAM

Generated: Jun 11 2019 - 11:37 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 1000	Bulletin	Incident Command System		All (Transit EOC)
Jun 2 1000	Bulletin	Class of Hazard	Exercise Control	All (Transit EOC)
Jun 2 1000	Bulletin	Incident Management Organization	Exercise Control	All (Transit EOC)
Jun 2 1000	Bulletin	Emergency Operations Plan Development	Exercise Control	All (Transit EOC)
Jun 2 1000	Important information	Introduction		All

EARTHQUAKE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 1004	Add main story to web site.	<p>Earthquake Registers 7.4 on the Richter Scale (image)</p> <p>Early this morning an earthquake registering 7.4 on the richter scale struck the area, destroying thousands of buildings, both residential and commercial. Roads were damaged as well, causing many of the city's roads to be virtually unpassable. The 7.4 measurement renders a description of "Major" based on a U.S. Geological Survey. According to historical data, earthquakes described as "major" occur approximately 15 times a year, happening mostly in the ocean. The last "major" earthquake to strike civilization was the Oaxaca, Mexico Earthquake in 2012. The National Guard as well as FEMA have been notified of the situation and are said to be en route to the scene to offer their assistance. Figures on that number of deaths resulting from this earthquake and damage estimates are not yet available, but estimations for both are high.</p>	Exercise Control	All (Transit EOC)
Jun 2 1005	Tv	Breaking News		All (Transit EOC)
Jun 2 1005	New email message	Schedule Planning Meeting - Since you already have your team at the EOC site for training, schedule a Planning Meeting that focuses on the earthquake response, being an initial damage assessment, and then formulate an Initial Action Plan, before leaving and then release your staff to check on their families, homes, properties, etc. Have them return tomorrow at 0800 hours.	Incident Commander	Transit Emergency Manager

PLANNING MEETING 1

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 2 1034	Tv	Continuing Coverage of Earthquake		All (Transit EOC)
Jun 2 1034	New email message	Damage Report - Transportation in and out of Tampa is severely disrupted. Following are the major arteries that have been affected. The list of secondary arteries is too long to include in the report. Between debris, road buckling, water and gas main breaks, ground travel in the metro area is very difficult.\n\n--The I-75 has collapsed\n\n--The Veterans Expressway has sustained some damage but remains passable\n\n--The I-4 has collapsed\n\n--The US-19 has collapsed\n\nAll airports in the metro area are out of service with runway damage and communication outages\n\nThe state is requesting any assistance possible with reopening the airports. The state feels it is imperative that the airports be reopened as soon as possible.	NG SEOC LNO	Transit Emergency Manager
Jun 2 1035	Phone call is being received.	Recall Numbers Low - Our employee recall numbers are averaging around 30% right now. Please request that any staff you will need through out the response report for duty immediately or give them a time to report. Contacting these persons immediately will give you a better picture of how much manpower you really have for this recovery, since some may be injured or unavailable.	Senior Leadership	Transit EOC Logistics Section Chief

SHIFT BRIEFING 1

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 3 0800	Publish Meeting slides	Shift Change Briefing 1		All (Transit EOC)

DAY 2 RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 3 0830	Tv	Continuing Coverage - Various Damages		All (Transit EOC)
Jun 3 0832	New email message	Acceleration Values - Your map should show you areas affected by the Earthquake and their corresponding acceleration values. Damage Reports are showing the following trends: Acceleration values 0-10 assume no bridges damaged, 10-20 assume 20% of bridges damaged, 20-30 assume 40% of bridges damaged, 30-40 60% of bridges damaged, over 40 assume 80% damaged.	State Emergency Manager	All (Transit EOC)
Jun 3 0833	Phone call is being received.	Yard Inaccessible - Since I-75 has collapsed, our yard is virtually inaccessible and thus we cannot offer any resources. We have a total of 53 city transit buses here, but we have not done a maintenance check on them yet.	Bus Yard	Transit EOC Operations Section Chief
Jun 3 0834	Somebody at office door	The telephone tower nearest to us was damaged in the Earthquake. Do you know where I can retrieve a Satellite Phone to stay in contact with you during the Response and Recovery Phase? I'll need to know how many evacuees you are sending to us and when.	Shelter Staff	Transit EOC Logistics Section Chief

Hospitals Over-Crowded

Hospitals throughout the city are functioning at low percentages this week due to an extreme overcrowding combined with a lack of essential resources. Since the earthquake, many civilians have flocked to Emergency Medical Centers with serious and superficial injuries alike.

One man, Richard Frye, 51, has been working as a local Emergency Room nurse for 25 years and says he's never seen anything like it. He states, "We are low on everything, beds, linens, blood for transfusions, you name it. I have been working in the medical industry for decades and I have never seen it so chaotic. It's understandable, people are scared and in hospitals they feel safe, but we need to reserve what little resources we have left for the seriously injured."

As it stands, Mercy Hospital just outside city limits is resting at a 3:1 patient to bed ratio. They are also in need of fuel to keep back up generators operating effectively. Administrative Assistant Martha Greenblight, 41, tells us that "Without the generators we will lose power, and that will result in more complications for an already complicated situation. And it's not like we can just transfer patients to another hospital if the power goes out, we don't have the human resources to do that and other hospitals are over-crowded too, in fact right now only 2 of the hospitals in the area are functioning at greater than 50% ."

City officials are urging civilians to only report to the hospital if absolutely necessary. A statement released earlier today reads that "They aren't turning anyone away at this stage, but that's where it's headed if Emergency Rooms continue to be flooded with people who have cuts and scrapes. Previously scheduled procedures have been reassessed on a need-to-operate basis in order to conserve bed space for the seriously injured. Many patients have even been transferred to Special Needs Shelters until the rest of the hospitals in the area can be repaired." Medical Centers in the tri-state area have been contacted in hopes of obtaining the necessary resources that are running low in nearby hospitals. In order to help, please visit our website and find out where you can safely donate blood to those in need.

Jun 3 0834	Add main story to web site.	Exercise Control	All (Transit EOC)	
Jun 3 0834	New email message	Press Release for Mayor - Please develop a press release for the Mayor. He wants to make a statement about Shelter locations and availability of public transit. Please reply to this email with a version of the Press Release by 0930. He wants to make his statement at 1000 hours.	Public Affairs (ESF 15)	Transit EOC Public Information Officer
Jun 3 0836	New email message	Transporting Patients to Shelter - We have approximately 620 patients who we need to move to a special needs shelter to make room for incoming patients with more severe injuries. With only 2 hospitals remaining open, us being one of them, space is very limited. Can you send me some paratransit and transit vehicles? Are their any medical volunteers that can ride with the passengers to the Special Needs Shelter?	State Emergency Manager	Transit EOC Logistics Section Chief
Jun 3 0838	New email message	Account for Special Needs Passengers - Please make sure Operators account for all passengers who are of age or who have	Public Safety and Law Enforcement (ESF 13)	Transit EOC Operations Section Chief

		disabilities. Use a list to make sure each individual is accounted for.		
Jun 3 0838	Phone call is being received.	Designated Contact - I have notified those in charge of the Emergency Alert System that you will be their designated contact for all press releases for the Transit Agency. They will be calling you shortly to ask you what you want to say in the upcoming Emergency Alert Notifications featured on television and radio.	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
Jun 3 0839	Phone call is being received.	National Guard Soldiers Arrived - The National Guard soldiers have arrived and are setting up temporary housing facilities. Please let me know if you need them to assist your agency in anything.	NG SEOC LNO	Transit Emergency Manager
Jun 3 0839	Phone call is being received.	Are there any private providers under contract that will assist in the response phase?	SEOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
Jun 3 0840	New email message	Evacuation Pick Up Sites - What are your plans for civilians without their own means of transportation? Can the buses pick them up from their homes or do they have to get to a standard pick-up location in order to get to shelters?	SEOC Planning Staff	Transit EOC Operations Section Chief
Jun 3 0842	New email message	Maintenance Planning - Plan for maintenance needs, including tires, fuel, wrecker service, and maintenance support. The agency's insurance carrier should be consulted about coverage limits in an emergency.	SEOC Transportation (ESF 1)	Transit EOC Finance/Admin Section Chief
Jun 3 0844	Phone call is being received.	Overtime Requirements - Some drivers are asking me to assure them that they will get paid overtime if they work during the evacuation in addition to their regular schedule. I guess some of them have been denied overtime in the past. What should I tell them?	Transit Control	Transit EOC Finance/Admin Section Chief
Jun 3 0845	Somebody at office door	I assume you're establishing a feeding schedule for public transit operators. Are any outside agencies incorporated in this schedule?	SEOC Planning Staff	Transit EOC Logistics Section Chief
Jun 3 0845	New email message	Required Records - The state is going to want impeccable records for every EOC in activation right now. Please make sure to gather records associated with the Emergency. That includes messages received, actions taken, requests filled, and a list of the EOC personnel on duty	SEOC Planning Staff	Transit EOC Planning/Intelligence Section Chief
Jun 3 0845	Phone call is being received.	Do you have the recall percentages for your department yet? I hope they are better than ours are.	Senior Leadership	Transit EOC Logistics Section Chief
Jun 3 0846	New email message	Medical Equipment Available - We have 300 respirators, 250 dialysis machines and plenty of antibiotics and generic medication that were not damaged in the earthquake. Since our hospital suffered severe infrastructure damage, we are not functional but we are willing to donate these materials to shelters for the duration of the response and recovery. Can you send us some Cargo trucks to transport these donations to Special Needs Shelters?	State Emergency Manager	Transit Emergency Manager
Jun 3 0847	Phone call is being received.	Officers Available - I have approximately 300 officers who can assist your department in the response and recovery phase. Is there anything you would like them to do?		Transit Emergency Manager, Transit EOC Operations Section Chief
Jun 3 0848	Phone call is being received.	What would you like us to say in our Emergency Notification? It will be airing on television and local radio, and texted to registered numbers. - The Emergency Alert should: 1. Provide timely information about the hazard. 2. State what to do to reduce loss of life, injury, and property damage. 3. State the consequences of not heeding the warning. 4. Provide feedback	State Emergency Manager	Transit EOC Public Information Officer
Jun 3 0850	Phone call is being received.	Rest Areas Open to Operators - How many rest areas will be open to Operators? Evacuation work is mentally and physically draining. Operators need regular breaks if the work lasts more than a few hours. Enact a rest-and-rotation schedule if the evacuation continues beyond a normal shift.	Union President	Transit EOC Logistics Section Chief
Jun 3 0851	New email message	Bridges to Undergo Safety Checks - I am sending out some DOT reps to do safety checks on the bridges that are still standing. Please do not have your transit operators use them until we tell you they are safe.	Department of Transportation	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Jun 3 0853	New email message	Request for Cargo Trucks - We have two of our animal shelters devastated by the earthquake. We can no longer house animals here. Are there any cargo trucks you could send us so that we can transfer these animals to some of our other shelters out of the range of devastation? We would need 5 trucks.	SEOC Operations Chief	Transit EOC Operations Section Chief
Jun 3 0855	Add main story to web site.	Cellular Towers Destroyed by Earthquake Damage to microwave dishes and other vital parts of the communications infrastructure of the Midwest have resulted in	Exercise Control	All (Transit EOC)

limited communications capabilities. According to Global Security protocol, cellular telephones are essential during the response phase of a disaster assistance mission. Disasters such as hurricanes and/or earthquakes can destroy or damage cellular telephone towers. Cellular networks have also become saturated with high traffic after the earthquake struck. Similarly, A 90-percent blockage of the cellular telephone network was experienced following Hurricane Andrew. State official Bill McKinlay tells us that, "There is in effect a communications plan that establishes telecommunications responsibilities and procedures. It is the National Plan for Telecommunications Support in Non-Wartime Emergencies. It is part of the Federal Response Plan (FRP)." Damage to cellular towers has become an increasingly detrimental problem over the past few years as many households have forgone their landlines for cheaper cell phone plans, making communicating with loved ones after such a disaster far more difficult. Similarly to roadways and port facilities, cellular towers will be immediately repaired when it is deemed safe for construction workers to resume activity.

Jun 3 0857	Phone call is being received.	Rumors - There are some rumors out there about people without identification being denied access to evacuation buses. We haven't received any direct complaints from civilians nor any confirmation of these rumors. If this is brought to your attention, please notify me.	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
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Civilians Growing Restless Without Water
 For a few days now, more than a million people have been without water due to ruptured water mains and power outages across the region. This affects some of the most common household appliances and luxuries such as bathtubs, sinks, toilets, garden hoses, pools, etc. Though there seems to be no shortage of bottled water within communities, citizens are growing restless. Mary McAmay, 46, is a mother of four and tells us exclusively that, "It has been pure hell. My children are constantly getting dirty with all the debris lying around, and there is no way for them to clean themselves up. Luckily they are all boys, so it is more of a privilege to them than a disadvantage, but it's really starting to grate on my nerves. I am just craving some form of normalcy. Power, water, anything." Mary is not alone in her worries either. Paul Jones, 36, says that this earthquake really has him shaken up, no pun intended. "I'm from South Florida, so I am used to hurricanes and sometimes even tornadoes, but there was absolutely no warning for this disaster. Usually before a hurricane hits you have time to fill up all the bathtubs in the house, just in case you do run out of water. No one could take any precautions because there was absolutely no indication of what was going to happen, at least from my perspective." This is often the problem with earthquakes. No prior indication before the disaster leaves the public completely susceptible to all the inconveniences a natural disaster can bring about. According to Jackson Gellar, a Health and Public Affairs Professor, the only way to be prepared is to stay prepared. "If you are living along a fault line or near any other disaster prone area, it is good practice to keep some of those large 5 gallon water barrels full and in the garage or wherever you can store them, just incase. That way you have a backup supply of water for cleaning and drinking purposes. You can fill them up at nearly all grocery stores, and it is cheaper than buying hundreds of water bottles." For now, the public still waits in agony for water and power to return. Until it is safe for the water main and power breakers to be repaired, these devastated communities will continue to be without what we as a society have come to revere as necessities.

Jun 3 0858	Add main story to web site.	<p>Civilians Growing Restless Without Water For a few days now, more than a million people have been without water due to ruptured water mains and power outages across the region. This affects some of the most common household appliances and luxuries such as bathtubs, sinks, toilets, garden hoses, pools, etc. Though there seems to be no shortage of bottled water within communities, citizens are growing restless. Mary McAmay, 46, is a mother of four and tells us exclusively that, "It has been pure hell. My children are constantly getting dirty with all the debris lying around, and there is no way for them to clean themselves up. Luckily they are all boys, so it is more of a privilege to them than a disadvantage, but it's really starting to grate on my nerves. I am just craving some form of normalcy. Power, water, anything." Mary is not alone in her worries either. Paul Jones, 36, says that this earthquake really has him shaken up, no pun intended. "I'm from South Florida, so I am used to hurricanes and sometimes even tornadoes, but there was absolutely no warning for this disaster. Usually before a hurricane hits you have time to fill up all the bathtubs in the house, just in case you do run out of water. No one could take any precautions because there was absolutely no indication of what was going to happen, at least from my perspective." This is often the problem with earthquakes. No prior indication before the disaster leaves the public completely susceptible to all the inconveniences a natural disaster can bring about. According to Jackson Gellar, a Health and Public Affairs Professor, the only way to be prepared is to stay prepared. "If you are living along a fault line or near any other disaster prone area, it is good practice to keep some of those large 5 gallon water barrels full and in the garage or wherever you can store them, just incase. That way you have a backup supply of water for cleaning and drinking purposes. You can fill them up at nearly all grocery stores, and it is cheaper than buying hundreds of water bottles." For now, the public still waits in agony for water and power to return. Until it is safe for the water main and power breakers to be repaired, these devastated communities will continue to be without what we as a society have come to revere as necessities.</p>	Exercise Control	All (Transit EOC)
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Jun 3 0859	New email message	Separate Evacuation Logs - Have drivers turn in separate evacuation logs, which will help with reimbursement and quantify the level of support provided.	SEOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
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Jun 3 0901	Add main story to web site.	<p>Lots of Sirens, but Where are the Trucks? (image) After the earthquake hit, hundreds of people undoubtedly called for the assistance of emergency vehicles. However, the number of those emergency medical service vehicles actually roaming the street has continued to dwindle this week. The city reports that dozens of trucks were damaged to the point of no longer being functional, so much so that the wait for an emergency service vehicle is nearly unbearable. Michael Burns has been an EMT in the city for 13 years. He tells us exclusively that "Usually only two servicemen ride in ambulance on the way to a scene, but since the earthquake we have been packing four or five service men in incase we need to</p>	Exercise Control	All (Transit EOC)
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leave one or two behind with patients so that we can transport others to the hospital and then come back for the rest." It's not just ambulances either, fire trucks were damaged beyond use in the earthquake as well. This lack of vehicles only compounds upon the fact that since the city is and has been without water for several days, fire hydrants are for the most part useless, leaving firemen to depend on water tank trucks, which are of course, scarce at this time. Spokesman for the city, Allen Kuhn released a statement telling us that, " Only 16% of fire and emergency medical services are functioning at greater than 50% at this time. We have contacted other servicemen in the tri-state area in an attempt to procure more vehicles and manpower. We also urge any privatized ambulances to please come forth and volunteer in this desperate time of need for our city." There is no word yet on when more service vehicles could arrive and the wait for an emergency vehicle is still rising.

Jun 3 0902	Tv	Hospital Reports		All (Transit EOC)
Jun 3 0905	Phone call is being received.	FEMA Arriving - FEMA will be arriving in 36 hours, bringing 300 trailers with them. We are going to have them set up the trailers in an easily accessible area, so that evacuees can be transported from the temporary shelters to the trailers quickly and efficiently	State Emergency Manager	Transit Emergency Manager
Jun 3 0908	Phone call is being received.	Schedule Planning Meeting - Please schedule your next planning meeting for 9:30 a.m.	State Emergency Manager	Transit Emergency Manager

PLANNING MEETING 2

TIME	TYPE	DESCRIPTION	FROM	TO
SHIFT CHANGE BRIEFING 2				
TIME	TYPE	DESCRIPTION	FROM	TO
Jun 4 0730	Publish Meeting slides	Shift Change Briefing 2		All (Transit EOC)

DAY 3 RESPONSE

TIME	TYPE	DESCRIPTION	FROM	TO
13 Year Old Boy Dies Waiting for Ambulance (image)				
Jun 4 0800	Add main story to web site.	Ron Freeman, 13, died early Saturday morning waiting for an ambulance to arrive to his mother's house at 347 Park Street. Ron died of an allergic reaction to nuts, one he and his mother were well aware of. His mother, Celia , 44, tells us that they had known about the allergy forever, but used his last EPI-pen earlier this week." I make sure that he never eats nuts, but lately the neighbors have been coming together and helping each other out by pot lucking because no one can go to the store and shop for more food." Celia is still unsure about what product Ron consumed with nuts, but says that she did the best she could keeping him breathing and alive for 25 minutes. The ambulance didn't arrive for an hour. "He died in my arms, holding my hand" Celia said. " I know that the city is doing the best they can to make more emergency service vehicles available, but it seems like they have forgotten about real life emergencies. Not every emergency is directly related to the earthquake, what if I have a heart attack later? I'm just supposed to lay down and die? " The servicemen responsible for arriving late to the scene refused to comment, but a spokesmen for the Missouri Police told us exclusively that, "This is a tragedy indeed, but the blame cannot be placed solely on the ambulance EMT's. They are doing the best they can. They are out there spending their days and nights helping others, when I'm sure they too would like to be at home with their families. It is just a sad, sad situation and my heart goes out to that whole community, and especially, the mother." Unfortunately, another similar incident could occur again, sooner rather than later, because emergency vehicle response times are still being clocked at an hour or longer.	Exercise Control	All (Transit EOC)
Jun 4 0801	Phone call is being received.	Here are the current issues we have outlined in our shift change briefing for the Infrastructure Branch: Emergency access routes cleared into damage areas, Inspection of key bridges continuing, Fuel for Emergency Generators, Buses for transportation dependent evacuees. Is there anything you would like to add?	State Emergency Manager	Transit Emergency Manager

Jun 4 0801	New email message	SEOC Incident Action Plan - I have attached our Incident Action Plan so that you are up to date with our actions as well. Please disperse this plan to your staff.	SEOC EM Planning and Information (ESF 5)	Transit Emergency Manager
Jun 4 0801	Phone call is being received.	My transit agency headquarters was severely damaged in the Earthquake. Can I use Federal Transit Administration capital funds to establish temporary facilities and acquire office equipment?	Transit Agency Executive	Transit EOC Finance/Admin Section Chief
Jun 4 0802	New email message	ETA - We will be setting up the trailers for long term housing at the fairgrounds. We should arrive in approximately 12 hours.	FEMA Coordinator	All (Transit EOC)
Jun 4 0802	New email message	Flatbed Trucks Needed - We are going to need at least 25 flatbed trucks or some other suitable vehicles to haul supplies to the fairgrounds. We will be arriving in about 12 hours. Can you have them ready for us when we arrive? Operators for the trucks will be needed also.	FEMA Coordinator	Transit EOC Logistics Section Chief
Jun 4 0803	New email message	Open Door Service - Does all service have to be 'open door'? For example, can I take a group of shelter residents to a specific location without triggering the charter rule?	Transit Control	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Jun 4 0803	Add main story to web site.	<p>Local Volunteers Clearing Highway (image)</p> <p>In the wake of this monumental Earthquake, thousands of people have found themselves without shelter. As we know, the temporary housing facilities the city had previously constructed for such an occurrence were severely damaged during the quake and are now deemed uninhabitable. However, automobiles seemed to have survived the quake and are in much better condition than most homes in the area. This would normally allow civilians to flee to other parts of the country where they have relatives or friends who can give them shelter for some time, however so much debris covers large stretches of the highway that safe travel is questionable.</p> <p>To combat this and allow civilians to safely flee the city, volunteers have been spending their days and some nights clearing the roadways. So far, volunteer Matt Foley tells us, they have sufficiently cleared about 'fourteen miles of the interstate in either direction.' This could not come at a better time, as much of the city's population has grown restless. In addition, the clearing of the interstate will eventually allow incoming assistance which has been severely hampered due to airports closures and road damage.</p> <p>According to another volunteer, Cynthia Crowley, 36, 'The biggest problem is the bridge. There's no way we volunteer's can fix that, so sometimes it makes me wonder what all this clearing is really for. But, it does help to take my mind off of the other nonsense that surrounds this Earthquake.' The bridge will undoubtedly take several weeks and/or months to repair, but the clearing of the highway does allow transportation to other state roads that will eventually lead in or out of the city, making these volunteer's efforts worthwhile.</p> <p>Thus far, the highway patrol has not deemed it 'safe' for any cars to travel in or out of the city.</p>	Exercise Control	All (Transit EOC)
Jun 4 0804	Phone call is being received.	If I borrow a vehicle, whose insurance covers the vehicle? - The transit agencies or other entities involved should communicate with their insurance companies to determine coverage of a borrowed vehicle.	Transit Representative	Transit EOC Finance/Admin Section Chief
Jun 4 0806	Incoming radio message	If someone comes to me seeking paratransit service, but does not have identification or verification of ADA eligibility, should I provide the service?	Transit Representative	Transit EOC Operations Section Chief
Jun 4 0807	Phone call is being received.	Hospital Transport - The NG Battle Captain has requested transport for 150 patients located at All Childrens Hospital Hospital. They need to be transported to the airport to be airlifted to other hospitals. Can you please send transport to All Childrens Hospital Hospital and let me know when they have been dispatched?	Public Affairs Officer (PAO)	Transit EOC Logistics Section Chief
Jun 4 0809	Phone call is being received.	We are prepared to fund transit passes for all of the evacuees that will be forced into long term sheltering. Should we:	FEMA Coordinator	Transit Emergency Manager, Transit EOC Logistics Section Chief, Transit EOC Planning/Intelligence Section Chief
Jun 4 0809	New email message	Contact Number - The Governor would like to add a contact number for your department to the most recent press release. What is the appropriate contact number?	Governor's Aide	Transit EOC Public Information Officer
Jun 4 0810	Phone call is being received.	Will I get reimbursed by FEMA for the extraordinary amount of paratransit expenses? - Transit agencies should keep records of transportation services provided to evacuees and the cost of	Bus Yard	Transit EOC Finance/Admin Section Chief

