

# TRENTON, RED WILLOW, AND MEDICINE CREEK RESERVOIR TABLETOP EXERCISE

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**AFTER-ACTION REPORT/IMPROVEMENT PLAN**

**2013**

## EXECUTIVE SUMMARY

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Based on the exercise planning team's deliberations, the following objectives was developed for the 2013 Bonny Reservoir Functional Exercise:

- **Objective 1:** Utilize a security breach at numerous Bureau of Reclamation Dams in the Southwest part of Nebraska to assess response, plans and identify any weakness that need to be changed.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

### Major Strengths

The major strengths identified during this exercise are as follows:

- Dams have radio communication with local 911 centers
- BOR has Satellite phone capabilities
- National Weather Service has many resource available for such event
- Local Medevac Helicopters in the area could be utilized for law enforcement reconnaissance
- Telephone calling list are in place at the BOR
- Access to Haz-Mat Teams, and Rope Rescue Teams readily in the area
- State Patrol would provide Troopers from different offices if needed as well as Bomb Team, SWAT Team and possibly air support if required.
- US Fish & Wildlife Officers, FBI, and Homeland Security would be available in the State to handle the federal law enforcement response
- Ability to use high speed notification of the evacuation of an area below the dams if required
- Capability to close roads to traffic by use of local and state resources
- Access to Advanced Life Support in the field if required

## Primary Areas for Improvement

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

- The calling lists need to be checked for integrity and accuracy
- Possibly acquire GETS cards for the Dam Tenders for priority cell phone service during an emergency
- Add NRC phone number for spills to the list in the BOR EAP's
- Add the NRC spill form to the BOR EAP
- Revisit EAP for accuracy of channel capacities, and discharge rates
- Lack of good identification or credentialing of Bureau of Reclamation employees

### EXERCISE OVERVIEW

<b>Exercise Name</b>	Trenton, Red Willow, and Medicine Creek Dam Tabletop Exercise
<b>Exercise Dates</b>	December 18, 2013
<b>Scope</b>	This exercise is a Tabletop Exercise to test the local functions at the above dams during an event of terrorism that may suggest a breach of security at a Bureau of Reclamation site
<b>Mission Area(s)</b>	Response
<b>Core Capabilities</b>	Infrastructure Systems, On-scene Security and Protection, operational communications, Situational Assessment
<b>Objectives</b>	Determine the response levels for the area agencies and what resources would be available.
<b>Threat or Hazard</b>	Man made
<b>Scenario</b>	Bomb threat is received at the Trenton Dam with a note stating this "This is just the beginning! Boom!", at Medicine Creek the Dam Operator finds outlines of a 2 bodies on the ground with a note that says "Makes ya

	<p>think, huh?”, and at Red Willow a dumping of barrels of an unknown chemical is discovered with dead fish in the area.</p>
<p><b>Sponsor</b></p>	<p>Bureau of Reclamation, Southwest Planning, Exercise, and Training Region</p>
<p><b>Participating Organizations</b></p>	<p>Bureau of Reclamation, Red Willow County Sheriff, Red Willow Rural Fire Dept., Red Willow County Emergency Management, McCook Police, Frontier County Sheriff, and Commissioners, Furnas and Hayes County Emergency Management, Region 15 Emergency Management, National Weather Service, Nebraska State Patrol, Nebraska Dept. of Environmental Quality,</p>
<p><b>Point of Contact</b></p>	<p>Patrick Gerdes, Emergency Manager                  Region 15 Emergency Management Agency                  715 5<sup>th</sup> Ave., Suite 22                  Holdrege, NE 68949                  308-995-2250                  308-991-2996                  phelpsem@atcjet.net</p> <p>Burnell McClellan                  U.S. Bureau of Reclamation                  1706 West 3<sup>rd</sup> Street                  McCook, NE 69001                  308-345-1039 Office                  308-340-7195 Cell                  bmcclellen@usbr.gov</p>

**ANALYSIS OF CORE CAPABILITIES**

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Determine if current infrastructure is hardened enough to prevent such an event	Infrastructure Systems		X		
To verify the amount of time to get law enforcement on location and determine shortfalls in current security procedures	On-scene Security and Protection	X			
Discover what systems are in place and what is missing to have good communication systems in place	Operational communications		X		
All parties involved will verify their place in the event and be cognizant of the functionality of the processes involved	Situational Assessment		X		

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<p><b>Ratings Definitions:</b></p> <ul style="list-style-type: none"> <li>• Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</li> <li>• Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.</li> <li>• Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</li> <li>• Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).</li> </ul>					

TABLE 1. SUMMARY OF CORE CAPABILITY PERFORMANCE

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

## OBJECTIVE 1

The main objective of the exercise was to test the local, State and Federal partners in the response to a possible terrorist threat at a Bureau of Reclamation location

## CORE CAPABILITY 1

Response

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### STRENGTHS

The partial capability level can be attributed to the following strengths:

**STRENGTH 1:** Local trained and equipped resources are available for such response

**STRENGTH 2:** Communications systems were in place from the dams to the 911 center

**STRENGTH 3:** Satellite Communications are available

**STRENGTH 4:** Availability of a new medical helicopter is available

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### AREAS FOR IMPROVEMENT

**AREA FOR IMPROVEMENT 1:** Verify that all contact information is current and in the Bureau's EAP

**REFERENCE:** Emergency Action Plan

**ANALYSIS:** Not all plans may be updated with the most current and proper information

**AREA FOR IMPROVEMENT 2:** A better compilation of available resources should be made available to local plans and to the BOR's plans

**REFERENCE:** Emergency Action Plan

**ANALYSIS:** To have as accurate plan as possible.

**AREA FOR IMPROVEMENT 3:** Modify local communications for operators as the existing radios are not going to be operable with responders in the near future

**REFERENCE:**

**ANALYSIS:**

**AREA FOR IMPROVEMENT 4:**

**REFERENCE:**

ANALYSIS:

AREA FOR IMPROVEMENT 5:

REFERENCE:

ANALYSIS:



## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Bureau of Reclamation-Nebraska Kansas Area Office

Capability	Recommendation	Primary Responsible Agency or Entity	Completion Date
Communication	Update contact information included within the EAP. Include the contact number for National Response Center spill reporting.	BOR - NKAO	September 2014
Communication	Improve reliability of communication systems by obtaining GETS cards for priority land line service where practical.	BOR-NKAO	December 2014
Haz-Mat Reporting	Include the National Response Center contact number and spill reporting for in the EAP	BOR-NKAO	September 2014
Hazard Determination	Review EAP's for accurate information regarding channel capacities and discharge rates	BOR-NKAO	December 2014
Law Enforcement Response	Consider methods of providing credentialing for Dam Operators to get past LE Checkpoints during an emergency event	BOR-NKAO	December 2014
Communications	Update radios for Dam Operators to have contact with local responders	BOR-NKAO	December 2014

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
<b>Federal</b>
Bureau of Reclamation
National Weather Service
<b>State</b>
Nebraska State Patrol
Nebraska Dept. of Environmental Quality
<b>Local</b>
Red Willow Sheriff's Dept.
Red Willow Emergency Management
Red Willow Western Rural Fire Dept.
McCook Police Dept.
Frontier County Sheriff's Dept.
Frontier County Board of Commissioners
Region 15 Emergency Management
Furnas County Emergency Management
Hayes County Emergency Management