



# AZA Tabletop Exercise

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Situation Manual

03/23-24/2016

# EXERCISE OVERVIEW

<b>Exercise Name</b>	AZA Tabletop Exercise
<b>Exercise Dates</b>	03/23-24/2016
<b>Scope</b>	This exercise is a tabletop/discussion based given on 03/23-24/2016. Exercise play is centered on the exercise conducted at the AZA Conference in Omaha.
<b>Mission Area(s)</b>	Response & Recovery
<b>Core Capabilities</b>	<p>Planning</p> <p>Operational Coordination</p> <p>Critical Transportation</p> <p>Infrastructure Systems</p> <p>Public Health and Medical Services</p> <p>Situational Assessment</p>
<b>Objectives</b>	<p>Analyze the ability of the institution to sustain prolonged operational response.</p> <p>Analyze the ability of the institution to implement, maintain, and expand an Incident Command System.</p> <p>Analyze the institution's ability to maintain their transportation routes via their facilities operational plan.</p> <p>Analyze the ability of the institution to maintain their capability to work with outside resources to maintain critical infrastructure systems.</p> <p>Analyze the ability of the institution to provide for the medical needs to the employees during a prolonged event.</p> <p>Analyze the institutions ability to work internally and externally to assess the on-going impact.</p>
<b>Threat or Hazard</b>	Natural Hazard
<b>Scenario</b>	A scenario has been developed that will require AZA members and partnering regulatory agencies to simulate response to a flood scenario.

<b>Sponsor</b>	University of Illinois, College of Veterinary Medicine, Center for One Health Illinois
<b>Participating Organizations</b>	AZA and partner regulatory agencies.
<b>Point of Contact</b>	<p>Exercise Director: Yvette Johnson Walker DVM, MS, PhD: Clinical Epidemiologist, University of Illinois College of Veterinary Medicine, Center for One Health Illinois. University of IL at Urbana-Champaign</p> <p>1008 West Hazelwood Drive M/C 004 - 227 LAC</p> <p>Urbana, Illinois, 61802</p> <p>217-333-1903</p> <p><a href="mailto:yjjohn38@illinois.edu">yjjohn38@illinois.edu</a></p>

## GENERAL INFORMATION

### Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by the selected Exercise Planning Team.

Exercise Objective	Core Capability
Analyze the ability of the institution to sustain prolonged operational response.	Planning
Analyze the ability of the institution to implement, maintain, and expand an Incident Command System.	Operational Coordination
Analyze the institution's ability to maintain their transportation routes via their facilities operational plan.	Critical Transportation

Analyze the ability of the institution to maintain their capability to work with outside resources to maintain critical infrastructure systems.	Infrastructure Systems
Analyze the ability of the institution to provide for the medical needs to the employees during a prolonged event.	Public Health and Medical Services
Analyze the institutions ability to work internally and externally to assess the on-going impact.	Situational Assessment

**Table 1. Exercise Objectives and Associated Core Capabilities**

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Observers.** Observers do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators.** Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.

## Exercise Structure

This exercise will be a power point driven exercise. Players will participate in the following five modules:

- Module 1: Severe Weather Preparedness
- Module 2: Initial Incident
- Module 3: Initial Response
- Module 4: Recovery

Each module begins with a facilitated discussion that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in functional group discussions of appropriate response/recovery issues. For this exercise, the attending AZA members and other invited guests will be engaged in guided discussions to address the problems and solutions for the modules.

## Exercise Guidelines

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.

- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve response/recovery efforts. Problem-solving efforts should be the focus.

## **Exercise Assumptions and Artificialities**

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation. During this exercise, the following apply:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- All players receive information at the same time.

## **Exercise Evaluation**

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR).

# MODULE 1: SEVERE WEATHER PREPAREDNESS

The area has been under a flood watch for the last two days. Since that time a large storm system moving north of your facility has dropped four inches of additional precipitation. The flood watch has now been upgraded to a flood warning.

Heavy rains over the past several days have saturated the ground, leaving waterways in the area at dangerously high levels. The forecast calls for additional heavy rainfall, perhaps as much as 4–6 inches during the next 72 hours. The primary road used to access the facility is flooded. First responders are beginning to reroute traffic in the area. Forecasts estimate that the rivers and streams in the area could reach historic flood levels.

The local Emergency Managers have been advised of the situation and have asked the emergency services heads to assemble at the local EOC.

Staff is notified by zoo administration that the facility is going to be experiencing flooding.

## Key Issues

- A flood watch has been upgraded to a warning for the area
- Your facility is in the projected path

## Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

## Exercise Participants

1. Who is the Incident Commander at the facility at this point?
2. How is he/she selected?
3. How is he/she notified that they are the IC?
4. How is the IC updated on potential weather emergencies/ other emergencies?
5. What is your notification system? For zoo personnel/contractors? For zoo guests?
6. What is Plan B if capacity is exceeded?
7. What supplies do you have in the facility if staff has a prolonged stay?
8. How long can staff personnel stay at the facility?
9. Who is in charge at this point?
10. What do you tell the public at the facility? Do you close?

## MODULE 2: INITIAL INCIDENT

As the rain continues to fall, areas around the facility are experiencing minor flooding, including the parking lots, garages, and main entrance. There are reports from maintenance staff of water in the lower level of the zoo.