		those services, and contact your State emergency management office to make them aware of these needs		
Jun 4 0811	Phone call is being received.	Resources for Bus Yard - Many of the operators are using our station for restroom services. Can you obtain some porta-potties for us? We will need about 4. Additionally, we need more potable water and maybe some additional fans for the buses. Many operators would like to turn the air conditioning off or keep it at a more reasonable level to preserve diesel and minimize refueling.	Bus Yard	Transit EOC Logistics Section Chief
Jun 4 0811	New email message	Permit Suspension - We have suspended over-weight and over-limit permits until further notice.	DOT Representative	Transit Emergency Manager
Jun 4 0812	New email message	Collision - We have a collision of two buses with passengers on board. They collided roughly 2 miles west of Winter Valley Middle School . EMS is en route though drivers are reporting no injuries at this time. However, tow trucks are needed to remove the damaged buses from the roadways.	Transit Control	Transit Emergency Manager
Jun 4 0812	New email message	Collision - We have a collision of two buses with passengers on board. They collided roughly 2 miles west of Winter Valley Middle School . EMS is en route though drivers are reporting no injuries at this time. However, we are dispatching two additional transit buses to continue to transport the passengers to their shelter destinations. Just alerting you for your records.	Transit Control	Transit EOC Operations Section Chief
Jun 4 0816	New email message	Extra Buses - If your agency needs any extra buses, I have 54 County School Buses, 14 of which are ADA certified available though you will need to use your own vehicle operators.	School District Member	Transit Emergency Manager
Jun 4 0816	Phone call is being received.	What operating expenses can I pay for with FTA capital funds? What specifically am I not allowed to pay for with FTA capital funds? - Federal law permits areas under 200,000 in population to use all FTA formula funds for operating expenses. In urbanized areas over 200,000 in population, Federal law does not permit the use of capital funds to pay for operating expenses such as driver salaries, fuel, and non-maintenance administrative costs. Please note that maintenance costs are an eligible capital expense. In addition, up to 10 percent of your urbanized area apportionment may be used to pay for ADA paratransit operating costs.	Bus Company Manager	Transit EOC Finance/Admin Section Chief
Jun 4 0816	Phone call is being received.	Buses Cleared - The buses involved in the collision have been cleared from the roadway and the passengers all been moved to different buses. No one was injured.	Transit Control	Transit Emergency Manager
Jun 4 0817	Add main story to web site.	Wastewater Interceptors Damaged After the 7.5 magnitude Earthquake struck earlier this week, primary wastewater interceptors within the vicinity of the epicenter were severely damaged. This means that the mechanisms that are typically responsible for removing dirt, sand, oil, and grease from wastewater are incapable of doing so for the time being. Repercussions that could stem from this include but are not limited to contamination, pollution, and extreme slowing of the city's wastewater processes. Alexa Smith, 25, is a grad student studying Environmental Policy at the local university. She stresses to us that this disrupts not only the lives of citizens within the epicenter, but the ecosystem within an even larger radius. " When you change the amount of time it takes for water to be cleaned, desedimented, and recycled, you are changing the cycle that animals and plants alike have become accustomed to in the area. Sure, it disrupts human routine as well, but we do not depend on this water to the extent that the environment around us does." Fixing these broken interceptors does not come easy nor does it come cheap. For damaged facilities, steps involved in restoring service include drying out and cleaning engines and pumps; testing and repairing waterlogged electrical systems; testing for toxic chemicals and harmful bacteria that may have infiltrated pipes and plants; activating disinfection units; restoring bacteria needed to treat wastes (wastewater plants); and cleaning, repairing, and flushing distribution and sewer lines. The restoration process can take several weeks and if not done quickly and efficiently, can contaminate other sources of water within the community.	Exercise Control	All (Transit EOC)
Jun 4 0817	New email message	Situational Summary Report Needed - Please have your Planning Coordinator create a Situational Summary Report that you can check over and then send to me. Please have it to me before the end of this operational shift.	County Emergency Manager	Transit Emergency Manager
Jun 4 0819	Phone call is being received.	We received word that two transit buses collided and there were civilian casualties. What can you tell us about this?	Media Liaison	Transit EOC Public Information Officer
Jun 4 0820	New email message	Operator Down - We have an operator who passed out from dehydration here. You may want to alert your PIO incase Media	Transit Control	Transit EOC Operations Section Chief

gets a hold of this story. He is going to be fine, we have taken him to **All Childrens Hospital** and he is receiving treatment.

Lack of Water Sends Local Man Into Panic

Law Enforcement officials were sent to one residential neighborhood earlier today in response to calls claiming an elderly man was hysterical and screaming at nearby pedestrians and children. The man, Albert Hainseward, 63, appeared disheveled as he lurked outside the residence of he and his wife, screaming about the apocalypse and the contamination of water. Hainseward has been without power or running water for several days now and his wife says it just finally got to him. He is a veteran of two wars including tours in Vietnam and Cuba in the 1960's. According to his wife, the earthquake and the lack of water and power has triggered PTSD and made him unstable. "I tried to calm him down, but it wasn't my husband I was talking to. I could see fear in his eyes and that's when I called the police." Mary Hainseward tells us. "He would not harm anyone else, but I could see that the neighbors were beginning to get concerned." Hainseward was taken to the hospital for psychiatric evaluation and will likely be released after the mandatory 72 hours. According to one local psychologist, Jeffrey Gold, 43, it's a wonder there haven't been more incidents of this type of behavior since the quake. He tells us, "The way that a veteran reacts to disasters in really quite unpredictable. He or she may go into survival mode, leading themselves and others into safety, remembering all that he or she had learned and done while away at War, but there is always the distinct possibility that the similar characteristics such as lack of power, running water, and scenes of destruction can trigger repressed memories and send the vet into a state of panic, which is clearly what I would assume happened in the case of Mr.Hainseward, though I have not treated him myself." Since millions of people are without water to due power outages and ruptured water mains, it really is a wonder that more individuals have not been sent into a panic. Officials are working diligently to repair the ruptured water main and hope to have running water available as soon as power breakers can be fixed.

Jun 4 0822

Add main story to web site.

Exercise Control

All (Transit EOC)

All Airports Closed, Highways Damaged

(image)
It is to be expected that after a natural disaster transportation will be halted for a short period of time. However, today marks the fourth day in a row that all air travel in the region has been cancelled making it the longest consecutive number of days that any airports in the state of Missouri have been shut down. This means that absolutely no incoming or outgoing flights are scheduled. Moderate damage to runways and instrumental landing systems in addition to communication disruptions are cited as the reasons for the continuous closure. This makes it difficult for volunteers and experts alike to safely travel into the region and offer assistance. Even driving has become nearly impossible as bridges have collapsed and significant obstructions are hampering transit on major highways. Damages to several major freeways are also prohibiting civilians from vacating the region. Even railways have bucked and sustained moderate to severe damage. The recovery stage is in motion, despite the thousands of people still missing and injured. Repairs on the aforementioned damages to airway transit have begun, and flights are expected to resume by the end of next week. Highways and freeways will be repaired just as soon as it is safe for construction workers to begin. Until then, it is best for civilians to remain where they are and offer assistance in their own community.

Jun 4 0822

Add main story to web site.

Exercise Control

All (Transit EOC)

Jun 4 0825

Phone call is being received.

Planning Meeting 3 - Please schedule your next planning meeting for 9:30 a.m.

State Emergency Manager

Transit Emergency Manager

PLANNING MEETING 3

TIME	TYPE	DESCRIPTION	FROM	TO
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SHIFT CHANGE BRIEFING 3

TIME	TYPE	DESCRIPTION	FROM	TO
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Jun 14 0900	Publish Meeting slides	Shift Change Briefing 3		All (Transit EOC)
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RECOVERY PHASE - DAY 14

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 14 0930	Tv	Breaking News		All (Transit EOC)
Jun 14 0932	New email message	Press Release About Returning Home - Now that evacuees have started returning home, please create a statement about the renewal of regular transit operations beginning in 24 hours. Send it to me via email when you are finished.	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
Jun 14 0933	Phone call is being received.	Driver Logs - I have collected and reviewed all drivers log sheets. I will bring them back to command.	Bus Yard	Transit EOC Finance/Admin Section Chief, Transit EOC Operations Section Chief
Jun 14 0934	New email message	Collect time and expense claims - Please make sure to collect any time and expense claims from your staff.	SEOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
Jun 14 0934	Phone call is being received.	Severely Damaged Homes - There are reports of people returning to their homes to find out that their homes are too severely damaged to inhabit. They need to go back to shelters. What do you think we should do?	Bus Yard	Transit EOC Operations Section Chief
Jun 14 0935	New email message	Upcoming Agenda - Please have your staff think about any problems they foresee with restoring regular service and send their concerns to you in an email.	State Emergency Manager	Transit Emergency Manager
Jun 14 0936	Phone call is being received.	Action Logs - Please make sure your staff is completing their Action Logs before they leave.	SEOC EM Planning and Information (ESF 5)	Transit Emergency Manager
Jun 14 0937	Somebody at office door	Please fill out a hotwash form to capture lessons learned before you go off shift.	SEOC Planning Staff	All (Transit EOC)

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Hazmat

Version: TEAM

Generated: Jun 11 2019 - 11:40 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 7 1540	Bulletin	Incident Command System		All (Transit EOC)
Jun 7 1540	Important information	Important Information - Team		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1540	Bulletin	Emergency Operations Plan Development		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1540	Important information	Important Information - Individual		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1540	Bulletin	Class of Hazard		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1540	Bulletin	Incident Management Organization		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1541	Phone call is being received.	Activate EOC Immediately - There has been an incident at the bus station. I am not sure of the details yet, but the Incident Commander has contacted me and requested EOC activation. He has also requested Hazmat teams. You may want to activate now too.	County Emergency Operations Center	Transit Emergency Manager

OPERATIONAL PHASE

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 7 1551	Phone call is being received.	Possible Ammonia Spill - 911 operators received a call from the Central Station at 3:43 p.m. The caller described a small fire in the storage area. The caller was panicked and said that several cylinders of ammonia were in the vicinity of the flames. The caller	Incident Commander	Transit Emergency Manager

had attempted to remove the cylinders from the scene, but in doing so, he tipped one over and caused a spill about 50 meters from the fire. The caller is a janitorial worker in the building and says he used what little water he had left in his mop bucket to try and extinguish the fire before evacuating. The station is being evacuated and Fire, EMS, and Hazmat arrived on scene at 3:47 p.m.

Jun 7 1553	New email message	Vehicle Count - At last count 15 were at the Central Station prior to evacuation.	Bus Station Manager	Transit Emergency Manager
Jun 7 1553	Phone call is being received.	Gallons of Diesel Per Bus - Incident Command wants to know how much diesel one bus carries in order to determine the explosive potential of the buses inside the station. This is important information, as the staging center and decon site must be far enough away from any possible explosion.	County Emergency Operations Center	Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1553	New email message	Redirect - We are redirecting all busses currently in service away from the Central Station until further notice.	Transit Control	Transit EOC Operations Section Chief
Jun 7 1556	New email message	Initial Size Up - I am forwarding you the Incident Commander's Initial Size-Up and have attached his sketch of the area of operations. The following message was received from Incident Commander at 4:02 p.m. : Initial Size Up Identification of unit calling (and in command): Incident Commander John Smith Verification of location: Central Station Construction and approximate size of building: 15000 Sqare Feet, Concrete Block Construction. Occupancy and/or significant life safety hazards: Cylinder of ammonia spill, small fire Conditions found on arrival: Central being evacuated. Exposures: Two office buildings and a coffee shop Immediate actions being taken: Exposures being evacuated and doused with water to protect from any spreading fire or explosion. Any imminent hazards or special directions for incoming units: Ammonia spill, evacuees may have inhaled ammonia prior to exiting building. Signs and symptoms of ammonia inhalation can include: * Coughing * Hoarseness * Narrowing of bronchi * Narrowing of throat and swelling causing upper airway obstruction * Accumulation of fluid in the lungs * Chest pain * Runny nose * Tearing of the eyes * Impaired vision * Headache * Dizziness	County Emergency Operations Center	Transit Emergency Manager
Jun 7 1557	New email message	Joint Information Center - The Incident Commander has requested that all PIO's from any participating agencies collocate at the JIC.	Incident Commander	Transit Emergency Manager
Jun 7 1559	New email message	Hospital Notification - At the Incident Commander's request, we notified local hospitals at 3:56 p.m. to report any incoming patients who check in and are complaining of: Coughing Hoarseness Narrowing of bronchi Narrowing of throat and swelling causing upper airway obstruction Accumulation of fluid in the lungs Chest pain Runny nose Tearing of the eyes Impaired vision Headache Dizziness	County Emergency Operations Center	Transit Emergency Manager
Jun 7 1601	New email message	Buses for Evacuation - Incident Command is requesting buses to assist in evacuating any buildings in the warm zone. The two office buildings mentioned in the Initial Size Up have about 600 employees between them.	County Emergency Operations Center	Transit Emergency Manager
Jun 7 1602	Phone call is being received.	Broken Windows - The Hazmat Team has broken several windows in the room where the ammonia was spilled in an effort to ventilate the potentially explosive atmosphere.	Bus Station Manager	Transit EOC Finance/Admin Section Chief
Jun 7 1602	Phone call is being received.	Sheltering Contracts - Do you have any agreements with local lodging facilities? Many of the evacuees are presumed to be from out of town and thus have no sheltering arrangements for this evening, if they are cleared by the decontamination unit and choose not to go to any other Station.	Joint Information Center	Transit EOC Planning/Intelligence Section Chief
Jun 7 1602	Add main story to web site.	Central Evacuated This afternoon around 3:55 p.m. the Central Bus Station was evacuated and service to and from the Station has been rerouted until further notice. A spokesman for the police department said that 911 operators received a call alerting emergency personnel to a small fire in the janitorial closet and the station was immediately evacuated. However, it seems an inordinate amount of police and fire personnel have descended upon the scene, many more than a standard fire response would require. Also suspicious, is the fact that none of the evacuees have been released from the unusually large incident site as of yet. . Updates will be given as soon as they are available.		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1603	New email	Joint Information Center - The Incident Commander has	County Emergency Operations	Transit EOC Public Information

	message	requested that all PIO's from any participating agencies collocate at the JIC.	Center	Officer
Jun 7 1604	New email message	New Developments - The Incident Commander has just learned that the water inside of the mop-bucket that the janitorial worker used to extinguish the fire included small amounts bleach. The mixture of bleach and ammonia creates chlorine gas. It does not appear at this time that the ammonia and diluted bleach have come into contact.	County Emergency Operations Center	Transit Emergency Manager
Jun 7 1605	Phone call is being received.	Buses Available - We can offer up to 10 buses to assist in evacuation of the warm zone. I am sending them over with qualified operators right now.	Bus Station Manager	Transit EOC Logistics Section Chief
Jun 7 1606	New email message	DOT Involved - We have contacted the Department of Transportation and requested portable road signs to redirect traffic flow patterns away from the area near the Central Station.	County Emergency Operations Center	Transit Emergency Manager
Jun 7 1606	Tv	BusStationAmmonia1		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1606	Phone call is being received.	Evacuees - Will you be bussing the evacuees to another station so they can continue with their travels? Should I coordinate with the Station Manager?	Transit Control	Transit EOC Operations Section Chief
Jun 7 1607	Add main story to web site.	Ammonia Spill Earlier it was reported that the Central Station had been evacuated due to a small fire in the janitorial closet. Now, it has been confirmed that, in addition to the small fire which was what initially triggered the evacuation, there was an ammonia spill prompting the large emergency response and incident site. It has also been confirmed that the Local Emergency Operations Center has been activated in addition to the Transit Bureau's own Emergency Operations Center. A statement coming from the Joint Information Center set up by the Incident Commander reads: Emergency personnel responded to the Central Station this afternoon after being notified of a small fire in the janitorial closet. A station staff member was able to extinguish the fire, however in the process, accidentally spilled a large cleaning-grade ammonia container. All necessary precautions are being taken and we have been told there are no restrictions at this time for the public. Service to and from the Central Station has been suspended until further notice. Bus service outside of the incident site will continue as normal.		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 1607	New email message	Special Needs Vehicles - We were supposed to send 4 buses to the Memorial Hospital at 4:30 p.m. for Dialysis Patients. The buses are located inside the Central Station so we will not be able to send them. Please coordinate with another Bus Agency to dispatch the buses.	Bus Station Manager	Transit EOC Logistics Section Chief
Jun 7 1607	Phone call is being received.	Safe Area for Relatives - We are setting up a safe area and telephone number where potential victims' relatives can obtain information on the status of their loved ones.	County Emergency Operations Center	Transit EOC Planning/Intelligence Section Chief
Jun 7 1608	New email message	Hot Zone Expanded - The Incident Commander has decided to expand the Hot Zone due to the possibility of bleach mixing with the ammonia spill.	County Emergency Manager	Transit Emergency Manager
Jun 7 1608	New email message	Operator Found Smoking - One of your Vehicle Operators was found smoking a cigarette in near Warm Zone. This is a potentially explosive atmosphere. Please communicate to your Vehicle Operators that anyone found within the Warm or Hot Zones, especially smoking, is subject to legal action.	County Emergency Operations Center	Transit EOC Operations Section Chief
Jun 7 1608	Add main story to web site.	What is Ammonia? Ammonia is one of the most widely produced chemicals in the United States. In pure form, it is known as anhydrous ammonia. Ammonia is also produced in the human body and is commonly found in nature. It is essential in the body as a building block for making proteins and other complex molecules. In nature, ammonia occurs in soil from bacterial processes. It is also produced when plants, animals and animal wastes decay. Ammonia is a colorless highly irritating gas with a sharp suffocating odor. It dissolves easily in water to form ammonium hydroxide solution which can cause irritation and burns. Ammonia gas is easily compressed and forms a clear, colorless liquid under pressure. It is usually shipped as a compressed liquid in steel		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief

cylinders. Ammonia is not highly flammable, but containers of ammonia may explode when exposed to high heat. Most people are exposed to ammonia from breathing its gas or vapors. Since ammonia exists naturally and is also present in cleaning products, exposure may occur from these sources. The widespread use of ammonia on farms and in industrial and commercial locations means that exposure can also occur from an accidental release or from a deliberate terrorist attack. Ammonia gas is lighter than air and will rise, so that generally it does not settle in low-lying areas. However, in the presence of moisture, ammonia can form vapors that are heavier than air. These vapors can spread along the ground or other low-lying areas. When ammonia enters the body as a result of breathing, swallowing or skin contact, it reacts with water to produce ammonium hydroxide. This chemical is very corrosive and damages cells in the body on contact. Ammonia is corrosive. The severity of health effects depends on the route of exposure, the dose and the duration of exposure. Exposure to high concentrations of ammonia in air causes immediate burning of the eyes, nose, throat and respiratory tract and can result in blindness, lung damage or death. Inhalation of lower concentrations can cause coughing, and nose and throat irritation. Swallowing ammonia can cause burns to the mouth, throat and stomach. Skin or eye contact with concentrated ammonia can also cause irritation and burns. There is no antidote for ammonia poisoning, but ammonia's effects can be treated, and most victims recover. People who experience serious signs and symptoms (such as severe or constant coughing, or burns in the throat) may need hospital care. For more information, call the following numbers. Centers for Disease Control and Prevention Public Response Hotline (1-888-246-2675) Agency for Toxic Substances and Disease Registry (1-888-422-8737) Regional Poison Control Center (1-800-222-1222)

Jun 7 1610	Phone call is being received.	Possible Exposures - Several individuals are reporting itchy throats and difficulty breathing. They are being examined by EMS personnel now.	County Emergency Operations Center	Transit Emergency Manager
Jun 7 1611	New email message	Clean Up - Do you have any chemical spill clean-up procedures or contracts with any special agencies?	County Emergency Operations Center	Transit EOC Planning/Intelligence Section Chief
Jun 7 1611	Phone call is being received.	Reporting for Shifts - Several vehicle operators are asking where they should report for their shifts. They typically report to the Central Station. Where should we tell them to report?	Transit Control	Transit EOC Operations Section Chief
Jun 7 1612	Phone call is being received.	Broken All Windows - The Hazmat team has broken all windows in the room where the spill was detected to increase ventilation.	Bus Station Manager	Transit EOC Logistics Section Chief
Jun 7 1613	Phone call is being received.	Planning Meeting - Please schedule your IAP meeting for 4:30. You will need to decide how long the Central Station will need to remain closed. The Incident Commander has reported that he will be demobilizing the Hazmat Team once clean-up has commenced, and that the station should be available to resume service tomorrow morning. He will be sending a briefing our way later this evening. I will make sure to forward it to you.	County Emergency Operations Center	Transit Emergency Manager
Jun 7 1614	New email message	Evacuees Not Exposed - EMS has checked out all patients complaining of ammonia related symptoms and they have all tested negative for any threatening levels of ammonia exposure. The EMS worker said that it is quite common for individuals to experience psychosomatic symptoms during stressful situations.	County Emergency Operations Center	Transit Emergency Manager

IAP MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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DAY 1 - 8:00PM

TIME	TYPE	DESCRIPTION	FROM	TO
Jun 7 2000	New email message	Incident Commanders Final Briefing - The Incident Commander has demobilized at the scene and sent me the following report: - Hazmat has cleared the station of any ammonia contamination threat. - The Incident Commander recommends that the station remain closed to the public for the remainder of the night. However, employees may return. He suggests resuming operations as normal tomorrow morning. -No responders were injured in the response. -The ammonia spill was contained in the janitorial closet and luckily, the bleach in the mop-bucket was not enough to incite a chemical reaction resulting in chlorine gas. - Hazmat reported that the ammonia containers were improperly stored in the vicinity of combustible materials.	County Emergency Operations Center	Transit Emergency Manager

Jun 7 2000	Tv	BusStationAmmonia2		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 2002	Phone call is being received.	Night Shift Operators - The night shift of vehicle operators have arrived. Drivers whose vehicles will not be used in rotation tonight need to know where they drop off their vehicles. Can they return them to the station yet? Operators are also asking if their schedules have changed at all in the coming days.	Transit Control	Transit EOC Operations Section Chief
Jun 7 2002	New email message	Worker Hospitalized - The janitorial worker who reported the ammonia spill has been taken to Memorial Hospital for treatment for ammonia exposure. He is experiencing respiratory discomfort. These injuries are considered minor and the hospital expects him to make a full recovery. He should be released tomorrow.	County Emergency Operations Center	Transit Emergency Manager
Jun 7 2003	New email message	Non- Harmful Levels Detected - In the area where the ammonia spill occurred, Hazmat has detected a slight amount of ammonia remaining in the air. Hazmat does expect the ammonia to disperse with adequate ventilation. For safety purposes, the Incident Commander recommends closing that section of the bus station for an additional 2-3 days. This should not effect bus service in and out of the Central Station	County Emergency Operations Center	Transit Emergency Manager
Jun 7 2003	Phone call is being received.	Costs - Incident Commander reports that all products located in the storage room used by the janitorial staff have been contaminated and will need to be replaced. Can you attribute these costs to the emergency?	County Emergency Operations Center	Transit EOC Finance/Admin Section Chief
Jun 7 2005	Phone call is being received.	Statement - We are planning on making a statement regarding the wrap up of the incident site and resumption of service tomorrow morning at 5:00 a.m. Is there anything you would like to add?	Joint Information Center	Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 2006	Phone call is being received.	Resources Available - Should we send some additional buses over to transport evacuees that have been cleared by Hazmat away from the Bus Station? We can send 15 with operators.	Bus Yard	Transit EOC Logistics Section Chief
Jun 7 2006	Add main story to web site.	Employee Hospitalized The janitorial worker who reported the ammonia spill earlier today at the Central Station was admitted to the Memorial Hospital earlier this afternoon for ammonia contamination treatment. The employee did not come into contact with the ammonia, but did inhale enough of the vapors to cause respiratory complications. He was treated with an IV and will remain at the hospital overnight for observation. Thus far, he is the only victim of this accident, though hospital officials expect a speedy and full recovery.		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 2007	New email message	Returning Buses - All buses will need to be cycled through maintenance checks before they are put back into rotation once service resumes.	Transit Law Enforcement	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Jun 7 2008	New email message	Reimbursement for Passengers - Will passengers be reimbursed for bus tickets they purchased, but were unable to use today? How do they go about the process?	Bus Station Manager	Transit EOC Finance/Admin Section Chief
Jun 7 2008	Phone call is being received.	Tomorrow - Do you or your Planning Coordinator foresee any problems with resuming regular service tomorrow?	Bus Station Manager	Transit Emergency Manager
Jun 7 2011	New email message	Additional Security - Will you need any additional security for the section of the Central Station that will remain closed for the next few days?	County Emergency Operations Center	Transit EOC Planning/Intelligence Section Chief
Jun 7 2011	New email message	Reimbursement - How do I go about submitting a request for additional repair funds for the broken windows, replacing cleaning supplies, etc? What documentation do I need to provide?	Bus Station Manager	Transit EOC Finance/Admin Section Chief
Jun 7 2012	Tv	BusStationAmmonia3		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief,

				Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 2012	Phone call is being received.	Hospital Bill - Are we responsible for paying the treatment costs for the janitorial worker who was hospitalized with ammonia contamination?	Bus Station Manager	Transit EOC Finance/Admin Section Chief, Transit EOC Planning/Intelligence Section Chief
Jun 7 2012	New email message	Begin crafting an AAR - Begin preparing an after-action report, seeking comments from everyone involved. Vehicle operators are excellent sources for establishing what worked well, in addition to the identification of areas for improvement.	Incident Commander	Transit Emergency Manager
Jun 7 2012	Add main story to web site.	<p>Regular Service Resumes</p> <p>A press release issued from the Joint Information Center reveals that the Central Station will resume regular operations tomorrow morning starting at 5:00 a.m. The press release also stated that, "There were no serious injuries or fatalities recorded from this small emergency. Very little damage was done to the Central Station and interagency coordination was at the peak of performance during this time. We would all like to extend our sincere thanks to the men and women of the Fire, Police, EMS, and Hazmat departments who helped to handle this accident with the utmost efficiency."</p>		Transit Emergency Manager, Facilitator, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Jun 7 2014	Somebody at office door	Hotwash	SEOC EM Planning and Information (ESF 5)	Transit Emergency Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Hurricane

Version: TEAM

Generated: Jun 11 2019 - 11:41 AM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 9 0730	Bulletin	Incident Command System		All (Transit EOC)
Aug 9 0730	New email message	Transit EOC Activation - Activate your EOC. We are expecting Hurricane Marion to strike the coast in 36 hours.	State Emergency Manager	Transit Emergency Manager
Aug 9 0730	Bulletin	Incident Command System		All (Transit EOC)
		<p>Hurricane Marian Takes Aim (image)</p> <p>Waves spawned from Marian begin to pound the coastline.</p> <p>Hurricane Marian Takes Aim at Coast Chris Mraovich (WECS) Most coastal residents worked a full day and took a wait and see approach to Hurricane Marian. Hurricane Marian has grown into a large and powerful storm category 4 storm as it churned across the Atlantic. The five o'clock update from the National Hurricane center predicts a turn toward the East coast of Alabama. This would put Alabama at risk to experience the worst of Hurricane Marian winds. The governor and the Alabama emergency management office are urging residents to make preparations now. The Alabama Emergency Manager in a statement today said, "It is imperative that every coastal resident take steps to begin to prepare for this powerful storm. Hurricane Marian is forecasted to become as powerful as Hurricane Katrina so residents should not wait any longer to begin their preparations."</p>		
Aug 9 0730	Add main story to web site.			All
		<p>Are Landlines the Safer Choice? Since the hurricane, nearly all cellular towers have been rendered useless and likely landlines will be up and operational much sooner than cellular phone service. Darby Wallace, 32, said that as soon as the hurricane hit she was unable to use her cell phone and was left without help because she could not contact anyone. She tells us that, "I don't believe it has anything to do with the reported "high traffic" after the disaster. Even during the disaster my cell phone was completely useless. That's just an excuse the cell phone companies are using to put some of the blame on the customers." Darby also tells us that she will "immediately and definitely" be reinstalling the landline she removed from her home a few months ago. She may be wise to do so. According to comments offered by power and landline telephone companies, who are also in charge of restoring power to cell sites, landlines will continue to be restored first because "tens of millions of business and residential subscribers rely on landlines." Since other disasters, like Hurricane Katrina for example, cell phone companies have tried to appeal to the FCC and power companies themselves to try and get mobile phone connections restored prior to landline connections claiming that mobile phones are the more popular and reliable choice. Dan Frey disagrees stating, "Clearly the cell phones are not more reliable, or else we wouldn't be having this discussion at all would we?" According to the power companies, damage to the microwave dishes was not so severe that landlines cannot be restored within the next day or so. As for cell phones, it could be a while.</p>		
Aug 9 0730	Add main story to web site.			All
		<p>Evacuations Ordered (image)</p> <p>Home boarded up for protection and left behind.</p> <p>Evacuations Ordered in the Path of Hurricane Marian Steve Bialosuknia (WECS) The governor of Alabama has ordered mandatory evacuations along the East coast in the path of Hurricane Marian. Marian has grown into one of the largest and most powerful storms to threaten the East coast of Alabama on record. Should the storm strike the coast at this strength, the damage and destruction would approach that caused by</p>		
Aug 9 0730	Add main story to web site.			All

Hurricane Katrina.
 Coastal residents are boarding up, preparing their property for the impact of the storm, before evacuating. Inland, city workers and temporary employees are filling sandbags, clearing debris from storm drains, and ensuring sewage lift stations are running at full capacity in anticipation of heavy rainfall.
 Governor **Bently** has mobilized the National Guard and has declared a state of emergency. The state of emergency gives the governor and local officials the powers they will need to respond to the disaster, and includes activation of anti-gouging laws. Local authorities are rushing to finish their preparations ahead of the storm.

Coastal Counties Order Evacuations
 (image)

Gas pump wrapped in plastic to protect it from Marian's expected wrath.

All Coastal Counties Order Mandatory Evacuations
 Chris Mraovich (WECS) All **Alabama** coastal counties have ordered mandatory evacuations as Hurricane Marian approaches. Residents are taking the storm seriously as all of the roads and interstates leading from the coast are crowded with evacuees. Shelters inland are rapidly filling with coastal residents and officials are urging evacuees to seek shelter with friends or relatives. Special Needs shelters are rapidly filling up as people with medical issues heed the evacuation orders.
 Even counties just inland from the coast have issued mandatory evacuation orders for low-lying areas for the first time ever. Many inland residents have been reluctant to evacuate. Said resident Steve Borkman, "We've never flooded here. If I were in a trailer, I could see the need. But my wife wants to go, so we're going."
 Hurricane Marian is now as powerful as Hurricane Katrina. In a statement that is reminiscent of the warning before Katrina, the National Hurricane Center stated that this storm is a worst-case scenario for **Alabama**. The head of the National Hurricane Center called the governor and the emergency managers of all the coastal counties to express his concern and urge them to convey the seriousness of the storm to the public.

Aug 9 0730

Add main story to web site.

All

Aug 9 0730

Important information

Introduction

All

SITUATIONAL AWARENESS MEETING 1

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 9 0731	Tv	Hurricane Marian Track	Exercise Control	All
Aug 9 0733	Publish Meeting slides	Starts Distribute IAP 1	Transit Agency Executive	All (Transit EOC)

36 HOURS TO LANDFALL: PREPARATION

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 9 0805	New email message	Designated Gas Stations on the Evacuation Route - Please identify how many gas stations will be open for pedestrian use on the evacuation route. It will also need to be decided which gas stations will be open to solely buses.	SEOC EM Planning and Information (ESF 5)	Transit EOC Logistics Section Chief
Aug 9 0835	New email message	Current Situation - We are estimating 30000 evacuees from Alabama . Landfall is 36 hours out, so we need to move quickly. Let the planning staff know if you have any issues that you can't deal with. We will be setting up +/-200 PODs, with the NG leading the effort on that until the locals can get on their feet and take over. Coordinate with Player Name (Organization) on locations and logistics. NG will also be doing recon as soon as conditions are safe after the storm.	SEOC EM Planning and Information (ESF 5)	Transit Emergency Manager
Aug 9 0835	Phone call is being received.	We want to suspend tolls on the evacuation routes. Who has the authority to do that?	SEOC EM Planning and Information (ESF 5)	Transit Emergency Manager
Aug 9 0835	Phone call is being received.	Over-limit Permit Waivers - Providing overweight and over-limit permit waivers for drivers leaving the evacuation zone in a timely fashion is going to be imperative. Are you prepared to do so? How will you distribute these waivers?	SEOC Resource Support/Logistics (ESF 7)	Transit EOC Logistics Section Chief
Aug 9 0835	Phone call is being received.	Pre-Storm Surveys - I want aerial photographs of all bus yards located in the storms track before the storm hits. This will help us with damage assessment.	SEOC Transportation (ESF 1)	Transit EOC Planning/Intelligence Section Chief

Aug 9 0835	Phone call is being received.	Press Release POC - I have notified those in charge of the Emergency Alert System that you will be their designated contact for all press releases for the Transit Agency. They will be calling you shortly to ask you what you want to say in the upcoming Emergency Alert Notifications featured on television and radio.	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
Aug 9 0835	New email message	Bridges to Lockdown - Which bridges, if any, are going to be on lockdown during this evacuation process? Is your agency responsible for identifying these bridges?	SEOC Public Works and Engineering (ESF 3)	Transit Emergency Manager
Aug 9 0835	Phone call is being received.	Use Logs Requirements - For reimbursement purposes, I will need all transit operators participating in the evacuation process to fill out Vehicle and Equipment Record and Use Logs. Please make sure the operators are provided with these so that we can accurately track miles and maintenance so that when it comes time for reimbursement, there are as few complications as possible.	FEMA Coordinator	Transit EOC Finance/Admin Section Chief
Aug 9 0835	New email message	Civilian Transport - What are your plans for civilians without their own means of transportation? Can the busses pick them up from their homes or do they have to get to a standard pick-up location in order to get to shelters?	SEOC EM Planning and Information (ESF 5)	Transit EOC Operations Section Chief
Aug 9 0835	Phone call is being received.	Are there any private providers under contract that will assist in the evacuation process?	SEOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
Aug 9 0836	Phone call is being received.	Situational Summary Report - We are going to want a Situational Summary Report at the end of your shift. Be sure to coordinate with your Emergency Manager on this task.	EM Planning and Information (ESF 5)	Transit EOC Planning/Intelligence Section Chief
Aug 9 0836	Phone call is being received.	Situational Summary Report - How many rest areas will be open to Operators? Evacuation work is mentally and physically draining. Operators need regular breaks if the work lasts more than a few hours. Enact a rest-and-rotation schedule if the evacuation continues beyond a normal shift.	Department of Transportation	Transit EOC Logistics Section Chief
Aug 9 0837	Phone call is being received.	Bus Driver Overtime - Some drivers are asking me to assure them that they will get paid overtime if they work during the evacuation in addition to their regular schedule. I guess some of them have been denied overtime in the past. What should I tell them?	Bus Yard	Transit EOC Finance/Admin Section Chief
Aug 9 0838	Phone call is being received.	Bus Driver Availability - How many bus operators do you have available?	SEOC Operations Chief	Transit EOC Operations Section Chief
Aug 9 0839	New email message	Medical Equipment Available - We have 30 respirators, 4 dialysis machines and plenty of antibiotics and generic medication we are willing to donate to shelters for the duration of the hurricane. Can you send us some Cargo trucks to transport these to the appropriate Shelters?	Hospital Director	Transit EOC Logistics Section Chief
Aug 9 0839	New email message	Maintenance Pre-Planning - Plan for maintenance needs, including tires, fuel, wrecker service, and maintenance support, well before they are needed. The agency's insurance carrier should be consulted about coverage limits in an emergency.	SEOC Transportation (ESF 1)	Transit EOC Planning/Intelligence Section Chief
Aug 9 0839	New email message	Space for your Busses - We have enough room in our bus yard to house at least 40 of your busses. It will keep them out of harms way. We can also bus the drivers back to your area or to a designated shelter of your choice if you send them here in a timely fashion. Let me know if this will help.	Bus Company Manager	Transit EOC Operations Section Chief
Aug 9 0840	Phone call is being received.	When are you planning to evacuate special needs persons and hospitalized persons? They will likely need medical care at some point. Who is going to take care of this?	SEOC Public Health (ESF 8)	Transit Emergency Manager
Aug 9 0844	Phone call is being received.	What would you like us to say in our Emergency Notification? It will be airing on television and local radio.	Emergency Alert System Staff	Transit EOC Public Information Officer
Aug 9 0845	Somebody at office door	Are any outside agencies incorporated in this schedule?	SEOC EM Planning and Information (ESF 5)	Transit EOC Logistics Section Chief
Aug 9 0846	Phone call is being received.	Ensure Proper Records - The state is going to want impeccable records for every EOC in activation right now. Please make sure to gather records associated with the Emergency. That includes messages received, actions taken, requests filled, and a list of the EOC personnel on duty. Any staff meetings are a great place to obtain this information.	SEOC EM Planning and Information (ESF 5)	Transit EOC Planning/Intelligence Section Chief
Aug 9 0847	New email message	Request for Cargo Trucks - We have two of our animal shelters located in the evacuation zone. Are there any cargo trucks you could send us so that we can transfer these animals to some of our other shelters out of hurricane's path? We would need 5 trucks.	The American Society for the Prevention of Cruelty to Animals	Transit EOC Operations Section Chief

Aug 9 0847	Phone call is being received.	Emergency Fuel Supplies - We have people running out of gas on the evacuation routes. Do you have any emergency fuel supplies in Pinellas County that we can use?	Highway Patrol Officer	Transit EOC Logistics Section Chief
Aug 9 0847	Phone call is being received.	Transit Facts - The storm is approximately 36 hours out. Please make sure to have your Public Information Officer send their information about public transit's role in the evacuation to the Mayor as a press release will made public very soon.	Mayor's Staff	Transit Emergency Manager
Area Hospitals Stock Up				
Aug 9 0850	Add main story to web site.	Area Hospitals Stock up on Supplies and staff Sean Waldron (WECS) Local hospitals order extra food, water and medicine as local health officials began preparations for Hurricane Marian. The storm's path now has taken aim at Alabama's coast. Hospitals stocked up on supplies and medicine as they prepared for the additional patients expected because of the storm. Preparations were going smoothly today despite Marian's expected turn toward the coast. Additional portable generators were being installed as back up. Plywood was being stockpiled in case it was needed for repairs. Hospital officials are urging people who are dependent on oxygen to stock up on extra bottles. People who depend on medications are urged to pre-fill their prescriptions and store them in plastic bags. Diabetics should not freeze extra insulin. Instead, they should put extra insulin in the refrigerator. In the case of power loss, insulin should be stored in a cooler or other container that can keep it below 86 degrees Fahrenheit.		All
Aug 9 0850	Phone call is being received.	Bus 2394 Incident - Bus 2394 ran over a fallen tree limb and needs tire replacements immediately. We are sending another bus now to transfer passengers, they have approximately 60 evacuees on board, but they are causing a huge traffic jam on Interstate I-75 . Please send a technician with a tow truck as soon as possible. Can you tell your Public Information Officer to reroute evacuees planning to use that route?	Transit Control	Transit EOC Operations Section Chief
Aug 9 0853	Phone call is being received.	Contraflow for Evac Routes - We are considering implementing a contraflow for the evacuation routes. When do you think would be a good time to enforce this? We don't want to impede any drivers ability to get back into the evacuation zone for more evacuees.	SEOC Public Safety and Law Enforcement (ESF 13)	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Aug 9 0853	Phone call is being received.	Which kind of tow truck do you need?	Tow Truck Company	Transit EOC Operations Section Chief
Aug 9 0855	Tv	Hurricane Marian Poised to Hit	Exercise Control	All
Aug 9 0855	New email message	Action Log - Don't forget to fill out your Action Log for all actions you have completed thus far.	Transit Agency Executive	All (Transit EOC)

SITUATIONAL AWARENESS MEETING 2

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 11 0730	Add main story to web site.	Dawn Reveals Devastation Scott Smallback (WECS) - In Autauga County, dawn revealed a scene of "great devastation," in the words of resident Tony Morris. Debris littered the streets where the water had receded and hung from the highest parts of trees still standing. Officials have confirmed reports that "several bodies" were found at the Sleep EZ Motel, which partially collapsed during the storm. The President yesterday declared a major disaster across the state, making federal money available for recovery efforts. Autauga County EOC spokesperson Player Name said officials were advising residents to boil water, due to damage to water lines and treatment plants. As of today, all shelters in Autauga County are full. Residents whose homes were damaged enough to be uninhabitable were urged to stay with friends and relatives inland, or to go to shelters in Pasco . Coastal areas are closed, with a few residents being permitted in to see to pets or livestock left behind. Georgia Browne is one of the few who has been home to see the results. "There's just the slab," she said. "My whole neighborhood. Nothing but slabs and kindling." Toby Hatfield, who had traveled from his California home to experience a hurricane, admitted: "I got a little more than I had expected." He videotaped the rising waters and thrashing winds from the fourth floor of a parking garage near the ocean. His video showed brown, swirling water that carried trees, shrubs and other debris -- as well as a trio of brown pelicans that floated calmly on the roiling waves.		All

Aug 11 0730	Publish Meeting slides	Starts Distribute IAP 2	Transit Agency Executive	All (Transit EOC)
Aug 11 0730	Add main story to web site.	<p>Hurricane Marian Blog 1</p> <p>Hurricane Marian Blog 7 a.m. date Autauga County -- More than 350 people are being moved from a shelter at Winter Park High School in Autauga County because the roof is peeling away. When the roof was initially damaged before 2 a.m., the residents and staff members were moved from the part of the building housing the shelter to another part of the building. But with winds still building and the roof damage becoming worse, a decision was made to move the shelter's 375 occupants. No injuries have been reported.-- Robin Porter, Staff Writer 3:20 a.m. date Autauga County -- Autauga County officials pulled down the storm shutters and locked down the EOC overnight. Thus, we can't see the wind or rain outside, but we can hear it. The roof shakes and when the big gusts come; it sounds like waves are rolling over the top of the building.90 percent of residents in Autauga County are without power. The winds should only last about six more hours or so. The weather channel says it's blowing approximately 100 mph and gusting to 120. The wind meter here is broken, so I guess I'll just have to take their word for it.-- Robin Porter, Staff Writer 2 a.m. date Pinellas County -- Hurricane Marian gained strength as it roared inland, making it a Category 5 storm. The center of its eye came just before midnight. It was expected to turn to the north, a move that could devastate central Alabama.-- Associated Press 9 p.m. date-1 Pinellas County -- By 9 p.m., traffic lights along the beaches were out and increasing winds scattered debris across the roads. In Fairlane Harbor, a mobile home community along the Intracoastal Waterway, aluminum skirting shot across yards, and awnings banged against homes.Every few minutes, a cloud of neon blue light erupted over the city before dissolving into black. Officials said the fireworks were transformers blowing, as the storm battered power lines.Bridges leading out to the barrier islands were blocked by police. The bridges were to remain officially shut all night, though the police manning them would come in when the worst of the storm arrived.It would not be safe, officials said, to leave them out there.-- Jim Keuser, Staff Writer 7 p.m. date-1 Pinellas County -- After the final briefing of the day, workers inside the Pinellas County Emergency Operations Center settled in for the long wait for Hurricane Marian.Images of the hurricane filled most of the screens around the room, but on one large screen a crowd gathered to watch the Alabama State football game.One of the most interested spectators was Pinellas County Sheriff's Deputy Ross Underwood. Under different circumstances, the Alabama State grad would be in the stands, cheering on his team.However, when duty calls, duty calls.Just ask Pinellas County Deputy County Manager Roger Winchester, who had to cut short his Cancun fishing trip to ride out the storm at the EOC.- - Genni Fisher, Staff Writer 5:15 p.m. date-1 Pasco County -- "Here we go again," John Cowder chuckles and he hands down another box to his wife Carol today. They're live-aboard cruisers, docked at Autauga County's City Marina. And they were leaving behind their home, a 1969 Matthews 42-foot motor yacht, to head to safety inland at the local Motor Inn.Cowder's an old salt, as the sailors say. He's ridden out hurricanes, on land and on board, all over the Southeast, from Chesapeake Bay through South Carolina and into Florida, in his years of cruising. He knows his heavy wooden boat, what it'll take and what it won't. He's owned it since 1991."This'll be 21 hurricanes, for me," he says, plopping another box in the Radio Flyer Wagon, the cruising boater's best friend. "I'm kind of complacent about all this, by now. But Frances was the worst one I've seen, just for duration. And I don't want to be around for that. The boat'll be OK. And if it isn't, well, I'll know when we get back."-- Howard Thompson, Staff Writer 12:20 p.m. date-1 Autauga County -- The mood around the Autauga County Emergency Operations Center is calm, even though the wind is howling outside. County spokesperson Player Name said the citizen phone lines aren't even ringing.Outside, its eerily quiet. Even though the heat and humidity hang in the air, everything seems normal-the electricity is still on and the wind isn't strong enough to seem like a hurricane is on its way.Shelters across the county have reached capacity. People seem to be taking this big storm seriously.As the storm gets closer, the people in the main</p>		All

room of the EOC will spring to action. Calls reporting damage will come in from throughout the county and as soon as the conditions die down, teams will start canvassing the county assessing the damage.-- Rhoda Downs, Staff Writer

Hurricane Marian Blog 2

Hurricane Marian Blog - Day 2
7 a.m. **date**

Autauga County -- Hurricane Marian pulverized the Loving Paws nonprofit animal shelter housing 60 abandoned or abused animals in east **Autauga** County. Now founder Tammy Holland worries that she may be forced to parcel out the creatures she considers her children."Welcome to hell," Holland commented as she crawled under rubble in the mud to reach the animal cages.When Marian struck, the wood and aluminum barn collapsed, falling on cages, nearly flattening some of them. Wind ripped off the roofs of other cages, and animals were deluged. In the past seven years, the 1-acre wildlife sanctuary has survived serious setbacks. Two years ago, it was faced with a sudden eviction notice and almost closed. Raising money through educational programs, Holland has barely managed to keep her brood together.While she and about a dozen volunteers search for a new location, they are struggling to function in the hurricane's aftermath."We just faced a major disaster," Holland said. "We had been putting money aside for the move. Now we have to start over." -- Jim Keuser, Staff Writer

3:15 a.m. **date**

Pinellas County -- So far, the **Autauga** County Sheriff's Office has made three arrests for curfew violations.The latest report from **Alabama** Utility Authority says that 78 percent of customers are without power. The company has lost 22 major distribution feeders that serve portions of **Autauga** and **Pinellas** Counties, as well as areas near **I-75** and **Veterans Expressway**. If you live there, you probably aren't reading this.**ALUA** spokesman Chris Gent said, "That's not something that's going to be back in two days."Parts of **I-75** are washed out and many surface streets are flooded with as much as 10 inches of water in the road. County Chairman Walter Oberman attributed the problem, in part, to the fact that residents have blocked drainage ditches with debris.-- Howard Thompson, Staff Writer

2:20 p.m. **date-1**

Pinellas County -- As Marian struck, 911 dispatchers in **Pinellas** County took five times the daily average of calls. But Emergency personnel couldn't respond. The winds were too high; the conditions, too dangerous.One call went like this:DISPATCHER:911, police, fire, ambulance. WOMAN: I know you can't come get us. But can you tell me anything about the weather or the surge? I mean, can you give us any hope? DISPATCHER: Ma'am, the latest thing we've gotten is hurricane winds until 9 a.m., and that's for three more hours, and tropical-storm winds until noon. WOMAN: How about the surge? DISPATCHER: We don't have any records on that. We're cut off just like everybody else. We're getting information sporadically. WOMAN: I just think y'all need to know that we're probably not going to make it here.-- Jason Halstead, Staff Writer

11 a.m. **date-1**

Autauga County -- The movement of evacuees from the flooded Goldenrod Nursing Home to the special needs shelter at **Pine and Oak Care Center** is complete and workers report it went smoothly. The 80 patients, along with 30 caregivers and staff members, were moved by: 7 Coastal Area Transit vans 8 Coastal Ambulance vehicles 5 **Autauga** Fire-Rescue ambulances 20 **Autauga** County Sheriff's Office patrol cars -- Robin Porter, Staff Writer

Aug 11 0730

Add main story to web site.

All

POST LANDFALL: IMPACT ASSESSMENT

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 11 0800	Tv	Hurricane Marian Landfall	Exercise Control	All
Aug 11 0833	Somebody at office door	The generator we have on site has shut off unexpectedly. Maintenance is checking on it now, but if the power goes out we may have to switch to portable generators.	Transit Maintenance Supervisor	Transit EOC Logistics Section Chief
Aug 11 0833	New email message	Seperate Evacuation Logs - Have drivers maintain separate evacuation logs, which will help with reimbursement and quantify the level of support provided.	SEOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
Aug 11 0833	New email message	Current Status and Impact Assessment - We are doing recon in the red zone. I-75 is impassible - 200 feet of pavement is washed out and will need major repairs. Veterans Expressway and the majority of secondary roads are impassible due to debris. Debris	State Emergency Manager	Transit Emergency Manager

is composed of both trees and the remains of buildings and will require heavy equipment to move in most cases. In **Pinellas** County, the police department building and several fire stations are destroyed. Power is out. Sewage treatment is out.

Aug 11 0833	Phone call is being received.	Contraflow Info - Once the contraflow is lifted, we are going to send clearing crews to the city's major intersections and heavily travelled roads.	Department of Transportation	Transit EOC Operations Section Chief
Aug 11 0834	New email message	Operations to Resume Tomorrow - The city has requested that limited transit operations resume in 36 hours. In order to be in a position to offer any transit service, please begin to assess the status of transit facilities, and any busses still inside the city.	Mayor's Staff	Transit EOC Logistics Section Chief
Aug 11 0834	Phone call is being received.	We have learned from our sources that you are planning to resume normal transit service in 36 hours. Is this true?	Reporter	Transit EOC Public Information Officer
Aug 11 0836	Phone call is being received.	Contraflow Still in Effect - Drivers are reporting that the contraflow on evacuation routes has not yet been lifted. Can you please get in contact with the Department of Transportation and make sure they are in the process of doing so?	Transit Control	Transit EOC Operations Section Chief
Aug 11 0837	Phone call is being received.	Inquiry Concerning Toll Fee Reinstatement - We are getting requests from people wondering when the Toll fees will be reinstated. Now that we are shifting from response to recovery mode, when do you think would be a good time to reinstate the tolls?	SEOC EM Planning and Information (ESF 5)	Transit EOC Planning/Intelligence Section Chief
Aug 11 0839	Phone call is being received.	Lodging for Drivers - I have 16 transit operators willing to drive their busses back into the city, but they will need temporary housing in the city for the night. Is there anywhere we can house them for the night? It is important to get as many evacuees back into their residences and to get busses through maintenance checks in a timely fashion.	Transit Control	Transit EOC Logistics Section Chief
Aug 11 0843	Phone call is being received.	Cost of Overnight Lodging - We have 20 rooms available for your transit operators who wish to stay into the city tonight. We are going to discount the cost bringing the total to \$1,786.34. Are there any forms or documents I need to provide to your agency in order to secure this deal?	City Hotel	Transit EOC Finance/Admin Section Chief
Aug 11 0843	New email message	Upcoming Operations - I am going to give my approval to begin transporting individuals home starting tomorrow at 0730. Please remember that many peoples homes may be too damaged to live in at this point. They are going to need to be dropped off at other support facilities or stay at designated long term shelters. Please get in touch with FEMA and see what their estimated time of arrival is and when their trailers will be ready for people who have homes that are now uninhabitable.	Incident Commander	Transit Emergency Manager
Aug 11 0845	Somebody at office door	I know the plan is to resume transit operations tomorrow. Are there going to be any exceptions to this or will all regular stops and pick-ups be made?	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
Aug 11 0846	Somebody at office door	Our on site generator is back on and functioning properly.	Transit Maintenance Supervisor	Transit EOC Logistics Section Chief
Aug 11 0847	Phone call is being received.	People Without Identification - There are some rumors out there about people without identification being denied access to evacuation busses. We haven't received any direct complaints from civilians nor any confirmation of these rumors. If this is brought to your attention, please notify me before releasing a statement.	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
Aug 11 0848	New email message	Maintenance Check Update - At this point, we have cycled 55% of busses that have returned to the bus yard through the maintenance check and they are available for normal transit operations. The maintenance checks are flowing very smoothly, keep your eyes and ears open for more periodic updates.	SEOC EM Planning and Information (ESF 5)	Transit EOC Planning/Intelligence Section Chief
Aug 11 0851	New email message	Bus Yard Representative - Please assign a designated representative to the Bus Yard, so that he or she can personally collect and review all operators' log sheets before the operators are released. This way we can avoid as many errors as possible.	SEOC Finance/Admin Chief	Transit EOC Operations Section Chief
Aug 11 0852	Phone call is being received.	We heard that people were being rejected when they tried to get on the evacuation busses without any identification. Is this true? If we don't hear back from you, we are going to print with this story.	Reporter	Transit Emergency Manager, Transit EOC Public Information Officer
Aug 11 0853	New email message	Bus Yard Status - At this point, we have cycled 75% of busses that have returned to the bus yard through the maintenance check and they are available for normal transit operations.	Bus Yard	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Aug 11 0855	New email message	Contraflow Lifted - Contraflow will be lifted at 1200 hours today. Highway patrol will be monitoring all intersections that have traffic lights that are damaged from the storm.	Department of Transportation	Transit Emergency Manager

Aug 11 0857	Phone call is being received.	How many busses have cleared the maintenance check successfully at this point?	Department of Transportation	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Aug 11 0859	Phone call is being received.	Busses are Available - The 40 busses you sent us are completely safe and available for you to pick up. I am not sure how soon you will need them.	Bus Yard	Transit EOC Operations Section Chief
Aug 11 0859	Phone call is being received.	Bus Yard Status Update - I just wanted to inform you that the 16 drivers who volunteered to drive their busses back to the yard are now at the hotel you arranged for them, and their busses are going through the maintenance check now.	Transit Control	Transit EOC Logistics Section Chief
Aug 11 0900	New email message	Action Log Reminder - Don't forget to fill out your Action Log for all actions you have completed thus far.	Transit Agency Executive	Transit Emergency Manager, Transit EOC Finance/Admin Section Chief, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief

SITUATIONAL AWARENESS MEETING 3

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 12 0730	Tv	Hurricane Marian Continuing Coverage	Exercise Control	All
Aug 12 0730	Publish Meeting slides	Starts Attend the IAP Meeting 3	Transit Agency Executive	All (Transit EOC)
Aug 12 0830	New email message	Double-Check For Me - Please double check that all public transportation and paratransit vehicles have been through a maintenance check.	SEOC Resource Support/Logistics (ESF 7)	Transit EOC Logistics Section Chief
Aug 12 0834	New email message	Press Release About Returning Home - Now that evacuees have started returning home, please create a statement about the renewal of regular transit operations beginning in 24 hours. Send it to me via email when you are finished.	SEOC Public Affairs (ESF 15)	Transit EOC Public Information Officer
Aug 12 0836	New email message	Forms to Disperse - Please disperse Summary of Financial Statements to all parties who were involved in the response to Hurricane Marion. Give them 24 hours to complete the forms and return them to you.	SEOC Finance/Admin Chief	Transit EOC Finance/Admin Section Chief
Aug 12 0838	New email message	Upcoming Agenda - Based on what you learned in the IAP Meeting, please send me any complications you foresee concerning resuming regular transit service tomorrow.	Incident Commander	Transit EOC Planning/Intelligence Section Chief

NEXT DAY: RECOVERY

TIME	TYPE	DESCRIPTION	FROM	TO
Aug 12 0830	Tv	Hurricane Marian Aftermath	Exercise Control	All
Aug 12 0830	Add main story to web site.	<p>Marian Leaves Devastation</p> <p>Steve Bialosuknia(MSNBC) - Hurricane Marian struck Alabama with more force than any hurricane on record. Thousands of trees are down, crushed, or tattered by the storm. Tree debris is blocking travel on local streets by emergency crews and the National Guard.</p> <p>Power outages are widespread. Thousands waited out the storm in darkness. This morning those without power woke up to stifling humidity, and open windows offer no relief.</p> <p>Traffic lights are also down on the ground, or without power, causing delays and chaos. Most drivers stop and then determine who's turn it is to proceed. Tragedy happens when drivers continue at full speed through the intersection, believing that they automatically have the right of way.</p> <p>In addition to traffic accidents, chain saw accidents are a leading cause of death after a hurricane. Well-meaning but amateur chainsaw operators over estimate their skills, or make unsafe decisions to use a chainsaw at the top of a ladder.</p> <p>Many were caught by surprise by the intensity of the storm. "We go through this a couple of times a year", said Ingrid Garcia. "They tell us a storm is coming, and then the storm doesn't come or is just some standard thunderstorms. So I didn't bother to prepare this time. I only have food until tomorrow, which is usually grocery day. None of my flashlights work, and I'm without power." There is some inland flooding from the rain, but most flood damage is expected on the coast. The impact of the storm is not yet known there, due to evacuation. It is expected that many</p>		All

seaside homes are destroyed from the 12-foot tidal surge, or from beach erosion. Some tall hotels and apartment buildings may be seriously threatened from the beach erosion and may not be stable to enter.

Aug 12 0830	Add main story to web site.	<p>National Guard Leaving Maureen Blankenship(MSNBC) - As the Alabama National Guard prepares to go home, local emergency management is starting to ask questions about who will take over their duties. "We're stretched as thin as we can go," insisted Sheriff Howard Thompson. "We need these guys to stay and help." A National Guard spokesman would say only "We are conducting rightsizing operations according to our mission priorities." Local Emergency Management officials said they have not been notified of the National Guard's intent to demobilize in this area.</p>	All	
Aug 12 0833	New email message	<p>Begin crafting an AAR - Begin preparing an after-action report, seeking comments from everyone involved. Vehicle operators are excellent sources for establishing what worked well, in addition to the identification of areas for improvement. The tone of the written report may very well be critical but should also remain fair.</p>	Incident Commander	Transit Emergency Manager
Aug 12 0835	Phone call is being received.	<p>Information on Log Sheets - I have collected and reviewed all drivers log sheets. I will bring them back to command.</p>	Bus Yard	Transit EOC Finance/Admin Section Chief, Transit EOC Operations Section Chief
Aug 12 0837	Phone call is being received.	<p>People Returning Home - There are reports of people returning to their homes to find out that their homes are inhabitable. They need to go back to shelters. What do you think we should do?</p>	Bus Yard	Transit EOC Operations Section Chief
Aug 12 0838	Phone call is being received.	<p>Complete Your Action Log - Please make sure your staff is completing their Action Logs before they leave.</p>	Planning Staff	Transit Emergency Manager
Aug 12 0845	Somebody at office door	<p>We're wrapping this one up. Fill out the hotwash form to capture lessons learned before you leave. You'll find the form in the Forms library to your left.</p>	Planning Staff	All (Transit EOC)

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Light Rail Active Shooter

Version: TEAM

Generated: Jun 11 2019 - 01:24 PM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 0900	Bulletin	Incident Command System		All (Transit EOC)
Mar 7 0900	Important information	Introduction	Exercise Control	All (Transit EOC)

Explosion at College Ave and Veterans Way

Explosion Inside Light Rail Station

An explosion tore through a notoriously heavily traveled light rail station this morning at approximately 8:30 a.m. according to several eye-witnesses. Though no reports or comments have been released by officials yet, social media and eye-witness accounts confirm that at least one explosion occurred. Jenny Hanks was on her way into the station when she heard a loud bang and people began running for the exits. She says, "I was only inside for a split second until I heard the explosion. I wasn't near any of the tracks, so I saw nothing, but people began to panic and alarms were sounding. I just turn and ran like everyone else."

Mar 7 0900 Add main story to web site.

It is not yet known exactly where the explosion occurred, nor if there was more than one explosion, but all stations and trains are currently being evacuated according to another witness, John Green. He says, "I waited for a minute to see if I could help anyone, but then several officers told me to evacuate. They were telling everyone to get out." While it has been confirmed that there was an explosion, there hasn't been any insight into what could have caused it. However, it is no secret that subways and stations are common targets for terrorism, as has been exemplified in Moscow, London, and Belarus since the turn of the millennium. There is no evidence as of yet to suspect that this incident, still in it's very early stages, is an act of terrorism domestic or otherwise.

All (Transit EOC)

TIME SEGMENT 1 - DAY 1 9:00 A.M.

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 0901	Tv	Breaking News		All (Transit EOC)
Mar 7 0901	New email message	Initialize Activation of Command Post - We are shutting down all subway service in response to an explosion on one of the trains earlier. We will need your assistance in providing alternate public transit options for commuters. There will be a great influx in bus passengers since the subway is being shut down. Please activate your EOC.	Incident Commander	Transit Emergency Manager
Mar 7 0901	Phone call is being received.	Explosion - An explosion occurred on the light rail train at College Ave and Veterans Way . ASU PD is receiving multiple calls to their 911 system as well.	Transit Control	Transit Emergency Manager
Mar 7 0901	New email message	Officers Arriving at Scene - Responding officers are arriving on the scene.	Incident Commander	Transit Emergency Manager
Mar 7 0902	Phone call is being received.	Confirm Explosion on Red Line - We can confirm that there has been an explosion on the red line track. I requested that all service on other red line trains coming in to Tempe Transit Center be shut down or rerouted. The train is too damaged to move and is located 2.5 miles from Tempe Transit Center and 0.8 miles from Crosstown Line . Please check with dispatch to make sure all red line service has stopped.	Law Enforcement	Transit EOC Operations Section Chief
Mar 7 0903	New email message	Planning Meeting at 1000 - The next Planning Meeting is at 1000. Staff estimates need to be updated. If you have any issues to bring up, put them on a slide for the Planning Meeting.	Transit Agency Executive	Transit Emergency Manager, Transit Law Enforcement, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer
Mar 7 0903	New email message	Planning Meeting at 1000 - The next Planning Meeting is at 1000. Staff estimates need to be updated. If you have any issues to	Transit Agency Executive	Transit EOC Planning/Intelligence Section

		bring up, put them on a slide for the Planning Meeting. Be sure to include the temporary drop off and pick up locations you designated.		Chief
Mar 7 0903	New email message	Station Lockdown - We are going to be locking down the stations affected by this morning's attack. As such, we are going to have law enforcement cordon off the downtown area in a half block radius in all directions surrounding the stations that were targeted.	Incident Commander	DOT Representative
Mar 7 0903	New email message	Respond to College Ave and Veterans Way - Respond to College Ave and Veterans Way for explosion and injuries.	Transit Control	Fire Agency Representative
Mar 7 0905	Phone call is being received.	Red Line Train 7 Surveyed - The train operator of train 7 has surveyed his train. He is estimating that about half of his passengers have been injured and confirms fatalities. He is positioned 2.5 miles from Tempe Transit Center and 0.8 miles from Crosstown Line .	Transit Control	Transit EOC Operations Section Chief
Mar 7 0905	New email message	Service Changes - Shutdown or reroute all trains providing service on other westbound and eastbound rains coming into the platform at College Ave and Veterans Way .	Transit Control	All (Transit EOC)
Mar 7 0906	Phone call is being received.	We are cordoning off the streets within a half mile of the explosion site in all directions. That will also result in the closing of five pick up and drop off zones for bus transit.	Law Enforcement	Transit EOC Planning/Intelligence Section Chief
Mar 7 0907	Phone call is being received.	Stampede - People at Broadway Line are stampeding from station as a result of the evacuation announcement. I think someone was yelling something about a bomb. On site officers are requesting extra personnel for crowd control ASAP.	Transit Control	Transit Law Enforcement
Mar 7 0908	Phone call is being received.	Replacement Service - Are there going to be buses coming to replace the subway service? I've got a lot of angry commuters who don't know how they're going to get to work.	Bus Supervisor	Transit EOC Logistics Section Chief
Mar 7 0908	Phone call is being received.	Lockdown Crime Scene - We need some crime scene tape and fencing or barricades over here in order to lock down the station.	Law Enforcement	Transit Emergency Manager
Mar 7 0908	New email message	Fire Arrived - Fire has arrived. They will establish a triage, treatment area a safe distance from the explosion site, but close enough that they can receive patients.	Incident Commander	All (Transit EOC)
Mar 7 0909	Phone call is being received.	Alternate bus stop locations - Bus drivers are saying that the police have cordoned off large areas downtown. I'm not sure what sort of alternate bus locations we can provide.	Bus Supervisor	Transit EOC Logistics Section Chief
Mar 7 0909	New email message	College Ave and Veterans Way station suspended - Light rail service to the College Ave and Veterans Way area has been suspended. Arrangements are being made to bus passengers around this area.	Incident Commander	All (Transit EOC)
Mar 7 0910	Phone call is being received.	Buses Searched - I want all light rail vehicles and buses searched for any unclaimed packages ASAP. If any are found, that vehicle or bus is to be taken out of rotation and isolated immediately.	Incident Commander	Transit Law Enforcement, Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Mar 7 0910	Phone call is being received.	Streets Blocked Off - I have operators reporting that several streets downtown have been blocked off due to some kind of emergency. I am redirecting them away from the downtown area completely.	Transit Control	Transit EOC Logistics Section Chief
Mar 7 0911	New email message	Additional Buses at Your Disposal - Additional Buses at Your Disposal: There are an additional 27 buses not in use at the moment, though we only have on-call drivers for 18 of them. Let me know if you want me to alert the on-call drivers immediately.	Transit Control	Transit EOC Logistics Section Chief
Mar 7 0911	Phone call is being received.	Alternative bus stop locations - Bus drivers are saying that the police have cordoned off large areas downtown. I'm not sure what sort of alternate bus stop locations we can provide.	Transit Control	Transit EOC Logistics Section Chief
Mar 7 0911	Phone call is being received.	Bus drivers are saying that the police have cordoned off large areas downtown. I'm not sure what sort of alternate bus stop locations we can provide.	Transit Control	Transit EOC Planning/Intelligence Section Chief
Mar 7 0913	Add main story to web site.	Police Cordon Off Large Portion of Downtown In response to the explosion earlier this morning, police have cordoned off a large portion of the downtown district, restricting busses and taxi cabs from several drop off areas. This development is causing quite a bit of chaos with the large amount of participants coming into the area for the event at ASU . There has been no official statement made yet, and thus no one has been excused from work. Jillian McNell says, "It's super inconvenient. I wish they would just make an announcement already so that we aren't being held responsible for or late arrivals		All (Transit EOC)

to work. I am already an hour late, and I had a meeting this morning!"

There have been no alternate routes made available to street traffic or bus lines at this point.

Mar 7 0913	Phone call is being received.	Does this emergency warrant the need for your department to convene in an EOC?	Transit Representative	DOT Representative
Mar 7 0914	Phone call is being received.	Announce Street Closures? - In what ways can you alert the public of the downtown street closures? We have updated our website and are using the emergency alert notification system to tell civilians about the light rail closures.	Transit Representative	Transit EOC Public Information Officer
Mar 7 0915	Phone call is being received.	Shooting - Shooting! Someones shooting! A man has opened fire at Nassau Street Line .	Law Enforcement	All (Transit EOC)
Mar 7 0919	New email message	PCMS Available - We have 15 Portable Changeable Message Signs available for distribution. Should we use all of them or should we save some of them just in case? If so, how many should we save?	Transit Maintenance Supervisor	DOT Representative
Mar 7 0920	Somebody at office door	I'll start right away.	Media Liaison	Transit EOC Public Information Officer
Mar 7 0920	Phone call is being received.	Update on Nassau Street Line - Reports from on scene law enforcement are saying that there is only one shooter, set up somewhere near the entrance of Nassau Street Line . Reports also suggest that several responders have been shot, though fatalities have not been reported yet. I am sending more units.	Incident Commander	Transit Emergency Manager
Mar 7 0920	Phone call is being received.	Update on Nassau Street Line - Reports are saying that there is only one shooter, set up somewhere near the entrance of Nassau Street Line . Several people have been shot. I am sending more units. Witnesses report that the shooter is described as a w/m in his 40's wearing all dark clothing armed with a semi automatic handgun. He ran into one of the LRV's and it is unknown if there are still passengers on board that particular train. The windows are obstructed by the Coors light advertising wrap.	Incident Commander	Transit Emergency Manager
Mar 7 0920	New email message	SWAT Activated - SWAT team activated to respond to active shooter.	Incident Commander	Transit Emergency Manager
Mar 7 0922	Phone call is being received.	Several Gunshot Victims - We have several victims with gunshot wounds!	Transit Control	Transit EOC Operations Section Chief
		Shots Fired at Light Rail Station		
Mar 7 0924	Add main story to web site.	Moments ago, several news outlets reported that shots were fired at the Veteran's Way station. The timing of this incident corresponds with the arrival of first responders, seemingly perpetuating the rumor that this is indeed a terrorist related incident. Jason Hart, a professor on counter terrorism at the local university, says, "Inciting some kind of incident only to target or record the time it takes for first responders to arrive is a widely accepted terrorist practice. More often than not, the civilians injured in the initial attack are just pawns to get to first responders." According to televised reports, the shooter has been confirmed as a Caucasian male between the ages of 30-45. At this point, fatalities cannot be confirmed. Experts expect a press release soon with more of the emerging details of this horrific scene.		All (Transit EOC)
Mar 7 0924	New email message	Secure a perimeter - We need a solid perimeter around the train. Ensure the officers are behind cover. Let's get some officers with shields and rifles and form teams to see if we can safely evac some of the victims that have been shot.	Incident Commander	Transit Emergency Manager
Mar 7 0925	New email message	Highway Advisory Radio - Do you have a procedure for updating the Highway Advisory Radio? We need to get it up to date immediately. Please respond with a detailed description of how this is done.	Transit Representative	DOT Representative
Mar 7 0927	Tv	Late-Breaking News		All (Transit EOC)
Mar 7 0937	Phone call is being received.	Roadways Crowded - The influx in passengers on roadways near Arizona State University has greatly increased causing traffic to move very slowly. Traffic normally causes 45 minute delays, but today because of the downtown closures the delays are creeping up to 90 minutes.	Field Observer	DOT Representative
Mar 7 0945	Phone call is being received.	Do you have any recommendations for civilian drivers today? We will be issuing a press release shortly. Has travel time increased?	Transit Representative	DOT Representative

Mar 7 0945	New email message	Scene of Explosion - The scene of the explosion needs to be cordoned off. I don't want anyone in there trampling around once everyone has been evacuated. I want all video surveillance from 2 hours before and continuing throughout the incident.	FBI Official	Transit Emergency Manager
Mar 7 0955	New email message	IAP Meeting - We would like you to sit in on our Incident Action Plan Meeting. You do not need to prepare slides of your own, it is just for your own knowledge of the situation.	Transit Representative	DOT Representative

INCIDENT ACTION PLANNING MEETING 10:00 A.M.

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1050	New email message	ICS Form 202 - Please make sure to fill out the ICS Form 202 immediately after the planning meeting. Once completed, email this form to the Incident Commander for approval.	Facilitator	Transit EOC Planning/Intelligence Section Chief

TIME SEGMENT 2 11:00 A.M.