The City Administrator has issued a voluntary evacuation for the area. As a result, many employees and volunteers are asking to return home or are not coming to work at all. Delivery drivers are unable to access your facility and you are not receiving critical shipments.

### Key Issues

- Flooding has started to increase in the area
- Damage has occurred
- Facility needs to evaluate their response

### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

### Exercise Participants

1. Who is the Incident Commander at the facility at this point? How is he/she selected?
2. How is he/she notified that they are the IC?
3. How is the IC updated on potential weather emergencies/ other emergencies?
4. What is your notification/communication system at this time? For zoo personnel/contractors?
5. What are some of the hazards that could be faced by staff?
6. How is the information about immediate safety concerns communicated?
7. What criteria must be met before it is deemed safe?

## MODULE 3: INITIAL RESPONSE

Floodwaters reach the facility and cause significant damage. It continues to rain, although the rain is expected to taper off throughout the day. Large portions of the zoo are without power. Roadways remain flooded and impassable. Police officers have established a perimeter around heavily damaged areas, including your zoo, and are not allowing anyone to enter for safety reasons.

Water retentions areas within the facility have overflowed and continuing to flood the surrounding areas. The stream that runs through the facility is well over its banks and flooding the facility.

Several areas in the animal habitat area have standing water. At this point no animals are in danger. Power has been out at the facility for several hours. Facility management have been advised power may be out for several days.

Staff members have been at the facility for the last 48 hours. They have advised that supplies for the animals, and staff, are getting low. Several employees advise that they had brought personal medications for two days and they need for additional medicine.

### Key Issues

- Major damage to their facility
- Determine which issues to react to first
- How are they going to communicate
- How are they going to get supplies

### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

### Exercise Participants

1. Who is the Incident Commander at the facility at this point? Has it changed?
2. What other Command Staff positions do you feel should be filled at this time?  
(Remember: the Command Staff positions include Liaison Officer, Public Information Officer, and Safety Officer?)



3. Do you fill the General Staff positions at this time? In your facility, who might that be? (Remember, General Staff positions include Operations, Finance, Logistics and Planning Section Chiefs)
4. How are you maintaining ingress and egress routes to the facility and within the facility?
5. What sort of information is your facility providing to the following: staff, first responders, emergency management personnel, and media?
6. Who is responsible for assessing and accounting for animals at this time?
7. How are you maintaining your supply lines?
8. How are you assessing the medical needs for the employees?
9. How long can your institution function without power from the grid? Do you have an alternative power source? Where can you get one in an emergency? What facilities have priority for power restoration? How much fuel do you have stored at your facility? Do you have a source for additional fuel in an emergency?
10. What resources do you need? Who would you contact to request those resources? What is Plan B if your usual source is unable to provide the resources requested?
11. How long can your institution function without potable municipal water? What is your plan for providing water to staff, volunteers, and collection animals in the absence of potable municipal water?

## MODULE 4: RECOVERY

Floodwaters are beginning to recede from much of the zoo. Several major roadways are open, including those that access your facility. Residents have begun to return home and police have lifted restrictions on travel in damaged areas. Some areas in the community still do not have power. You are able to access your facility and inspect the damage. There is significant flood damage to the lowest level and much of your IT infrastructure is not functioning. Based on the inspection, it is determined that your facility will not be operational for at least 3 weeks.

### Key Issues

The facility is going to have to be self-sustaining for several days.

The local media is becoming an issue.

Spontaneous volunteers are starting to show up at the facility.

### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 4. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

### Exercise Participants

1. What is the minimum number of staff (and what job titles) do you need to maintain animal care and personnel safety at your facility?
2. Who will manage personnel and personnel issues for facility staff?
3. Who will manage and coordinate volunteer support?
4. Who is managing messaging to the media?
5. Who is managing security for the facility? If your security resources are overwhelmed, how do you obtain additional assistance? Looting is a potential problem.
6. Given the area of damage that your zoo sustained, can you temporarily move those animals in that area to more secure holding elsewhere in your facility?
7. If you assessed your buildings and recognized that you would need to move animals off site for more secure holding until repairs could be made, does your facility's contingency plan include where these animals could be moved to?
8. What resources can you provide to assist the community? How will you notify local emergency managers that you have resources to contribute?

## APPENDIX A: EXERCISE SCHEDULE

Time	Activity
March 23 <sup>rd</sup> 2016	
1300	Module 1: Severe Weather Preparedness
1400	Module 2: Initial Incident
1600	Module 3: Initial Response
1700	End of Day
March 24 <sup>th</sup> 2016	
0800	Module 4: Recovery
1100	Hot Wash
1200	Closing Comments

## APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
<b>Federal</b>
USDA APHIS AC
Association of Zoos and Aquariums
<b>State</b>
IL State Veterinarian
University of Illinois

## **APPENDIX C: RELEVANT PLANS**

## APPENDIX D: ACRONYMS

Acronym	Term
AZA	Association of Zoos and Aquariums
DHS	U.S. Department of Homeland Security
EOC	Emergency Operations Center
HSEEP	Homeland Security Exercise and Evaluation Program
IC	Incident Commander
NWS	National Weather Service
SitMan	Situation Manual
SME	Subject Matter Expert
TTX	Tabletop Exercise
USDA APHIS AC	United States Department of Agriculture, Animal and Plant Health Inspection Service, Animal Care