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1101	Phone call is being received.	Active Shooter Killed - The active shooter at Nassau Street Line has been killed. We still cannot confirm whether or not he worked alone.	Incident Commander	Transit Emergency Manager
Mar 7 1101	New email message	Press Release for Mayor - The Mayor would like to release a statement to avoid any further misreportings. Do you have a press release prepared?	Mayor's PIO	Transit Emergency Manager
Mar 7 1102	Phone call is being received.	Has Service Continued? - Hey, this is Paul Jones. Wow, this is such a horrible day. I've got bus drivers calling in asking if they should show up to their shifts this afternoon, but are we going to be running any bus service?	Bus Yard	Transit EOC Planning/Intelligence Section Chief
Mar 7 1103	Phone call is being received.	Buses for Civilians Evacuation - We are going to need some buses for the runners that were evacuated from the stadium area light rail stations. We have about 350 people that came to the event via light rail. Once the buses are on the way, I will need to know where they can be picked up and if they should be organized in any particular fashion.	Bus Supervisor	Transit EOC Logistics Section Chief
Mar 7 1106	Phone call is being received.	There have been a few accidents on the roadways because of the influx in travelers. Only one is serious, but EMS is having trouble getting to the scene because traffic is close to deadlocked.	Emergency Medical Services	DOT Representative
Mar 7 1108	Phone call is being received.	We have cleared the train affected by the explosion (train 7). It appears as if this bomb was left in a backpack. The dosimeter is registering nothing radiological. It seems to be a simple homemade explosive. The other trains are being checked for similar items left behind.	Explosive Ordinance Disposal	All (Transit EOC)
Mar 7 1110	New email message	Suspicious Bag - Train operator found suspicious looking bag at Broadway Line . Please send an EOD K-9 unit to this location immediately. All civilians and responders have evacuated this location.	Incident Commander	Transit Law Enforcement
Mar 7 1110	Phone call is being received.	Closing Non-Essential Services - The mayor is going to announce that he is closing all non-essential city government services for the day, including schools. This announcement should come within the next ten minutes. Is there anything else we should be aware of before the statement?	Media Liaison	Transit Emergency Manager
Mar 7 1111	Phone call is being received.	Can we get a refund for the price of our permit for today? It cost us \$30.00 and law enforcement will not let us into the downtown area. Is there a form I need to fill out?	SEOC Public Works and Engineering (ESF 3)	DOT Representative
Mar 7 1113	Phone call is being received.	The FBI has arrived at the scene of train 7 explosion.	Incident Commander	Transit Emergency Manager
Mar 7 1115	New email message	All Trains Evacuated - All trains have been evacuated at this time, as well as most stations. There are still some victims receiving medical attention.	Law Enforcement	Transit Emergency Manager
Mar 7 1116	New email message	Buses Evacuated - All buses have been evacuated and have been taken out of service. Drivers have found no suspicious packages or anomalies on the buses.	Bus Yard	Transit Emergency Manager
Mar 7 1117	New email message	Heightened Security in Upcoming Weeks - We will need heightened security at all stations in the upcoming weeks. Please develop a schedule for increased staffing.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Mar 7 1118	Phone call is being	I am shutting down bus service in the city and having all operators check their buses for any suspicious looking bags or	Incident Commander	Transit EOC Logistics Section Chief

	received.	devices. I would like to have major bridges and interchanges checked for devices too. How does your agency go about something like that?		
Mar 7 1120	Phone call is being received.	Suspicious Bag Not a Threat - The suspicious package you reported at Broadway Line is not harmful. We have cleared this area of any threat.	K-9 Unit	Transit Emergency Manager
Mar 7 1121	Add main story to web site.	Mayor Declares Emergency This morning the Mayor declared a Local State of Emergency as a result of the light rail bombing. Some of the special orders outlined in the declaration include full evacuation of the light rail system, restricted access to certain geographic areas, more specifically a one square mile radius around the affected stations, as well as travel restrictions including bus, train, and air travel. To many, this statement is a relief. Mary Sanders says, "My employer wasn't going to let me off the hook for not showing up, so this announcement validates my absence." In addition to the special orders in the declaration, the mayor also stated: Our city's great inhabitants must band together at this time, and be vigilant in reporting anything one could consider suspicious. With each others help, our good will shall prevail.		All (Transit EOC)
Mar 7 1122	Phone call is being received.	We have a civilian here from Train 7 who says he witnessed the man who put the bomb on the train. He claims the man got off at Nassau Street Line . Who can we request Nassau Street Line security footage from?	Law Enforcement	Transit Emergency Manager
Mar 7 1123	New email message	Update on Situation - The Mayor would like an update on the situation. Have all immediate threats been eliminated? When will the light rail and bus service be open? Should we lift the closures we have put on the non-essential government services?	Media Liaison	Transit Emergency Manager
Mar 7 1124	Phone call is being received.	One of the PCMS was damaged from an accident that occurred. It needs minor repairs. Should we switch it out or just send a maintenance worker to fix it?	Transit Maintenance Supervisor	DOT Representative
Mar 7 1126	New email message	Exhausted Resources - We have exhausted our own personnel resources. You will need to contact Phoenix/Mesa for any additional resources.	Transit Control	Transit EOC Operations Section Chief
Mar 7 1127	New email message	Shift Change? - Was there a shift change I was unaware of? There are no security personnel at Lexington Avenue Line at this time and it is not sealed off.	Incident Commander	Transit Law Enforcement
Mar 7 1127	New email message	IAP Meeting 2 - Please sit in on our second Incident Action Plan Meeting. It will be in the next 5 minutes or so.	Transit Representative	DOT Representative
Mar 7 1130	New email message	Planning Meeting at 1200 - The next Planning Meeting is at 1200. Staff estimates need to be updated. If you have any issues to bring up, put them on a slide for the Planning Meeting.	Transit Agency Executive	Transit Law Enforcement, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1135	Tv	Local News		All (Transit EOC)

IAP MEETING 2

TIME	TYPE	DESCRIPTION	FROM	TO
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RECOVERY

TIME	TYPE	DESCRIPTION	FROM	TO
Mar 7 1430	New email message	Current Situation - There is no evidence of any other shooters, and no signs of further explosives have been found at transit stations or other facilities. Because of this, law enforcement is planning to re-open most streets again this evening at 4:00 PM. However, 5th Street East of Mill and Veteran's Way/University to College Avenue will remain closed as the investigation continues.	Law Enforcement	All (Transit EOC)
Mar 7 1432	New email message	Questions From Media - The media are flooding us with requests right now, but most of them basically boil down to two issues. First, what level of transit service are we planning to offer tonight and tomorrow? Will we be offering regular or reduced bus service, if any, and will any of the subway lines be operational? Otherwise, there are a lot of questions about what sort of security measures will be in place whenever service resumes. I haven't heard if there have been any decisions made yet on these issues, but if you could let me know about our plans as soon as we've decided what actions to take, that would be great.	Media Liaison	Transit Emergency Manager, Transit EOC Public Information Officer

Mar 7 1432	Phone call is being received.	TrafficAccess Downtown Resuming - Law Enforcement is going to start allowing traffic to run downtown again this evening. Traffic near Veterans/College will continue to be closed for a block in each direction until our investigation is over.	Incident Commander	DOT Representative
Mar 7 1435	New email message	Injury and Fatalities Report - All persons injured have been completely evacuated from the stations. We have a total of 8 fatalities from the stations themselves, including 4 from the shooter, 2 from cardiac arrest, and one trampled to death. About 25 persons have also been sent to local hospitals for follow up medical care. Six are in critical condition.	Emergency Medical Services	All (Transit EOC)
Mar 7 1435	New email message	Documentation - If your department has incurred any damage to equipment or authorized overtime for this incident, please make sure that the appropriate paperwork is filed in a timely manner.	Finance Staff	All (Transit EOC)
Mar 7 1436	Phone call is being received.	Credentials Needed - I can't get into the stations to survey any damage. There are some FBI guys standing around the entrances, asking for credentials of some sort. I don't really know exactly what they need to see, but I wanted to call and ask you how do I get these credentials?	Station Inspector	Transit EOC Logistics Section Chief
Mar 7 1438	New email message	Cost Analysis - I know the trains have not been surveyed yet, but do we have any idea about how much this incident has cost the city? What sort of method are you using to calculate this figure?	Finance Staff	Transit EOC Planning/Intelligence Section Chief
Mar 7 1438	Phone call is being received.	PCMS Collected for Maintenance - We are going to bring half of the PCMS we have distributed back to the maintenance site. We will leave some at the busier intersections and roadways to display any upcoming information.	Transit Maintenance Supervisor	DOT Representative
Mar 7 1439	Phone call is being received.	Since we will be re-opening some of the roadways that were closed during the incident, we will be issuing another press release. Is there anything you would like to have us say?	Transit Representative	DOT Representative
Mar 7 1440	New email message	Prior to Demobilization - Be sure to complete any operational forms as well as update your Action Log before demobilization.	Transit Agency Executive	Transit Emergency Manager, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1440	New email message	Thank you - I would like to thank you for your agency's quick and thorough coordination with us during the emergency. If there are any points you would like to emphasize, feel free to fill out a hotwash form.	Incident Commander	DOT Representative
Mar 7 1442	New email message	Figures on Fatalities - The Mayor would like some figures on the number of fatalities and the number of injuries suffered today. Please get back to us.	Media Liaison	Transit Emergency Manager
Mar 7 1445	New email message	ICS Form 221 - Be sure to fill out the ICS Form 221, the 'Demobilization Checkout' and send it to your Planning Coordinator before you leave.	Transit Agency Executive	Transit Emergency Manager, Transit Law Enforcement, Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Transit EOC Planning/Intelligence Section Chief
Mar 7 1448	Add main story to web site.	Streets Downtown to Re-Open The streets downtown that were cordoned off earlier today as a result of the emergency situation at the subway station are set to reopen by tonight. The subway station will remain closed for the length of investigation. No estimates have been released estimating when the subway station will reopen.		All (Transit EOC)
Mar 7 1450	Phone call is being received.	Damage on Train - The tunnels and tracks surrounding the site of the explosion are not damaged. The train will have to be replaced though.	Station Inspector	Transit EOC Planning/Intelligence Section Chief
Mar 7 1450	New email message	Area Cleared - All of our personnel have cleared the area.	Emergency Medical Services	All (Transit EOC)

SCENARIO OUTLINE

Transportation Agency EOC

Scenario: Riverine Flood

Version: TEAM

Generated: Jun 11 2019 - 01:26 PM

Location: AL

SETUP

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 5 0900	Important information	Introduction	Exercise Control	All (Transit EOC)
Jul 5 0900	Bulletin	Incident Command System		All (Transit EOC)
Jul 5 0900	Bulletin	Flood Watch in Effect		DOT Representative, Transit Emergency Manager, Transit EOC Finance/Admin Section Chief, Transit Law Enforcement, Transit EOC Logistics Section Chief, Observer, Transit EOC Operations Section Chief, Transit EOC Public Information Officer, Projector, Transit EOC Planning/Intelligence Section Chief, Aux Staff 1, Aux Staff 2, Aux Staff 3, Aux Staff 4, Aux Staff 5

PRE-PLANNING AND PREPAREDNESS

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 5 0901	Tv	Flood Warnings	Exercise Control	All (Transit EOC)
Jul 5 0901	New email message	SEOC Situation Update 1 - The meeting slides from today's State EOC Branch Briefing are attached.	Transportation (ESF 1)	Observer
Jul 5 0901	New email message	NG Briefing 1 - Today's NG BUB is attached.	Transportation (ESF 1)	Observer
Jul 5 0901	Phone call is being received.	Should we schedule an EOC briefing?	Transit Agency Executive	DOT Representative
Jul 5 0902	Add main story to web site.	<p>More Rain Upstate (image)</p> <p>Lee Marino (WECS)</p> <p>Stalled Thunderstorms Pour More on Floodwaters Lee Marino (WECS) Parts of Georgia are bracing for rain and possible flooding this afternoon. The National Weather Service issued a flash flood watch for Fulton County, Georgia from time today until tomorrow. "As much as three-quarters of the state will likely see rain," said Stuart Seto, a weather specialist with the National Weather Service.</p> <p>"The slow-moving thunderstorms may stall tonight, leading to flooding, particularly in areas already saturated by snowmelt," Seto said. Residents in low-lying areas are urged to take the necessary precautions now and move to higher ground before the flood worsens.</p>		All
Jul 5 0902	New email message	Flood Preparation - Although a potential flood is still 24 hrs away, now is the time to review your family's own plans for such an emergency. This transit agency intends to provide service if flooding does occur, and will need all employees to report for work. If you anticipate that you will not be able to report for work in the case of flooding, please inform your supervisor immediately. The EOC 'A' shift will review existing flood response plans and begin coordinating with other agencies.	Transit Agency Executive	All (Transit EOC)
Jul 5 0903	Add main story to web site.	<p>Flood Safety</p> <p>Keeping Your Family Safe in a Flood Charles Campbell (WECS) The longer water is allowed to stand after a flood, the higher the risk of health problems from bacteria. The following are prevention and precaution tips to assist you with a flooding event, provided courtesy of the Alabama Emergency Management Division.</p> <p>Be especially careful with foodstuffs. Cans with large dents and</p>		All

leaks must be disposed of. All undamaged canned goods must be thoroughly washed and disinfected. Don't forget medicines, cosmetics, and other toiletries. Secure them in ziplock plastic bags. Otherwise, they must be disposed of. Do not try to salvage boxed foods such as cereals – it isn't worth the risk to your health. And all bottled drinks and products in jars, including home preserves, should be discarded since the area under the seal of the jars and bottles cannot be properly disinfected.

		<p>Family Flood Plan (image)</p> <p>LeeAnn Mariella (WECS)</p> <p>Preparing Your Family Flood Plan LeeAnn Mariella (WECS) Officials from the Autauga County Flood Control District are urging those in low-lying areas to develop a Family Flood Preparedness Plan in preparation for the upcoming flood season.</p> <p>A critical step in preparing for a storm is to notify loved ones of your whereabouts. If you have time to make only one phone call before you evacuate, be sure to ask a friend or family member to register you as Safe and Well on the American Red Cross website. This can then be checked by loved ones to let them know of your well-being.</p> <p>If a Flood Watch is issued: In addition to the resources offered by the Autauga County Flood Control District, the American Red Cross and FEMA both have excellent disaster preparedness documents available on their websites, www.redcross.org and www.fema.gov.</p>		
Jul 5 0903	Add main story to web site.			All
Jul 5 0905	Phone call is being received.	Should we activate the EOC, considering the weather reports are calling for floods in the next 24 hours?	Transit Agency Executive	Transit Emergency Manager
Jul 5 0905	Phone call is being received.	Bridge Strict Weight Limits - There are a few bridges on the evacuation routes that have strict weight limits. Do my operators need over-weight or over-the-limit permits to drive on them while evacuating, or will the weight limits be lifted during the evacuation?	Staff	DOT Representative
Jul 5 0905	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
		<p>Sandbagging Volunteers Needed (image)</p> <p>Call for Volunteer Sandbaggers Charles Campbell (WECS) - As waters rise, volunteers from all over the state and Georgia are working around the clock to protect government buildings, libraries, and their own homes and farms along the banks of overflowing rivers. Over 54,000 sandbags were moved in Fulton County yesterday to protect businesses and houses from the area's worst floods in 17 years. Officials from the Alabama Emergency Operations Center are calling for volunteers to help fill sandbags at the following locations: Volunteers are also needed to serve refreshments and perform other tasks. Red Cross officials are coordinating volunteer efforts and can be contacted on the hotline posted on their web site.</p>		
Jul 5 0906	Add main story to web site.			All
		<p>Levees Perilous (image)</p> <p>Scripps News</p> <p>Perilous Levees, Hidden Costs, Hidden Dangers Scripps News - For millions of Americans living in flood-prone places, all that stands between safety and floodwaters is a pile of dirt. Earthen berms, dikes, and levees identical to those overtopped and breached in scores of places along swollen Midwest rivers in past floods make up the vast majority of flood protection efforts across the United States. "The levees are already bad and they are going to get worse," said Mike Parker, a former civilian head of the Army Corps of Engineers, and now a lobbyist in Alabama. "This is not a joke. We know this is going to happen. The levees were built in the first place because there were (flooding) problems." Government officials at all levels had raised concerns about the ability of such structures to protect property and lives well before some of the more dramatic floods. But a review by Scripps Howard News Service of levee oversight and funding at the state and national level suggests the new focus still may not be sufficient to overcome decades of neglect. Among the findings:</p>		
Jul 5 0906	Add main story to web site.			All
Jul 5 0907	Add main	Heavy Rains Locally		All

	story to web site.	(image) Lee Marino (WECS) Thunderstorms Moving Closer to Home Lee Marino (WECS) - While Georgia is battling the flood, thunderstorms are moving into our local area. The National Weather Service issued a thunderstorm warning for Autauga from time today until date+5 . "This is going to be - unfortunately - a very heavy rain," said Stuart Seto, a weather specialist with the National Weather Service.		
Jul 5 0907	New email message	Maintenance Area - Does your Maintenance Area fall in the central ? What provisions are you taking to protect this area from any flooding damage? If you have a plan, please attach it to the email you respond with.	SEOC EM Planning and Information (ESF 5)	DOT Representative
Jul 5 0909	New email message	Scour Critical Bridges - Do you have a list of scour-critical bridges in the area that you can send me? Are there any documents that accompany the declaration of a scour critical bridge?	SEOC Operations Chief	DOT Representative
Jul 5 0909	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 0912	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 0913	Phone call is being received.	Driver Reimbursement - How long will it take for you to reimburse drivers after the evacuation? Is it something you can do instantly or does it take some time?	SEOC Operations Chief	DOT Representative
Jul 5 0914	New email message	Manpower Needed for Response and Recovery Phases - Please make sure you have all the manpower that you will need during flood response and recovery. Employees who are needed should be notified now.	SEOC EM Planning and Information (ESF 5)	DOT Representative
Jul 5 0917	Phone call is being received.	Overtime Authorization - Will you be authorizing overtime for any part-time employees who work during the response and recovery phase of this operation?	SEOC Finance/Admin Chief	DOT Representative
Jul 5 0920	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 0925	Phone call is being received.	Sandbag/Supersack Contractors - Do you know of any sandbag or supersack contractors? I think we are starting to run low. Also, do you have any materials to fill the aforementioned sandbags and supersacs? Will the Department of Transportation be placing them, or will a contractor be placing them?	Planning Staff	DOT Representative
Jul 5 0927	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
		Toxic Waters (image) Gregory Peele (WECS) Toxic Waters, Hidden Dangers Gregory Peele (WECS) - Floodwaters carry numerous health and safety risks, Autauga public health officials said. "What you see in floodwaters are the same kind of organisms that normally exist in a community," said Rosie Kapp, a specialist with the Autauga County Department of Public Health."E. coli is a bacteria that is already in the floodwaters," Kapp said. "There's also parasites that could be in the water, such as giardia or cryptosporidiosis." The danger comes when the "water splashes in the eyes, the mouth -- your hands are contaminated," she said. It would also take only a small cut or scratch to expose someone to tetanus -- an acute, often fatal, disease. Georgia , hard hit by recent flooding, has been administering tetanus vaccinations and handing out water testing kits across the state. The raging waters also seep into countless wells, affecting drinking water for thousands of homes and businesses across the region. The Studio Cafe in Fulton was forced to shut its doors because its well water tested positive for E. coli. "They put a boil advisory on us, and since we are a coffee shop, we use a lot of water here," said owner Julie Burton. "For the customers' health, we couldn't justify being open, so we had to close."		All
Jul 5 0929	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	

PRE-PLANNING MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
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FLOOD BEGINS

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 5 1400	Tv	Flood Begins	Exercise Control	All (Transit EOC)
Developing Weather Upstream				
Jul 5 1400	Add main story to web site.	<p>Flooding in Georgia Tribune - Rising water levels in several rivers located to the north of the Autauga County continue to threaten local communities. Authorities are encouraging citizens to take proper precautions in anticipation of this overflow, as it is likely to incite flooding within the next 24 hours. Businesses in low elevated areas have begun to sandbag the perimeter of their properties in attempts to avoid water damage.</p> <p>At this time, meteorologists are unable to produce concrete estimations of exactly how much water could accumulate in the region, but do expect roadways to flood.</p> <p>One local law enforcement officer, Sean Hull (52), had this to say: "State agencies have begun preparations for the potential closing of roads. Emergency signs warning residents of potential roadways that may become unusable have been anchored with sandbags and placed throughout the area. We are urging residents not to use roads that are located near waterways and as always, are encouraging safe, undistracted driving. Those residents with basements should take extra-precautionary measures as flooding approaches our area."</p> <p>The Emergency Management Office is expected to meet and discuss plans regarding how they plan to respond to the eminent flooding threats later on today. We will continue to monitor the situation as it unfolds and urge everyone to be safe and cautious during the upcoming days. Check back later for updates on shelters, closures, and safety recommendations.</p>		All (Transit EOC)
Jul 5 1401	New email message	Shelter Locations - Here are the locations of the main shelters we will be using in the case of severe flooding, which seems inevitable at this point. Please plan some temporary bus routes to help provide transportation to the refugees and e-mail me with the details of those plans whenever you can.	EM Planning and Information (ESF 5)	Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Jul 5 1402	Phone call is being received.	We expect it is just a matter of time before we start to see flooding start to occur in the low-lying areas of the city. We request 50 busses and a third of the paratransit fleet, from tomorrow until flood waters arrive, to assist with evacuation efforts, particularly as they affect the elderly and those with special needs. Can the transit agency provide this level of assistance?	Transportation (ESF 1)	Transit Emergency Manager
Jul 5 1402	New email message	EOC Activation Checklist - Please review the EOC activation checklist and make sure that the EOC contains all of the appropriate equipment and everything is set up.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Jul 5 1402	New email message	EOC Check-in Procedures - Please make sure that an EOC check-in procedure is established.	Transit Agency Executive	Transit EOC Operations Section Chief
Jul 5 1403	Phone call is being received.	With the evacuations and everything we don't have enough buses available to provide full regular service this afternoon. What should we do?	Transit Agency Executive	Transit Emergency Manager
Jul 5 1403	Phone call is being received.	I just received word that a nearby county has a shipment of sandbags but they need transport to the city. We would need approximately 50 of your buses and 8 of your paratransit to be able to support their request for assistance. Can you supply the transit resources?	Transportation (ESF 1)	Transit EOC Logistics Section Chief
Jul 5 1403	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 1404	New email message	Staffing Chart - Please create a staffing chart and forward it to everyone in the EOC.	Transit Agency Executive	Transit EOC Operations Section Chief
Jul 5 1404	New email message	EOC Communications - Please make sure that telephone and the radio communications with other EOCs are established and functioning.	Transit Agency Executive	Transit EOC Planning/Intelligence Section Chief
Jul 5 1404	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 1405	Phone call is being received.	Are you prepared to activate the EOC in response to the coming floods?	Transit Agency Executive	Transit Emergency Manager
Jul 5 1405	New email message	Trigger Assessment - A simulated user has answered a question and an assessment is being triggered.	Transit Agency Executive	Transit EOC Finance/Admin Section Chief
Jul 5 1405	Phone call is	PCMS - How many PCMS do you have available? Lots of my	Staff	DOT Representative

	being received.	operators are reporting that the heavy rains are making road signs difficult to see. I think the PCMS would be more easily visible.		
Jul 5 1406	Somebody at office door	We have had approximately a quarter of our drivers unable to show up for work today because they have already evacuated the area. Additionally, most routes are reporting a significant reduction in the number of riders today. We may need to adjust some of our drivers' schedules for the next few days.	Transit Control	Transit EOC Operations Section Chief
Jul 5 1406	Add main story to web site.	<p>Levee Breaks (image)</p> <p>Anna Carter (WECS)</p> <p>Local Levee Collapses, Area Inundated Anna Carter (WECS) - A local levee in Autauga County collapsed this morning, immediately causing a surge in St Johns River floodwaters. At least 800 homes are affected by this levee failure.</p> <p>The levee is privately owned and has not been well-maintained, according to county authorities. City officials are concerned about the number of private, ill-maintained levees. Spokesperson Theresa Tamash said, "Unfortunately, the situation has been deteriorating for some time. Now that the pressure is so great, we will continue to see more of these types of dam and levee failures."</p> <p>The county Emergency Manager said that the National Guard are assembling now to begin evacuating people downstream from the levee as soon as possible.</p>		All
Jul 5 1406	New email message	Reminder: Track Financials - Please open and maintain an individual log to track your activities, time, and expenses to support the After Action Report. This information is vital to assuring reimbursement after the emergency has ended.	Transit EOC Finance/Admin Section Chief	All (Transit EOC)
Jul 5 1406	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 5 1407	New email message	Bus Inspection Rain Delay - I can't get all of the buses properly inspected in this rain. Even if the buses are covered, there's just no chance for a proper inspection. So that means I've got two regular buses and two paratransit buses which won't be available for regular service. At least, not before the rain lets up.	Transit Maintenance Supervisor	Transit EOC Logistics Section Chief
Jul 5 1407	New email message	Levee Breach - There has been a levee breach upstream. The flooding appears to be more significant than anyone expected. Whatever flood response plans you may already have in hand, including flood evacuation routes, will need to be revised to account for the sheer volume of water coming our way.	Field Observer	Transit Emergency Manager
Jul 5 1407	Phone call is being received.	Consideration on implementing contraflow - I think you may want to consider implementing a contraflow. There are some major traffic jams happening on Main Street . This artery is located directly in the flood path. How long do you estimate it will take to implement this contraflow? (If a hurricane were causing the flood, would you have time to plan in advance? (3 days notice prior to evac?))	Staff	DOT Representative
Jul 5 1409	New email message	Propane Tank Beneath Bridge - One of my operators spotted a propane tank floating up against a support underneath the bridge he was driving on. Are there any precautions I should have my operators take? Should they avoid that bridge?	Transit Control	Transit EOC Operations Section Chief
Jul 5 1410	New email message	Fuel Shortage - After conducting a resource assessment, we have determined that we don't have very much diesel fuel. There's only enough for today and tomorrow morning. Is there any way we could get access to some extra diesel?	Transit Maintenance Supervisor	Transit EOC Logistics Section Chief, Transit EOC Operations Section Chief
Jul 5 1410	New email message	Staffing Requirements - I need a list of staffing requirements as soon as possible.	Transit Agency Executive	Transit EOC Operations Section Chief
Jul 5 1410	New email message	Employee Requirements - How many employees will be needed in order to support the emergency response duties detailed in the Incident Action Plan? Make sure that notifications about the need to report for work are sent to all of the employees we will need.	Transit Agency Executive	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Jul 5 1437	Phone call is being received.	There is an accident on Main Street . It is causing a huge delay on the evacuation route. Fire and EMS are on scene now. Would you like me to update the PCMS to tell evacuees to avoid this route if they can?	Transit EOC Planning/Intelligence Section Chief	DOT Representative

FLOODING UNDERWAY

TIME	TYPE	DESCRIPTION	FROM	TO
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Jul 6 0900	Tv	Governor declares State of Emergency	Exercise Control	All (Transit EOC)
Jul 6 0901	New email message	SEOC Situation Update 2 - The meeting slides from today's State EOC Branch Briefing are attached.	Transportation (ESF 1)	Observer
Jul 6 0901	New email message	NG Briefing 2 - Today's NG BUB is attached.	Transportation (ESF 1)	Observer
Jul 6 0901	Phone call is being received.	City Without Power - We have received word that Bithlo is completely without power. This includes all traffic lights. You will need to get maintenance out here immediately once the flooding has receded. Do you have maintenance on stand-by for when the flood ends?	Staff	DOT Representative
Jul 6 0901	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 6 0902	New email message	Reminder: Update IAPs - Don't forget to update your IAP based on current events.	Transit Agency Executive	All (Transit EOC)
Jul 6 0902	Phone call is being received.	I have just received a report from a field observer that a local chemical plant has just been flooded. The plant handles large quantities of amonia, synthesis gas, potassium amide, haxane, potassium metal, and other various industrial chemicals. Additionally, it is feared that the contaminated flood waters are approaching a nearby senior citizens' home. Is there any way you could help with the evacuation by providing transportation vehicles?	Transportation (ESF 1)	Transit Emergency Manager, Transit EOC Operations Section Chief
Jul 6 0903	Add main story to web site.	<p>Boil Water Advisory (image)</p> <p>LeeAnn Mariella (WECS)</p> <p>Boil Water Advisory in Effect LeeAnn Mariella (WECS) - With three of Autauga County's pumping stations reportedly not working, residents were told to use water sparingly, for drinking only, not washing. "We are in a water deficit. We'll have to go to boil mode," the Alabama Emergency Manager said today in a press conference where he announced the Boil Water Advisory. The public should boil drinking and cooking water for at least one minute, according to the Advisory, which is also published on this web site. The Federal Emergency Management Agency has delivered 750,000 liters of bottled water to the state, now being distributed by the National Guard. The National Guard has set up points of distribution, or PODs, are they are known colloquially. The National Guard is distributing water and food to those affected by the flooding. Officials credited volunteer and National Guard sandbaggers for keeping the remaining water plants from flooding. Public officials warned residents to stay away from floodwater and to make sure their tetanus vaccinations are current because of the risk of infection from contact with the water.</p>		All
Jul 6 0903	Add main story to web site.	<p>Shelters Open (image)</p> <p>Charles Campbell (WECS)</p> <p>Autauga County Opens Shelters Charles Campbell (WECS) - The Red Cross has opened shelters in the areas hardest hit by the recent flooding. At University High School, the Red Cross has opened a pet-friendly shelter for Waterford Lakes residents. Avery Mekka, Autauga County Red Cross Coordinator, said the decision to create a pet-friendly shelter was easy. "This is not a situation where families can leave their animals home with water and a bowl of dry food. Fortunately, the location is large, and pets can be accommodated in this facility." Winter Park High School is also opened for those made homeless from the St Johns River floodwaters in central Alabama. Mekka adds that the Red Cross also plans to open two more shelters within days, as many were left homeless by the flood.</p>		All
Jul 6 0903	New email message	Overnight Vandalism - A few buses are located at the temporary bus yard were vandalized last night. There is some graffiti on two of them, and a third has a broken window. I know we probably can't repair anything until after the floods pass but we could definitely use some security in the meantime.	Transit Maintenance Supervisor	Transit EOC Logistics Section Chief
Jul 6 0904	New email message	Personnel Shortage - With evacuations and the general difficulties of getting around the area, the 'B' shift operations chief tells me that about a quarter of our current drivers are going to be unable to report for work until some of the flood waters start to	Transit Agency Executive	All (Transit EOC)

recede. Unfortunately, the waters are predicted to continue rising for at least the next day or so. We need to begin planning to provide the best service possible over the next few days with significantly limited number of available drivers.

Jul 6 0904	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 6 0905	Phone call is being received.	When asked about the Damaged Bridge,	Law Enforcement	Transit EOC Planning/Intelligence Section Chief
Jul 6 0906	Phone call is being received.	When asked about the Damaged Bridge,	Transit EOC Planning/Intelligence Section Chief	Transit EOC Operations Section Chief
Jul 6 0912	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 6 0916	Phone call is being received.	Flooding on major roadway - Flooding on Main Street is extreme. My operators are avoiding it at all costs. Are you going to close it or is it already closed and I haven't heard about it yet?	Staff	DOT Representative
Jul 6 0921	Phone call is being received.	Bridges Shaking - We have reports of bridges trembling or shaking when they are driven over. Should these bridges be closed?	Transit Control	DOT Representative
Jul 6 0935	Phone call is being received.	Flood Waters Building - The flood waters are getting scarily close to our location. We have set up sandbags and supersacs to protect the equipment, but the facility itself may be at risk. I will keep you updated.	Transit Maintenance Supervisor	DOT Representative
Jul 6 0950	New email message	List of Pre-Qualified Agencies Request - I would like a list of pre-qualified agencies you have under contract to assist your department during the recovery process. Please respond to this email with a list in a timely fashion.	Staff	DOT Representative

FLOOD CRESTS

TIME	TYPE	DESCRIPTION	FROM	TO
Jul 9 0900	Tv	Flood Damages	Exercise Control	All (Transit EOC)
		Public Health Emergency (image) Piotr Alexander (WECS)		
Jul 9 0900	Add main story to web site.	Public Health Emergency Declared Piotr Alexander (WECS) Health and Human Services declares flooded areas of central Alabama to be a public health emergency. All citizens are strongly advised to stay out of the floodwaters. The public is also reminded that if it is absolutely necessary to enter the floodwaters, to use extreme caution. Danger lurks in floodwaters, sometimes in ways that are not obvious.		All
		FEMA vaccinations (image) Gregory Peele (WECS)		
Jul 9 0900	Add main story to web site.	FEMA Offers Free Vaccinations Gregory Peele (WECS) To help injured disaster survivors who may be at risk for infection from water-borne viruses or tetanus in the environment, the Centers for Disease Control and FEMA will be providing free vaccinations in Autauga County tomorrow. The focus is on prevention of infection with hepatitis B virus, hepatitis C virus and tetanus during and following the flooding event. The vaccination plan was developed through consultation among immunization experts, physicians who specialize in trauma and emergency medicine and public health epidemiologists. "Diseases and bacteria that cause disability and death, such as hepatitis B and tetanus, can be prevented by vaccines that are safe, effective and widely available," said James J. James, MD, director of the AMA's Center for Public Health Preparedness and Disaster Response, and editor-in-chief of Disaster Medicine and Public Health Preparedness. "These vaccines may be overlooked in the aftermath of mass casualty events because attention is focused on management of trauma wounds."		All
Jul 9 0900	Add main story to web site.	Flooding Damage (image) By Edward Collier, WMT News State officials continue to assist hundreds of evacuated residents		All (Transit EOC)

at temporary shelters all across flood ravaged areas. Food, water, and beds are a much needed comfort source to evacuees who have lost their homes due to copious amounts of rain and snow melt. Hospitals are also deserted as flood waters incapacitated life saving operations. John Redder, an Owl Heights resident stated, "We were trapped with 3 feet of water surrounding the house and I began having a heart attack. I thought the ambulance would never arrive." To further complicate matters, a local chemical plant was also flooded, severely contaminating waters. Maureen McKenna, a spokeswoman for WOW Chemical Manufacturing said, "A few days ago our primary fertilizer and chemical operations center was overtaken by flood waters. As a result, hazardous materials such as ammonia, synthesis gas, potassium amide, and hexane were introduced into the water. We are working with state and federal agencies to create a safe and effective plan to properly respond to this emerging crisis." Although water levels are subsiding, many areas still remain flooded and local utility companies are estimating 400,000 homes are without power. Lepco, the state's largest power supplier urged residents to call their emergency hotline and report if they are experiencing power loss. Michael Webber, Lepco's President said, "Please not attempt to clear debris or move any down power lines. We are working very hard to service all areas quickly and efficiently." The State's Department of Transportation has also closed some bridges along the **St Johns River** River until engineers can assess whether or not they are structurally safe for public use.

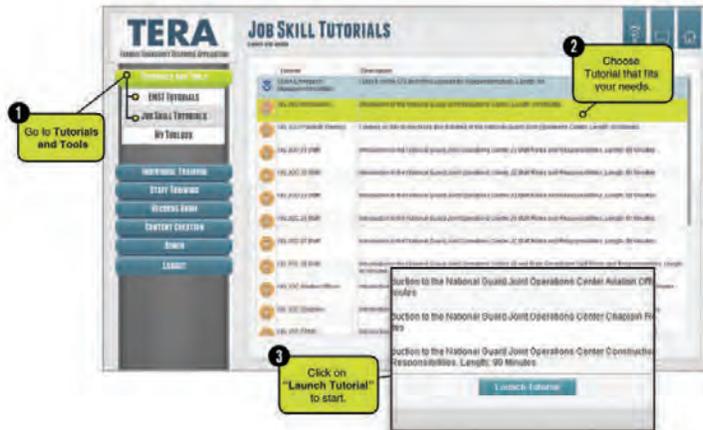
Jul 9 0901	New email message	SEOC Situation Update 3 - The meeting slides from today's State EOC Branch Briefing are attached.	Transportation (ESF 1)	Observer
Jul 9 0901	New email message	NG Briefing 3 - Today's NG BUB is attached.	Transportation (ESF 1)	Observer
Jul 9 0901	Phone call is being received.	Severe Damage to Main Street - Main Street is severely damaged from the extreme flooding. It will take massive repairs before it can be traveled on again.	Staff	DOT Representative
Jul 9 0903	Phone call is being received.	Runaway Bus - One of the drivers operating bus 715 enroute to the senior home evacuation has taken his bus and driven away. He just radioed in to say that nothing was going to make him deal with the contaminated flood waters and I haven't been able to get him back on the radio since.	Transit Control	Transit EOC Operations Section Chief
Jul 9 0903	Phone call is being received.	Senior Home Update - I have an update on the senior home evacuation. The people are evacuated but we still need to take care of decontaminating the vehicles. Also, we have lost contact with bus 715. Have you heard anything?	Field Observer	Transit Emergency Manager, Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Jul 9 0903	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 9 0904	New email message	Need More Buses - I know we're using all of the resources available to us right now, but I have drivers on a number of routes saying that they can't fit all of the people waiting at the bus stops onto their buses.	Transit Control	Transit Emergency Manager, Transit EOC Operations Section Chief
Jul 9 0905	Phone call is being received.	When asked about the lack of service,	Media Liaison	Transit EOC Planning/Intelligence Section Chief
Jul 9 0905	Phone call is being received.	Fuel Shortage - We haven't received any deliveries of fuel for the buses lately. Since there aren't as many buses on the road, the fuel is lasting longer than usual but we'll almost definitely need more in the next day or two to make sure we can keep everything running smoothly.	Transit Maintenance Supervisor	Transit EOC Logistics Section Chief
Jul 9 0905	Phone call is being received.	When asked about the angry crowds,	Transit Control	Transit EOC Operations Section Chief
Jul 9 0906	Somebody at office door	I've been able to contact most of our drivers. There are definitely a lot of people who have left town but there are still about half of our drivers available to run bus routes immediately. That number will probably change to some degree over the next couple days. Unfortunately it's the availability we have to work with for now.	Transit Control	Transit EOC Operations Section Chief, Transit EOC Planning/Intelligence Section Chief
Jul 9 0909	Notepad - Team	NO DESCRIPTION AVAILABLE	Log Keeper	
Jul 9 0914	Phone call is being received.	Damaged PCMS - Five of your PCMS have been damaged from the floods and are no longer functional.	Staff	DOT Representative

FINAL STATUS MEETING

TIME	TYPE	DESCRIPTION	FROM	TO
WRAPUP				
Jul 10 0900	Tv	Relief in Sight	Exercise Control	All (Transit EOC)
Jul 10 0900	Add main story to web site.	<p>Waters Recede (image)</p> <p>Lee Marino (WECS)</p> <p>Rain Stops, Damage Remains Lee Marino (WECS) The sun finally broke through the layers of clouds today, a reassuring presence after days of rain. But as residents surveyed their waterlogged landscape, they did not like what they saw. "It looks like Katrina," said a man in a pickup truck who declined to give his name. He was stuck in traffic that was at a standstill for 10 miles on the interstate, gazing at buildings sitting in several feet of water.</p> <p>Locals said the flood was far worse than even predicted. Tens of thousands of residents have evacuated, and 5283 homes have been damaged, many of them severely. City officials are estimating business losses in the range of millions of dollars. More than 400 blocks of downtown were evacuated, including a jail and a major hospital. At least three nursing homes were evacuated by the National Guard, including the Golden Oaks Nursing Home, the largest nursing home in Alabama. Water flowed like a river through Waterford Lakes streets blocked off by National Guard members, and warehouses along the St Johns River were nearly submerged. Floodwater gurgled around treetops and lapped just feet below electrical wires and billboards. Authorities have been forced to close a nearly 300-mile stretch of the St Johns River to all traffic. According to the Associated Press, scores of bridges have been weakened or swept away.</p> <p>The floods have destroyed acres of corn, soybeans and other crops, prompting worries about a spike in food prices at a time when they already have been rising. "I have real concerns about our agricultural sector," said the Governor, who declared Autauga and Fulton counties disaster areas.</p>		All
Jul 10 0900	Add hotwash	You utilized 100 percent of your buses and 100 of your paratransit available.		All (Transit EOC)
Jul 10 0900	Add hotwash	The death toll was 3 .		All (Transit EOC)
Jul 10 0901	New email message	Shelter Closures - As the city begins to return to normal operations we are anticipating the closure of some emergency shelters. We intend to keep only two shelters open for the longer term. You will be able to cease temporary service to the other shelters within four to seven days.	Transportation (ESF 1)	Transit Emergency Manager, Transit EOC Planning/Intelligence Section Chief
Jul 10 0901	New email message	Reminder: Financials! - Now that we will soon be moving out of disaster response and into a phase of recovery, I would like everyone to make sure that all of the appropriate financial forms are submitted as soon as possible. You should be able to find these forms in the Forms Library.	Transit EOC Finance/Admin Section Chief	All (Transit EOC)
Jul 10 0904	Display Hotwash	NO DESCRIPTION AVAILABLE		All (Transit EOC)
Jul 10 0904	New email message	Reinstating Tolls - When will the lifted tolls be reinstated?	SEOC Public Affairs (ESF 15)	DOT Representative
Jul 10 0906	New email message	Action Log - Please fill in your Action Log before leaving.	Transit Agency Executive	DOT Representative

APPENDIX B:

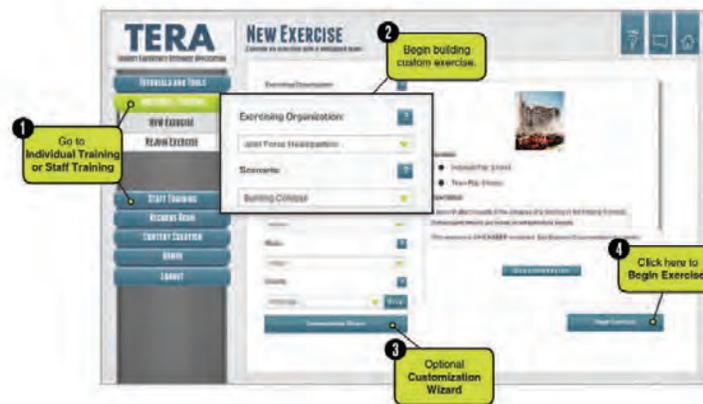
1) TERA QUICK REFERENCE GUIDE; 2) TERA USER GUIDE; AND 3) TRAINER'S GUIDE



TUTORIALS

This is a good place to start if you are new to EMST or your job function.

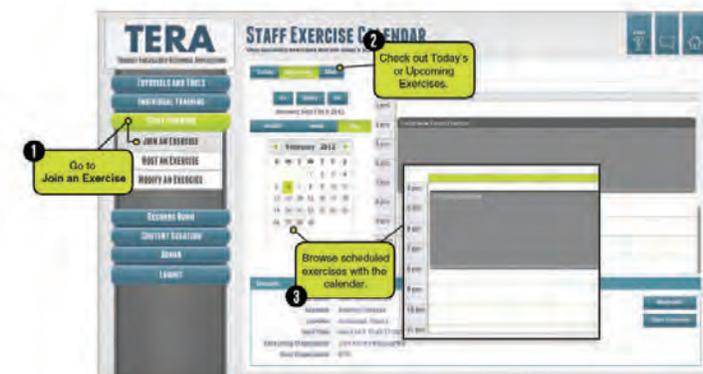
- 1** **EMST Tutorials** – contain user guides and guided tours of the MCRT interface.
- 2** **Job Tutorials** – Learn the basic functions of the job roles exercised by EMST.
- 3** Some tutorials will link to outside courseware and open in a new browser window.



INDIVIDUAL AND TEAM EXERCISE SCHEDULING

An exercise allows you to become more familiar with a role and its responsibilities by executing that role in a simulated or live team.

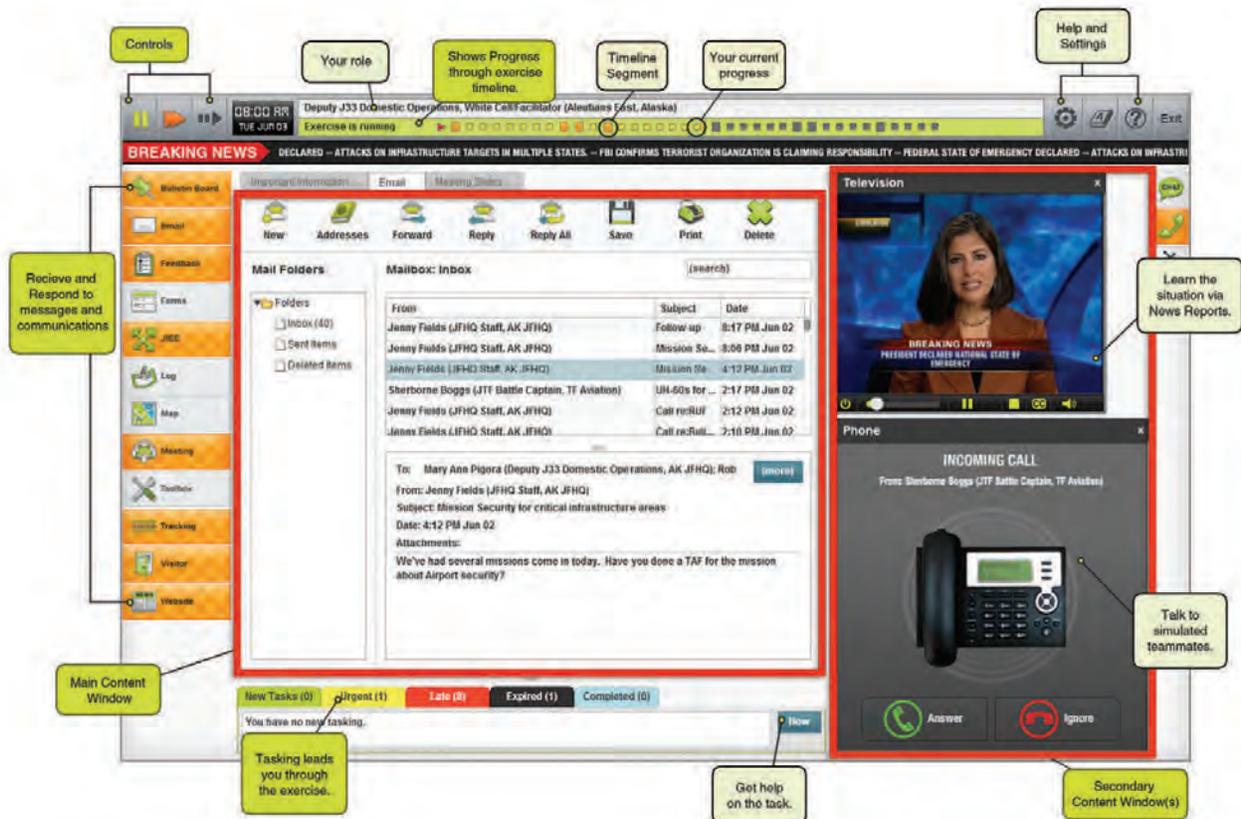
- 1** Define the exercise by choosing the organization to be a part of, the scenario to play, and your role in the exercise.
- 2** Start with the "Learn the Interface" scenario and "Novice" skill to learn your way around the exercise.
- 3** Optionally, you can customize locations and other scenario variables.
- 4** To schedule a team exercise, go to **Staff Training - Host an Exercise**.



STAFF EXERCISE CALENDAR

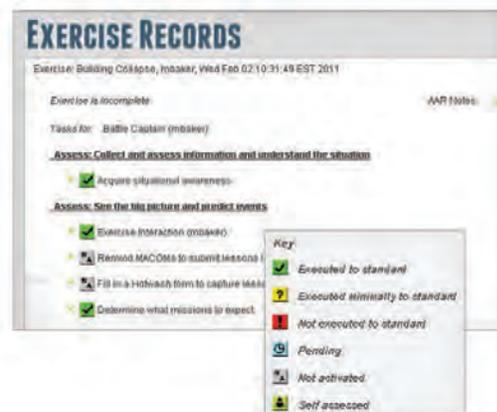
The Staff Exercise Calendar allows you to view upcoming exercises and join today's scheduled exercises.

- 1** See Exercises in a list, on a calendar, or on a map that shows where EMST is being used across the country.
- 2** Select an exercise to view details about it.
- 3** Join an Exercise in progress, or if you are an exercise host, start an exercise for others to join.



EXERCISE INTERFACE

- 1 If you are in an **Individual Exercise** or hosting a Team Exercise, **Start**, **Pause**, **Fast Forward** and **Control the Pace** of the exercise.
- 2 Handle the situation, then use the **Fast Forward** button to go to next exercise segment.
- 3 A highlighted button means **new messages** are waiting.
- 4 Carry out tasks in the **main content window**, while the **secondary content window** allows you to **chat**, **talk on the phone** or **watch TV** as you work.
- 5 EMST tracks your actions and provides an **After Action Report**. Your **AAR** can be found in **Exercise Records** under **Records Room**.





TERA

TRANSIT EMERGENCY RESPONSE APPLICATION

USER'S GUIDE

How to Print User Guide

To print this guide, click the print icon or save the PDF to your computer's desktop and open the document in Adobe Reader or Adobe Acrobat. If you don't have either software, you can download the file(s) for free at get.adobe.com/reader.

Select "Print" under "File" in the top menu bar and specify the printer you will be using under the Printer Name dropdown menu and make sure "All" is checked under Print Range.

For Two-Sided/Duplex Printers (preferred)

Select "Booklet Printing" from the drop-down menu next to "Page Scaling". Make sure "Both Sides" is selected under "Booklet Subset" and click OK.

Carefully fold the set of pages in half and sharpen the center crease. Make sure the pages are in the right order.

Insert the pages into the long reach stapler and align the stapler to the center crease approximately one inch from the top of the page. Affix a staple to secure the pages and repeat this step to insert a staple approximately one inch from the bottom of the page on the center crease.

For Single-Side Printers (not duplex)

Select "Booklet Printing" from the drop-down menu next to "Page Scaling".

Select "Front side only" in the "Booklet" section and click the "Print" button. Once the first side is printed, insert the printed pages upside down in the printer paper tray. Now select "Back side only" before clicking the "Print" button to print on the other side of the pages.

Carefully fold the set of pages in half and sharpen the center crease. Make sure the pages are in the right order.

Insert the pages into the long reach stapler and align the stapler to the center crease approximately one inch from the top of the page. Affix a staple to secure the pages and repeat this step to insert a staple approximately one inch from the bottom of the page on the center crease.

User Accessibility

MCRT has many accessible components that allow users to navigate through the interface easily and efficiently without a mouse. For a more in-depth overview on how each accessible component works, please visit http://sbwiki.team.ecsorl.com/index.php/User_Accessibility.

Screen Readers

Screen readers provide an audio version of screen content, or screen magnifiers, which display a small portion of the screen at a larger size, effectively reducing the visible screen area. Hearing-impaired users might read text and captions in the document in place of audio content. Other considerations arise for users with mobility or cognitive impairments.

NonVisual Desktop Access (NVDA) is a free and open source screen reader for the Microsoft Windows operating system. Providing feedback via synthetic speech and Braille, it enables blind or vision impaired people to access computers running Windows for no more cost than a sighted person. Major features include support for over 35 languages and the ability to run entirely from a USB drive with no installation.

You can download NVDA at <http://www.nvda-project.org/wiki/Download>.

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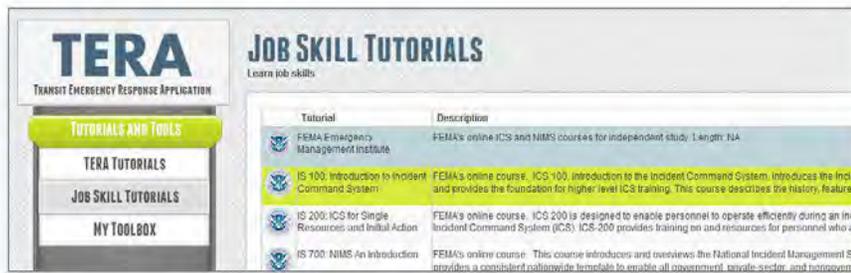
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About TERA

For a brief explanation of the purpose of TERA, see the *TERA 101 Tutorial* located under Tutorials and Tools.



If you've been invited to participate in a Staff Exercise, see *Join Exercise*. Otherwise, go to *Getting Started*.

Getting Started

Learn About Your Job.

Job Skill Tutorials can be found under *Tutorials and Tools*.

Try An Individual Exercise

To run an Individual Exercise, go to Individual Training in TERA portal and click on New Exercise.



For more details, see *Starting the Exercise, Using the Interface* and *After Action Report* below.

Give Feedback

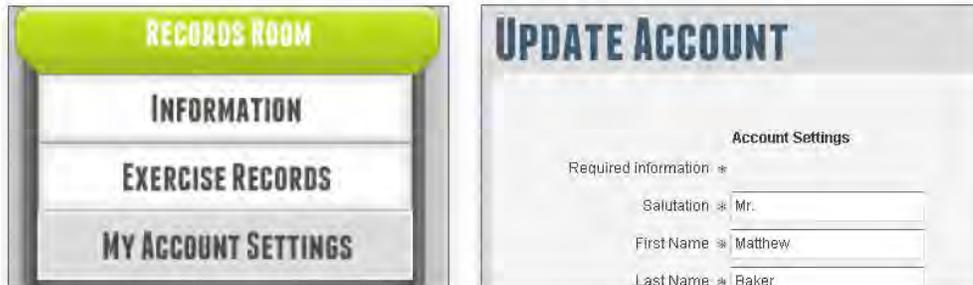
To give feedback, click on the  on the top right corner of TERA Portal. Your comments will help us make TERA more useful to you.

Functional Areas

TERA Portal

Updating Your Account

Under *Records Room – Account Settings*, you will be able to update your account. Profile info can be seen in map of who uses TERA.



Forgot Password

To recover your TERA password, on the login page, click on *Forgot Password* and type in the email address associated with your account. You will receive an email with instructions on resetting your password.

Give Feedback

To give feedback, click on the  on the top right corner of TERA Portal. Your comments will help us make TERA more useful to you.



Tutorials And Tools

TERA Tutorials

Learn about TERA with *TERA Tutorials* found under *Tutorials and Tools* in the Portal. Tutorials may open in a new browser window.

Job Skill Tutorials

Learn important Job Skills with *Job Skill Tutorials* found under *Tutorials and Tools* in the Portal. Tutorials may open in a new browser window.

My Toolbox

The toolbox contains web links to useful resources. You can add to and edit the list of tools.

Individual Training

New Exercise

Choose exercise parameters using drop down menus and/or the Customization

Wizard. If you need help on a selection, click the  for that selection.

Skill Level

- 1 *Novice* gets task prompts and multiple chances to answer multiple-choice questions.
- 2 *Intermediate* gets task prompts and only one chance to answer questions.
- 3 *Expert* gets no task prompts and only one chance to answer questions.



Begin Exercise

- 1 When beginning the Exercise, you have the option of viewing an Exercise Tutorial or proceeding to the exercise. Explore the exercise interface. When you are ready to start the exercise, click on the Green play button in the upper left corner of the interface.
- 2 If you accidentally close the browser window, you have 15 minutes to

rejoin the exercise before it will shut down. See Exercise Interface for more information.

- 3 After the exercise ends, you can see how you did in the AAR (*After Action Report*). See AAR section.

Rejoin Exercise

When you exit an Individual Exercise, you have the option to save the exercise and resume it at a later time. Also, if you accidentally close the browser window, you have 15 minutes to rejoin before the exercise will end automatically.

Saved and in-progress exercises are listed here. Select the exercise and click “Rejoin” to resume an exercise.

Joining A Staff Exercise

To join a *Staff Exercise*, go to *Join Exercise* under *Staff Training* in TERA Portal and look for upcoming or today’s exercises.

The screenshot shows the TERA (Transit Emergency Response Application) interface. The top left features the TERA logo and the text "TRANSIT EMERGENCY RESPONSE APPLICATION". Below the logo is a sidebar with navigation buttons: TUTORIALS AND TOOLS, INDIVIDUAL TRAINING, STAFF TRAINING (highlighted), JOIN AN EXERCISE, HOST AN EXERCISE, MODIFY AN EXERCISE, RECORDS ROOM, CONTENT CREATION, ADMIN, and LOGOUT. The main content area is titled "STAFF EXERCISE CALENDAR" and includes a "Filter" section with "Upcoming" and "All" options. Below this is a calendar for February 2011, showing dates from 1 to 28. A "Details" section is visible at the bottom, listing fields for Exercise Name, Scenario, Location, Start Time, Coordinating Organization, and Host Organization.

Host An Exercise

Staff Exercise Scheduler

- 1 Name your custom exercise. This name will appear on the Exercise Calendar.
- 2 Choose exercise parameters using drop down menus and/or the Customization Wizard. If you need help on a selection, click the  for that selection.
- 3 Specify location of the exercise and when it will be begin. See Customization Wizard for details on further customizing the exercise.
- 4 Hosts can start, stop, pause an exercise and can change the speed of the incoming injects. Hosts can also modify a scheduled exercise before it begins. To add a host, drag and drop a user from the Users List into the Hosts List. To remove a host, just drag the user out of the Hosts List.
- 5 Drag and drop Users who will participate in the exercise from the User List into the Players List. Assign the players one or more roles in the exercise by dragging and dropping roles from the Roles List onto the Player. To remove a player or role, drag and drop it out of the Players List. If a user has only recently registered, you may need to click on the  button to refresh the user list.
- 6 Once you have scheduled your exercise, the summary page allows you to send an email notification to participants and add more organizations to the exercise.

Multi-Organization Exercises

On the summary page for a scheduled exercise, click “Add Another Exercising Organization” – this will allow a JFHQ and a SEOC to exercise together, for example. You can also do this with “Modify Exercise”

Starting The Exercise

A host must start the exercise before others can join. To start the exercise, go to *Join Exercise* under *Staff Training* and click on *Start Exercise*.

Modify An Exercise

To modify an existing exercise, simply go to *Modify An Exercise* under *Staff Training* in the Portal, click on the exercise you want to edit and click on the Edit button on the right. The exercise can be modified up to the time it is started.

Customizing Exercises Customization Wizard

The *Customization Wizard* allows you to customize descriptions sent in email or read in web news articles. It also can be used to specify what resources are used during the exercise.

The screenshot displays the Customization Wizard interface with three main panels:

- Left Panel (Resource List):** A list of resource types including:
 - elementary school
 - Day Care (Elementary School)
 - high school
 - Junior High School
 - middle school
 - Intersect Mobile Store
 - large entertainment venue (eg. arena)
 - army base
 - major attraction
 - Yacht/Disney World
 - major airport
 - citizens international airport
- Middle Panel (Form):** Fields for configuring a resource:
 - Resource Name: [Text Field]
 - Resource Type: [Dropdown Menu]
 - Phone: [Text Field]
 - Address: [Text Field]
 - Specialty: [Table]

Specialty	Priority
Special Type	0
Fire Unit	0
Non-Paramedic	0
Dispatchable	0
CD/Type	0
Emergency Response	0
- Right Panel (Form):** Fields for configuring capabilities:
 - Resource Type Name: [Text Field]
 - Capabilities: [List of checkboxes]

Resources

A *Resource Type* is a category such as Fire Engine, National Guard Unit or Ambulance. A *Resource Type* has particular capabilities such as being able to

suppress fires or carry out an Engineering Mission.

Once you have defined and saved your *Resource Types*, go to the *Define Resources* tab to specify how many of each type you will have available in the simulation.

Exercise Documentation

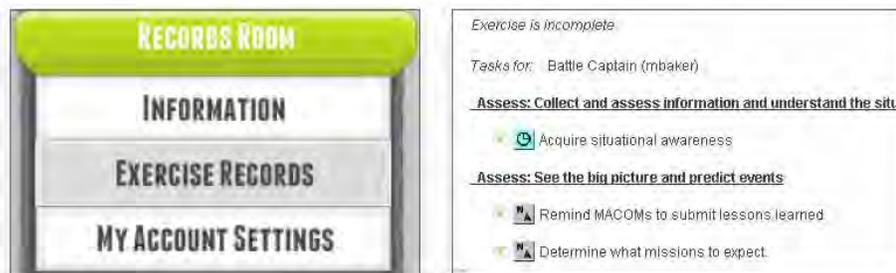
Exercise Documentation can be found in both Individual and Staff Training. When building an exercise, the documentation will be found on the right side of the window and will open in a separate browser window.

After Action Report

TERA tracks your actions and provides an After Action Report. This allows you to check your progress and improve on certain skills in future exercises.

There are two types of tasks – those that are automatically assessed by the system, which will show a Red, Yellow, Green, or Pending outcome, and those that are self-assessed. For self-assessed tasks, compare your answer to the one given, and select the appropriate outcome according to how well you answered the question.

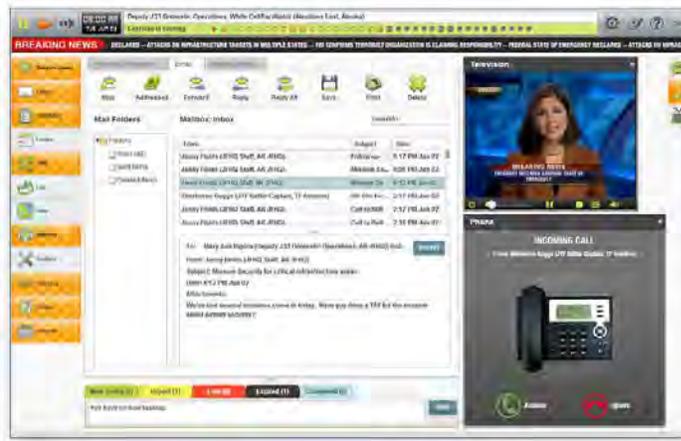
The AAR can be found in *Exercise Records* under *Records Room*.



Exercise Interface

Concept And Major Areas

The exercise interface consists of 5 major areas; The Controls, Progress Bar, Communication tools, Task Prompts and Settings.



Controlling The Exercise (Host Only)

You control the exercise by using the VCR controls on the top left corner of the interface.

- 1 To save the exercise to run again later, exit the exercise interface and hit yes to save. If you want to run the exercise on a subsequent day, you have to modify the exercise date under Modify Exercise.
- 2 Click **⏮▶** to speed up or slow down the pace of the exercise. On the "normal" setting, one exercise minute equals one real minute.
- 3 Click **📄▶** Scenario Outline to see the major time steps in the exercise when the players have handled the situation to the best of their ability at the current time step.



When the players have handled the situation to the best of their ability at the current time step, Click  to fast-forward the next time step.

Progress Bar

The progress bar shows progress through the exercise timeline. The progress bar is located at the top of the exercise interface.



Major Time steps



Messages for a time step

Tools

Acronyms

The acronym library shows the descriptions of acronyms throughout the exercise.

Toolbox

See *My Toolbox* under Tutorials and Tools.

Settings

Customize general and text chat settings. Settings can be accessed by clicking on the Settings icon on the top right corner of the interface.

Task Prompts – (Novice/Intermediate)

Task Prompts are located at the bottom of the Exercise Interface. There are 5 prompts you will receive during the exercise; New Tasks, Urgent, Late, Expired and Completed.

New Tasks

New Tasks are brand new tasks that need to be done. These tasks are highlighted green.

Completed

If you complete a task, the task will go to Completed. These tasks are highlighted white.

Urgent

Time passes without completing the new task, the task will then appear urgent and will need to be done. These tasks are highlighted yellow.

Late

If you don't complete a new task or urgent task in the time you have, the task will now become late. These tasks are highlighted red.

Expired

If something happens that makes it too late for the task to be effective (eg. once a meeting starts, it is too late to submit the slides) it goes to expired. These tasks are highlighted black.

“How” Button

The How button next to a task helps you finish the task properly.

In-Exercise Communications

The available toolset changes depending on what role/organization you are playing (for example, JIEE is only for JFHQ).

Chat

Chat allows the user to communicate with other players through text messaging. Users can create additional private chat channels and invite other players to them.

Private messages can be sent directly to specific players by clicking on the  button and selecting a player from the list that appears.

Additionally, players can be quickly selected by double clicking their login name anywhere they are surrounded by brackets in the chat area.

VOIP (Team only)

VOIP allows the users to communicate with other players using a microphone or headset. You may have to configure your computer's microphone settings to make sure your microphone is working and that its volume level is appropriate.

The microphone icon will change colors based on your connection status:

-  Your microphone is currently disabled.
-  Your microphone is connecting or muted.
-  Your microphone is connected and transmitting audio.

 † The microphone is currently being used. This icon will only appear in rule

sets where only a specific number of users can talk at one time.

Clicking on  will place the user in a queue to speak. If players are not currently speaking or queued up, the user will automatically connect their microphone and be able to speak. Players will automatically be sorted in the display based on the order that they queued up. Clicking on  will remove the user from the speaker queue. These buttons will only appear in rule sets where users are not able to all talk at one time.

Clicking on  will allow the user to create additional groups. Players can be assigned a group by dragging and dropping them to the desired group.

Users that are facilitating an exercise will have access to additional functionality in some rule sets that will help them make use of the VOIP capability:

 Give the microphone to another player that has already queued up to speak.

 Remove the player or all players from the speaker queue.

Forms

Forms contains templates used for composing email, bulletins and fax.

Email

Email is used to display emails from important people throughout the exercise. Emails are fictional and can not be sent to anyone outside of the exercise interface.

1 You can auto complete in address fields by typing in the name or role

of person you want to email.

- 2 You can also use Email templates to check off tasks.



Website

The website displays news articles that pertain to the scenario you are in.



Map

Use the map to view the exercise site and available assets. The map also shows the locations and profiles of other players in the exercise. You can zoom in or out of the map to find players participating from a great distance.



Meeting

Meetings display slides for discussions with other players and for reference.



FAX

Send, receive and reread sent faxes throughout the exercise. You can also post Faxes to the Bulletin Board. Faxes are fictional and can not be sent to anyone outside of the exercise interface.



Bulletins

Read bulletins on various topics involving the situation you are facing in the exercise.



Visitor

Talk to visitors who come in and out of the exercise. Free response answers may appear in the hotwash at the end of the exercise, with a self-assessment.



JIEE/Tracking

These are mockups of real tools used in the JOC. Players may refer to them to get information, but cannot interact with them. They are simply meant to

remind the users that they should be using these tools to track missions in a real incident.

Log

Take notes and save them in your log for future reference.

TV

Learn the situation better with News Reports that come up throughout the exercise.

Phone

Answer/Place Calls

Answer and place calls to people within the scenario from different organizations and roles.

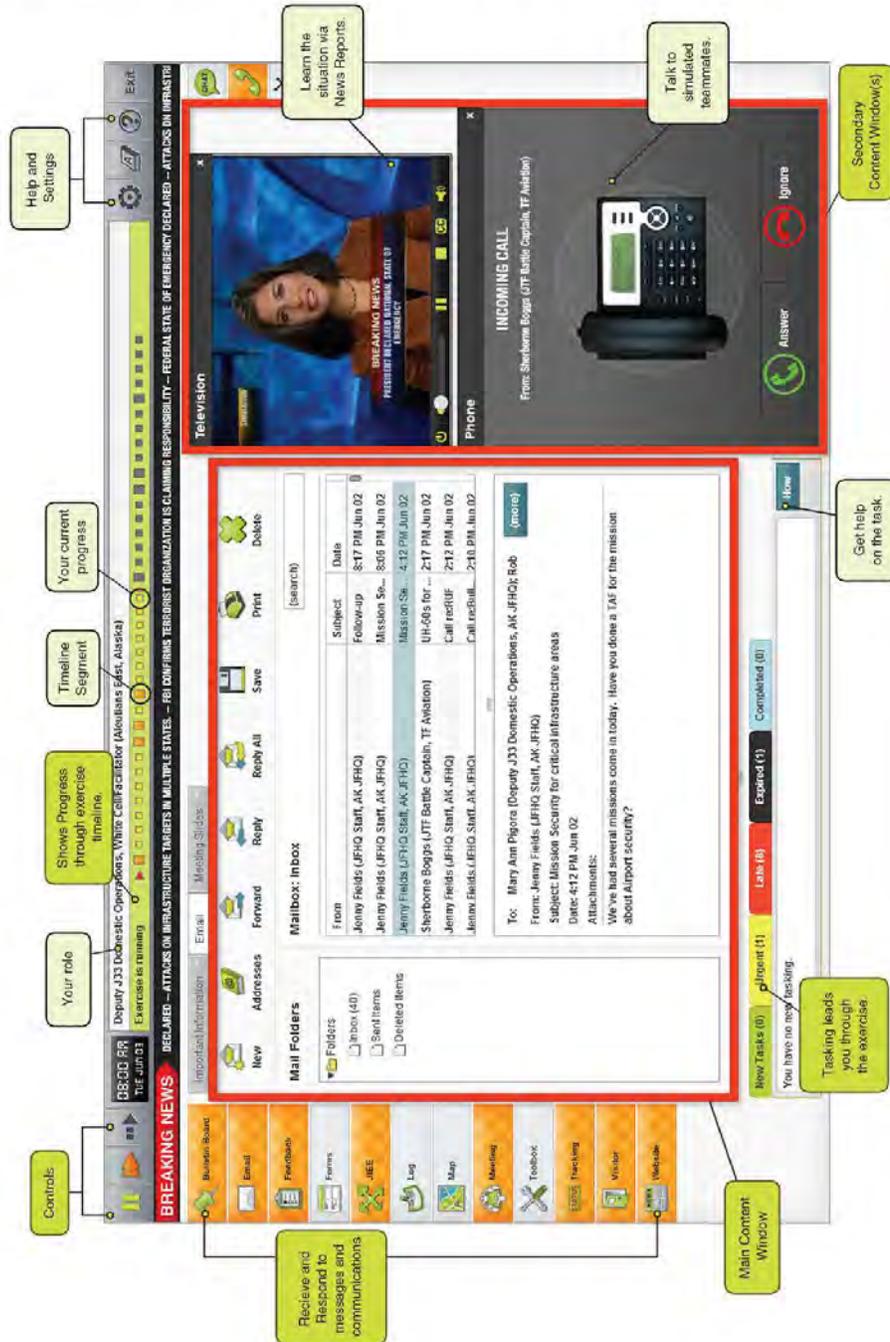
Voice Mail

Listen back to messages from phone calls you've missed throughout the exercise.

Exiting An Exercise

In a team exercise, when the last facilitator leaves, the exercise will automatically end. The Facilitator has ability to save the exercise for future use.

Exercise Interface Diagram





TERA
TRANSIT EMERGENCY RESPONSE APPLICATION

TRAINER'S GUIDE

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This manual explains the Transit Emergency Response Application (TERA) software and its practical applications for exercising emergency response personnel. It provides limited guidance to the reader on how to coordinate and administer a functional or tabletop exercise using TERA.

This manual covers all aspects of TERA exercise facilitation, including:

- TERA overview and operation
- Preparing for an exercise
- Administering an exercise
- Conducting an After Action Review (AAR)

1. Introduction

1.1 Definition and Purpose

TERA is a simulation-based training system that allows individuals or teams to make decisions in realistic situations and see the outcomes. TERA is completely web-based with no software install; the user needs only a broadband connection and java-enabled browser such as *Internet Explorer* to join an exercise. Each exercise scenario presents the unfolding incident through realistic injects including email, news videos, website articles, and simulated phone calls. Users make decisions and mitigate the incident by responding to messages, communicating with teammates, and giving commands to simulated entities.



TERA is part of the Emergency Management Staff Trainer (EMST) family of trainers. EMST has been used to exercise *National Guard Joint Operations Center Staff*, and *State and Local Emergency Operations Center Personnel*, among others.

Research reveals that experience plays a central role in making effective decisions, especially during critical situations. TERA exercises build a pattern base that allow decision makers to better make recognition based decisions when real world challenges arise. TERA offers progressive

training, from acquisition of knowledge through informational presentations, to building of skills in an individual role trainer with simulated teammates, to formulating abilities by exercising with a team in a real-world environment.

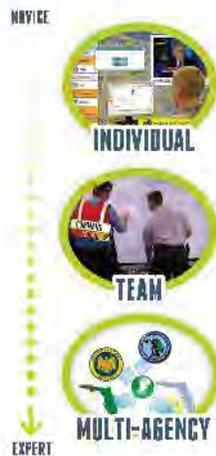


Figure 1. TERA scales from an individual up to multiple organizations exercising together.

Concrete feedback is required to build expertise. Each role is assessed on taking the steps to complete cognitive tasks such as keeping control of the scene, communicating both within the team and with outside agencies, and utilizing resources. Responsibilities may overlap between team members; the assessment reveals how team members work together to achieve overall goals.

TERA exercises are accessed through a web portal. The user logs in to run an individual exercise scenario, join a scheduled team exercise, take a tutorial, or access training records. If the user selects a "novice" skill level, TERA will display task prompts that lead the user through the exercise. Because TERA is web based, teams do not need to be in the same geographic location. They can exercise together sitting at their desks, from across the country – anywhere there is a broadband connection.

TERA was funded by the National Guard Bureau (NGB) and is free for use by qualified emergency management agencies.

1.2 Overview

The TERA system consists of the following major sections. Each section is accessible via the Portal left-hand navigator:

Tutorials: TERA provides tutorials on use of the TERA system, and computer based training for many of the player roles. The role tutorials expose novice trainees to the basic concepts and shared vocabulary of the domain, and go over common tasks that they will be expected to perform during an emergency incident.

Individual Exercise: In the Individual Exercise, the trainee learns his role while working with simulated teammates. The trainee can start building his repertoire of previous experience through individual computer-based simulation. The trainee may try different roles in the simulation in order to gain an understanding of the responsibilities of other team members.

Staff Exercise: Once trainees understand their role and the tasks expected of them, they may come together as a team to execute their roles in a collective simulation-based exercise. During this time, they should learn something about each other's roles, abilities, responsibilities, and lines of communication. Once they have practiced these skills to become a cohesive team, they can concentrate on the decision challenges facing the team as a whole.

After Action Report (AAR): TERA automatically tracks trainee actions and provides an After Action Report. The AAR can be accessed either directly from the pop-up box at the end of an exercise, or via the Exercise Records page.

2. Implementing TERA in your Organization

2.1 Staff Exercise Configurations

TERA can be presented as either a functional or a tabletop exercise.

In a Tabletop exercise, TERA is used as a discussion driver. For larger audiences, participants may be divided into role groups. The TERA interface for a group's roles is projected on a screen and the simulation messages are used to drive discussions. The projected computers will need speakers so the participants can listen to any TV news injects. As participants discuss the scenario and decide what actions to take, their decisions are entered into TERA. The tabletop scenario should be paused where necessary to allow time for discussion.



Figure 2. TERA Tabletop exercise configuration.

In a functional exercise, as many roles as possible should be assigned to live players. When there is more than one player for a role, the trainer may configure the training one of two ways:

- Each player may have a computer and share the role's tasks. This configuration emphasizes communication within the role's team, to ensure that all tasks are addressed and the team coordinates to avoid duplication of effort. This is appropriate for an exercise where the participants are geographically distributed.
- There may be one computer for the role, with one player acting as the computer operator to receive information and enter decisions, while the other player(s) coordinate face-to-face with other roles. This configuration emphasizes coordination and relationships between the different roles. This can be especially useful for a junior/senior pairing, or instances where the role team may not often have the opportunity to work together, such as day and night shifts. This is appropriate for an exercise where the participants are located in one facility.

A functional exercise may be executed by a single organization, such as a State EOC or JFHQ, or for

multiple organizations. Each organization will have their own After Action Report.



Figure 3. TERA supports multi-organization exercises.

2.2 Preparation

An TERA exercise can vary in scope from an individual working on their own, to a few team members executing a staff exercise during their free time, to a large multi-organization event. For the larger events, the greatest challenge to the success of an TERA exercise is the amount of coordination required. The exercising organizations will be investing a great deal of time and money in staging the exercise. Local media may be interested in covering the event. It is the *Exercise Facilitator's* responsibility to make sure everything runs smoothly. Refer to *Error! Reference source not found., Multi-Organization Event Preparation*, of this manual for assistance with large scale exercises.

Key Personnel

The personnel required will vary with the scope of the exercise and the comfort level of the participants with the TERA interface.

Exercise Facilitator: For each exercise, there is an *Exercise Facilitator*, who acts as the lead trainer and liaison with the exercising organization. He/she is responsible for the flow of the event.

Exercise Controller: The *Exercise Controller* is responsible for running and monitoring the exercise. Ordinarily it will be the *Exercise Facilitator*, but the responsibility may be delegated if the *Exercise Facilitator* is engaged with observers, VIPs, media, etc. He/She should personally test all equipment and run a brief practice scenario to make sure everything is in working order prior to the start of the training or exercise.

TERA Support Trainers: For very large scale exercises, there should be several *TERA Support Trainers* available to provide hands-on assistance to the participants. The participants may be nervous about having to learn the "game" and be tested on it. It is very important to have enough *TERA Support*

Trainers to create a comfort zone that allows participants to concentrate on the decisions to be made rather than their computer interface. The recommended minimum number of *TERA Support Trainers* is 1 per 10 novice participants, less if the participants are comfortable with the TERA exercise interface.

Preparing the Participants

In order to receive the most benefit from a Staff Exercise, participants should be familiar with their own role in the organization, and with the National Incident Management Plan and Incident Command System. For civilian emergency management organizations, novice participants should be encouraged to complete the FEMA on-line training course(s) that are most pertinent to their role. National Guard JFHQ novice participants should be encouraged to complete FEMA Independent Study Program *IS-100.b - (ICS 100) Introduction to Incident Command System*, as well as the TERA Job Tutorial for their role. Participants may also practice their role in TERA Individual Exercises so they are familiar with the TERA interface and tasking prior to the staff exercise.

By using TERA simulations along with their normal, *Standard Operating Procedures (SOPs)*, participants will be better prepared for a real life incident. The participants should be encouraged to bring to a staff exercise any materials or job aids that they would normally use to handle a real incident. Examples include such items as radios, equipment logs, forms, SOPs, Field Operation Guides (FOGs), and checklists. References such as chem-bio handbooks, HazMat Guides, uniforms, and identification vests or name tags are also helpful. The participants should also be encouraged to use reach back capabilities. An example of this would be the Public Health roleplayer calling co-workers in their office to identify a hazardous material by the symptoms described in the scenario.

All role player participants will need an activated TERA account. If the participants do not have email addresses ending in .mil or .gov, be sure to allow several days for account activation. The participant will need to access his or her email in order to get the password to log in for the first time. If they will not have email access at the exercise site, be sure that all participants have obtained their account and changed their password to something they can remember before attending the exercise.

Equipment and Facilities



At a minimum, each assigned role player and facilitator will require a computer station to run the TERA exercise interface. Required equipment will depend on the exercise configuration. For distributed exercises where participants will utilize the *Voice Over IP (VOIP)* capability, each participant will need a headset with a microphone. The headset should be tested with TERA prior to joining the exercise to ensure it is set up correctly.

For co-located participants, it is useful to project the TERA

interface in the exercise room. This will enhance the realism of the experience by allowing the team to project meeting slides and hold shift change briefs or status updates as a group. The projected computer should have speakers for playing the TV news clips. There should be bulletin board or easel space available for posting Incident Action Plans (IAPs), maps, and other exercise aids.

If the participants are not used to working as a team or are not playing their normally assigned roles, it can be useful to have placards identifying the role at each computer station. In addition, if participants are not familiar with TERA, each computer station should have a printed TERA Quick Reference Guide and User's Guide.

2.3 Scheduling the Exercise

See the *TERA User's Guide* for instructions on scheduling the exercise.

TERA may be operated in one of three skill levels. All skill levels result in automated assessment of the participant actions. Novice and Intermediate skill levels show task prompts. The Expert skill level does not show task prompts.

When scheduling a geographically co-located team exercise, include one Host with no other role assignments. This will provide an extra TERA exercise interface station that can be projected for use during briefings and to show the TV news injects. A second Host station can also be useful for monitoring the assessment status on a monitor that is not projected.



Scenario assessment documentation is available from the staff exercise scheduler. Select the organization and scenario and click the "Documentation" button on the scenario description pane. When exercising at the Expert skill level, the Facilitator may find the Evaluation Guidelines document useful in assisting participants as needed.

If scheduling a multi-organization exercise, there are a few things to keep in mind:

- The first organization scheduled will be the lead organization. The hosts for this exercise will be responsible for starting and controlling the exercise for all organizations.
- If you assign one participant roles in multiple organizations, he or she will have to log in with a separate browser window for each organization.
- You can send a reminder email to the exercise participants from the summary page. The email

is only for the displayed organization's participants. To send email to all exercise participants, you will need to send it from each organization's summary page. After scheduling the exercise, you can reach the summary page from Modify an Exercise – Details.

2.4 Executing the Exercise

Ideally, participants will be familiar with TERA prior to a large exercise event. If not, allocate a half hour at the beginning of the event schedule to allow the participants to work through the *Learn the Interface* scenario either individually or as a team. In the *Learn the Interface* scenario, messages are sent to participants instructing them on how to take actions that are important for their role. It is designed so that if the trainee follows the instructions properly, the assessment results will be all **green**. The scenario should run for about fifteen minutes, or until the users feel comfortable with the system. The *Exercise Controller* should keep a close eye on the assessment summary in the Gradebook to see who is having trouble and assign support trainers to help. To increase the comfort level of the novice participants, also provide a printed copy of the *TERA Quick Reference Guide* and *TERA User's Guide* at each computer station.



Figure 4. In a co-located exercise, small teams can work together to execute a role.

Under normal conditions the exercise moves at a rapid pace as events unfold. It can be difficult for a single person with the messages appearing in the exercise interface, input responses and actions, and still talk to peers and make command decisions. In a large scale co-located exercise, ideally, all assessed roles will have at least two to three participants working together at a single player station. One participant takes the command role, interacting with other players face to face as they would at an actual incident site or within the Emergency Operations Center (EOC). The second participant, ideally someone with computer

experience, monitors the message traffic from the simulation and ensures that all command decisions are entered into the system for assessment. If a third participant is available; he/she can track issues and logistics using the jurisdiction's normal methods, such as a paper logbook. Suggestions for role groupings are a senior commander with junior support, city and county EOC counterparts, or day and night shift personnel from one role who can switch off taking the lead in different exercise runs.

The *Exercise Facilitator* and *Exercise Controller* should be familiar with the scenario to be exercised including the scenario outline. The outline can be found with the scenario documentation in the scenario description pane of the staff exercise scheduler. It should be kept at "close hold" and should not be shared with the trainees/participants. Either the *Exercise Facilitator* or a designated Subject Matter Expert should be available to assume any simulated roles during briefings and meetings.



Figure 5. The Exercise Facilitator or a designated SME should be familiar with the scenario and prepared to assume the roles of any simulated players in a briefing.

The exercise should be monitored by the *Exercise Controller* to ensure an even pace. Many scenarios play out over several simulated days and require the *Exercise Controller* to move forward from one exercise event to the next. Forwarding to the next exercise event may be initiated any time after all scripted scenario events have played out. TERA has flexibility for time management. The *Exercise Controller* can manipulate the “exercise pace” through the expanded VCR controls in the upper left-hand corner of the facilitator’s interface. The

Exercise Controller should allow ample time for all players to meet objectives, but not so much that advanced learners become bored or distracted.

During the exercise, the *Exercise Controller* should monitor the assessment summary in the Gradebook to identify the trainees that may be having problems. The *Exercise Facilitator* or *TERA Support Trainers* should determine if the trainee is having trouble interfacing with the software or just isn’t sure what actions to take to mitigate the situation. The *Exercise Facilitator* and *TERA Support Trainers* should identify who is having the most trouble and assign support trainers to give them additional attention during the exercises. If necessary, the support personnel can encourage the players to think about actions they have not yet taken, but should soon.

2.5 Facilitating the After Action Review

The TERA ability to conduct immediate assessment is an advantage in comparison to traditional paper or tabletop exercises. Typically, live exercises require several human observer/controllers to prompt and evaluate player actions. The evaluation team must then coordinate a meeting to review and compare notes, validate findings, and, finally, generate and distribute a report. The entire process may take several days or even weeks. TERA contains a comprehensive *After Action Report (AAR)* that allows the team to examine both automated and self-assessed evaluation criteria immediately after exercise completion.

With assistance from the *Exercise Facilitator*, the *AAR* can be used as a driver for discussion by a representative of the exercising organization. Review the properties of the *AAR* with the organization’s senior exercise leader (i.e.: the Emergency Manager) or the *Event POC* and encourage him/her to lead the review with the exercise participants. A recommended outline for the *AAR* session follows:

- Review the broad objectives of the exercise/training event

- AAR leader solicits feedback from representatives of each role
 - Maintain a balance between positive and negative
 - Place emphasis on performance and response, not the scenario itself. The participants will have an opportunity to critique the scenario in a customer survey following the AAR.
- Pass out Exercise Critique/Customer Survey Forms

3. Find Support for Conducting TERA Exercises

The Department of Homeland Security has released the new National Response Plan (NRP) dated December 2004. The NRP requires agencies at all levels to develop response plans that reflect concepts described in the National Incident Management System (NIMS) which includes the Incident Command System. TERA provides a method for jurisdictions to exercise and assess their Incident Action Plans using many of the threat scenarios identified in the NRP.

Grants for conducting exercises in your jurisdiction can be obtained through the Department of Homeland Security's Office of Domestic Preparedness (ODP). Exercises funded through ODP must comply with the Homeland Security Exercise and Evaluation Program (HSEEP). TERA can fulfill the tabletop and functional exercise requirements in a comprehensive HSEEP exercise plan.



The National Guard Bureau J-7, Exercises, Assessment, and Training Division stands ready to assist any jurisdiction with a desire to utilize TERA to improve their emergency response and preparedness procedures.

Key information:

FEMA Grant Information

► <http://www.fema.gov/government/grant/index.shtml>

Appendix A. Multi-Organization Event Preparation

A.1 Training and Assessment Schedule

Training and Assessment Schedule: The training and assessment schedule recommended in Table 3.1 is for a two day training event with two separate exercises and AARs.

Table 3.1. Sample Training Schedule

Day	Time	Scheduled Exercise Event
Monday	All Day	Facilitators and Support Trainers Travel Day
Tuesday	Morning	Facilitators and Support Trainers Exercise Planning
	Afternoon	Final Planning Conference, site setup, inbrief
Wednesday	Morning	Training: Overview, user training scenarios
	Afternoon	Training: Scenario 1, AAR
Thursday	Morning	Training: Scenario 2
	Afternoon	Training: Scenario 2 AAR, exercise hotwash, outbrief
NOTE:	Monday & Friday	Recommended Travel Days

A setup day is built into the schedule to give the *Exercise Facilitator* and *TERA Support Trainers* time to meet and complete final coordination and setup. Depending on the experience of the support team, this is a good opportunity to have the *TERA Support Trainers* play through a practice scenario. The *Exercise Facilitator* should make sure that the overhead projectors are tested with the displays they are to project and that all handouts are printed and prepared.

The first training morning should be used to present an overview of the TERA program, a review of domain information such as the Incident Command System or JOC roles and responsibilities, and familiarization training on the TERA interface. Participants should also ensure that they have copies of any resources they may wish to use in the exercise such as plans, SOPs, forms, briefing templates, or handbooks.

Ask the *Event POC* to assign the roles the participants will be playing during the afternoon's exercise. Distribute and review any player materials with the trainees. The morning session is followed up with a brief (one or two hours) exercise and AAR during the first afternoon session.

The second training morning can begin with a longer exercise and AAR, followed by a feedback session or "hot wash" in the afternoon. Participants should be encouraged to provide verbal feedback (question and answer period) and complete written surveys that will help to improve future training sessions. A sample survey is given in Appendix C.

Military Installations: If the exercise takes place on a military installation, the senior leadership may require an in-brief to be acquainted with what the exercise is about, and an out-brief to be informed of the results. The briefings will be scheduled and conducted by the *Exercise Facilitator*.

A.2 Coordinating with the Exercising Organizations

If you are working with another organization to stage a large TERA event, your first step as the Exercise Facilitator is to identify yourself to two local points of contact (POC) in each exercising organization in advance of the scheduled event. The first POC will be responsible for domain knowledge in the organization including identifying facilities, training priorities, SOPs and goals for the exercise. We will refer to this primary POC as the *Event POC*. He or she can help you identify your second key POC; a local computer network administrator or support technician. This POC will be responsible for providing technical support for the organization's computer equipment and testing TERA on the computers to be used in the event. We will refer to this person as the *Technical POC*. *Error! Reference source not found.*, Timetable of Support Milestones, is a suggested timetable of support milestones which must be met for each exercise.

Support Milestone	Date
Local POCs responsible for technical and domain support identified	StartEx - 28 days
Exercise scenarios specified with input from exercising organizations	StartEx - 21 days
Information gathering (relevant SOPs, forms, etc) initiated	StartEx - 21 days
Facilities specified (distributed or co-located computer equipment, speakers and/or headsets, projectors, printers, bulletin boards)	StartEx - 14 days
TERA tested on all computers to be used (ensure exercise loads, video streams, bandwidth is sufficient for number of participants at each site)	StartEx - 7 days
Information gathering complete, all needed plans and uploadable information in hand	StartEx - 7 days
Computers, projector displays, speakers, headsets, and printers in exercise configuration and tested with scenarios to be run	StartEx - 1 days
All player role assignments specified, accounts created and accessible, and exercise support materials ready	StartEx - 1 days

Initial Contact: As soon as the local POCs are identified, the *Exercise Facilitator* should make an introductory telephone call to the *Event POC*. Use this initial call to establish a working relationship and review the details of the upcoming event. When reviewing the details with the *Event POC*, remind him or her of the following:

- Support and approval from the local leadership is critical to the success of an exercise.
- Suggest that VIPs be invited to either participate or to observe the exercise. VIPs could include the FBI liaisons, Civil Support Team (CST) commanders, military leadership or emergency management planners, the governor or other senior government officials, and the State Emergency Manager.
- The training event is a great publicity opportunity and local politicians may be willing to attend the exercise and provide introductory remarks to emphasize its importance.
- Local news media may be interested in covering the event.

Scenario Selection: The *Exercise Facilitator* should discuss the available scenarios with the *Event POC*,

and determine what scenario(s) and player roles would provide the most benefit for the training in this particular organization. For multi-organization exercises, all organizations must agree on the scenario(s).

Exercise Participants: Participants and contact information should be identified as early as possible so that they can be provided with information about the exercise and read-ahead material. Identified participants should have a background in the role that they will represent. It is important to include the local Emergency Manager or training officer (if he/she is not the *Event POC*) in this planning step to help determine who will participate and what role they will represent.

Exercise Customization: The exercise can be customized with locations, available resources, and documents via the Customization Wizard. This information should be specified before the event to avoid delays during execution.

This appendix contains materials to be sent to the jurisdiction to help them prepare for an exercise.

- **Letter of Introduction** – suggested text for a letter of introduction to the organization POC.
- **Exercise Participant Information** – This information can be sent to the participant to help them prepare for the exercise.

A.3 Conducting the Exercise

Facilities Requirements

When conducting an TERA training exercise, separate rooms should be set up for different groups of players. The number of rooms needed is dependent on whether the training scenario is Scene-centric or EOC-centric. The availability of rooms within the facility being used to conduct the exercise may factor into scenario selection. In a Scene-centric scenario, ideally three rooms will be utilized: an "On-Scene" room, an "EOC" room, and a "Policy Group" room. In all cases, "on scene" players should be unable to communicate directly to the players in the EOC, except by using their established communications channels – phone, radio, etc. This emphasizes the need for all players to provide clear reports and pass important information up, down, and laterally through their chain of command. The Policy Group is often in their own breakout room near the EOC, so they can discuss issues privately. If separate rooms are not available, one large room can be partitioned to keep the players separate and achieve the same goal. The Policy Group room is a good forum for explaining the system to VIP visitors before walking them through the EOC.



Figure 3.1. Player Stations are networked through a LAN. Exercise participants are divided into separate rooms when working a scenario.

In addition to a room for the scene, EOC, and Policy Group, there must be one room that can hold all of the participants with an overhead projection capability for holding training sessions and the AAR. In the exercise rooms, each Functional Area playing in the scenario needs a workstation with a PC and space for two or three people to work. The computers in each room must be networked together. Each desk should have a phone and phone list for communicating with other FAs. Ideally each room will have an overhead projector with the capability to project the TERA *Observer Station* display.

AAR: With assistance from the Exercise Facilitator, the AAR can be used as a driver for discussion by a representative of the exercising organization. Ideally, the AAR will be led by the organization's senior exercise leader or training officer. This keeps the review within the organization, which will add to the participants' comfort level and encourage discussion that is uninhibited by outside observers. Review the properties of the AAR with the AAR leader or the *Event POC* and encourage him/her to lead the review with the exercise participants. See the general guidelines in this manual for a suggested outline of the AAR session.

A.4 Suggested Letter of Introduction

Dear _____(Event POC)_____:

Thank you for taking the time and effort to assist with the facilitation of an Emergency Management Staff Trainer (TERA) based exercise/training event in your organization. To assist with your preparations I have enclosed the TERA exercise preparation materials we discussed on the phone. These materials will help ensure that all the necessary information is gathered and that exercise participants will understand what is expected of them.

For coordination and preparatory purposes I need the names and contact information (phone, e-mail and postal address) of two Points of Contact (POCs) in your organization at least four weeks prior to the scheduled event. The first person is referred to as the Event POC, ideally the organization's Emergency Manager or training officer. The Event POC will be responsible for identifying facilities, organization training priorities, standard operating procedures, and goals, and gathering customization information for use in the exercise. The Event POC will lead the exercise, or assist the TERA Facilitator in leading the exercise, whichever is preferred. The second POC, the Technical POC, will be responsible for providing technical support for the organization's equipment, including testing TERA on the computers to be used. This person should have a thorough knowledge and ready access to the organization's computer resources.

TERA is a computer-based simulation that enhances training and coordination of command level emergency response personnel. This is a great opportunity to showcase the training and emergency preparation your local emergency responders engage in. I encourage you to invite the local media to cover the event. A local government official may welcome the opportunity to present introductory remarks and observe the exercise. Other special guests who may be interested in attending include local FBI liaisons, the local National Guard Civil Support Team (CST) commander, local military installation leadership or emergency management planners, the governor, and the State Emergency Manager.

Preparation and coordination are the keys to success for an exercise event of this scale. Meeting the milestones listed on the chart at the top of the following page will ensure that both the exercise facilitators and the community are prepared to engage in a successful exercise.

Support Milestone	Date
Local POCs responsible for technical and domain support identified	StartEx - 28 days
Exercise scenarios specified with input from exercising organizations	StartEx - 21 days
Information gathering (relevant SOPs, forms, etc) initiated	StartEx - 21 days
Facilities specified (distributed or co-located computer equipment, speakers and/or headsets, projectors, printers, bulletin boards)	StartEx - 14 days
TERA tested on all computers to be used (ensure exercise loads, video streams, bandwidth is sufficient for number of participants at each site)	StartEx - 7 days
Information gathering complete, all needed plans and uploadable information in hand	StartEx - 7 days
Computers, projector displays, speakers, headsets, and printers in exercise configuration and tested with scenarios to be run	StartEx - 1 days
All player role assignments specified, accounts created and accessible, and exercise support materials ready	StartEx - 1 days

Please don't hesitate to call or email if you have any questions. I'm looking forward to helping you plan and execute a successful exercise.

Sincerely,

<Contact information>

NOTE: The TERA Brochure, Quick Reference Guide, and User's Guide available on the TERA Portal may be reproduced and included as an attachment to this letter.

Dear (Participant):

You have been selected to participate in a training exercise that utilizes the Emergency Management Staff Trainer (TERA). TERA is a computer simulation based exercise that enhances training and coordination of command-level emergency response personnel.

Using TERA, your organization will conduct a functional exercise utilizing the principles of the Incident Command System (ICS). You are requested to represent the _____ Role.

Your exercise coordinator will be: *(Exercise Coordinator's Name and Job Title)*

Phone: *(866-555-1234)*

Email: *(Exercise Coordinator@exercise.org)*

The exercise will be held on _____ *(date/time)* thru _____ *(date/time)* at _____ *(location)*.

Please notify the exercise coordinator if you have a scheduling conflict and are unable to attend one or all days.

If you do not already have an TERA login account, please request one at www.TERA.jsrts.org by clicking on the Request button. Specifying an email that ends in .gov or .mil will expedite the request. If you do not have an email ending in .gov or .mil, put _____ *(exercise name)* in the "How you heard about TERA" blank, and ensure the request is made several days prior to the event to give time for account approval.

Once your account is approved, please ensure you can log in to the TERA Portal and change your password to something that is easy for you to remember. Take the opportunity to explore TERA. There are several tutorials and individual exercises available that you may find useful.

To enhance realism you are encouraged to bring and use the same tools and procedures you would use for an actual incident response. Examples include radios, reference materials, forms, log books, and checklists.

You are encouraged to refresh your ICS skills and knowledge prior to the exercise. FEMA provides web links to on-line, self-paced, ICS Independent Study (IS) courses on their website. These courses can be completed for certification or just as a refresher. One or both of the following courses (web addresses provided) are recommended for this purpose:

IS-100 Introduction to Incident Command System

 <http://training.fema.gov/emiweb/is/is100b.asp>

IS-700 NIMS An Introduction

 <http://training.fema.gov/emiweb/is/is700a.asp>

NOTE: The TERA Brochure available on the TERA Portal may be reproduced and included as an attachment to this letter.

A.5 Schedule

Table B.1., *Sample Exercise Schedule* (below) is provided as a sample agenda to assist jurisdiction personnel and TERA Facilitators with planning and coordination of a three day TERA exercise event. The support milestones shown in Table B.2., *Recommended Support Milestones*, are a timetable of preparatory actions and coordination for a three day TERA exercise event.

Table B.1. Sample Exercise Schedule

Day	Time	Scheduled Exercise Event
Monday	All Day	Facilitators and Support Trainers Travel Day
Tuesday	Morning	Facilitators and Support Trainers Exercise Planning
	Afternoon	Final Planning Conference, site setup, inbrief
Wednesday	Morning	Training: Overview, user training scenarios
	Afternoon	Training: Scenario 1, AAR
Thursday	Morning	Training: Scenario 2
	Afternoon	Training: Scenario 2 AAR, exercise hotwash, outbrief
Friday	All Day	Travel Day

Table B.2. Recommended Support Milestones

Support Milestone	Date
Local POCs responsible for technical and domain support identified	StartEx - 28 days
Exercise scenarios specified with input from exercising organizations	StartEx - 21 days
Information gathering (relevant SOPs, forms, etc) initiated	StartEx - 21 days
Facilities specified (distributed or co-located computer equipment, speakers and/or headsets, projectors, printers, bulletin boards)	StartEx - 14 days
TERA tested on all computers to be used (ensure exercise loads, video streams, bandwidth is sufficient for number of participants at each site)	StartEx - 7 days
Information gathering complete, all needed plans and uploadable information in hand	StartEx - 7 days
Computers, projector displays, speakers, headsets, and printers: in exercise configuration and tested with scenarios to be run	StartEx - 1 days
All player role assignments specified, accounts created and accessible, and exercise support materials ready	StartEx - 1 days

A.6 Exercise Setup Checklist

Facilities (co-located exercise)

- Briefing/AAR room (must have TERA workstation with projector and speakers)
- TERA workstation for each participating role / role group
- TERA workstation for each Host station (recommend 1 in each room)
- Bulletin board or white board for IAPs, orders, or other COP items
- Projector and screen, connected to Host station
- Printer

Tests

- All computers tested with TERA exercise
- Scenarios tested with any customization data
- All role player accounts available and activated

TERA Workstation (co-located exercise)

- Computer connected to internet
- Space for 2 or 3 people to work
- Label to put on top of the monitor to identify which role plays there
- Labeled vest(s) for the players to wear
- TERA Quick Reference Guide

TERA Workstation (distributed exercise)

- Computer connected to internet
- Headset connected to computer and tested with TERA
 - TERA Quick Reference Guide

A.7 Exercise Critique Form

How much was spent learning how to use the TERA system?

- Not nearly enough
- Not quite enough
- The right amount
- A little too much
- Way too much

Comments

How effective was the exercise in helping your organization prepare for an incident?

- Not effective
- Moderately effective
- Very effective

Comments

The one thing about TERA that enhanced my training experience was

The one thing about TERA that hindered my training experience was

The one thing I would add to this training exercise would be

The one thing I would change about this training exercise would be

Other Comments
