



OCFS Workshop Exercise Series

Workshop Booklet

Table of Contents

- 1. **PURPOSE** 2
- 2. **OBJECTIVES** 2
- 3. **INSTRUCTIONS** 3
 - 3.1 Participants 3
 - 3.2 Assumptions and Artificialities 3
 - 3.3 Simulation 3
 - 3.4 Materials Needed 5
 - 3.5 Divisional Workshops 5
 - 3.6 Questions? 6
- 4. **SCENARIO** 7
 - Time Line 7
- 5. **WORKSHOP** 9
 - Workshop Activities 9
 - Post-Event 17
- 6. **NEXT STEPS** 18
- 7. **NOTES** 19



OCFS Workshop Exercise Series

Workshop Booklet

1. Purpose

The purpose of the OCFS Workshop Exercise Series is to provide the Agency with an opportunity to understand and exercise its Business Continuity Plan (BCP) in a structured fashion, and encourage thoughtful review and discussion among OCFS divisions. To meet this goal, the OCFS Workshop Exercise Series is comprised of several activities that are intended to guide the agency and its divisions towards achieving a set of learning objectives.

The exercise series consists of two activities: the Divisional Exercise Workshop and the OCFS Exercise Simulation. The first activity, the **Divisional Workshops**, will provide each division/office of OCFS an opportunity to discuss their response to a hypothetical emergency scenario. In preparation for the OCFS Exercise Simulation, the workshops allow each Division and their selected BCP and Emergency Management Team members to analyze and think through the steps they would take to restore essential services in the event of their disruption. The **OCFS Exercise Simulation**, which is the second or culminating activity of the exercise series, provides a venue for the Agency and its Divisions to “act out” their responses to the emergency scenario as assessed during the divisional workshops. This workbook is a tool to help guide the divisions in conducting their respective Divisional Workshops.

What is an Exercise?

An exercise is a training activity that asks players to respond to a specific simulated scenario as they would in a real life event. This allows emergency personnel to validate and practice the implementation of plans and procedures.

2. Objectives

The objectives of this workshop are to:

1. Review the OCFS BCP to ensure that the information and procedures are correct and up-to-date;
2. Communicate and coordinate activities, identify resources, and clarify roles and responsibilities to provide essential services;
3. Create divisional as well as an agency-wide network of trained personnel with a common understanding of business continuity planning;
4. Strengthen the culture of emergency preparedness at OCFS; and
5. Build success and learning through discussion and practice.



OCFS Workshop Exercise Series

Workshop Booklet

3. Instructions

3.1 Participants

This workshop has been developed to exercise the agency's policies and procedures to respond to and recover from an emergency at both divisional and agency-wide levels. Figure 3-1 identifies the various divisions and offices of OCFS that are expected to play a role in the agency's emergency management activities and that will be participating in this workshop.

3.2 Assumptions and Artificialities

The following assumptions must be made in order to ensure that the exercise is as realistic as possible:

- Exercise participants are familiar with the agency's emergency management procedures;
- When not provided in the scenario or workbook, players and facilitators may insert real-world data, information support sources, and prior experience to help solve problems;
- In the absence of appropriate written instructions, participants are expected to apply individual initiative to satisfy response and recovery requirements;
- Implementation of emergency response plans, policies, and procedures during the exercise will depict actions that would be expected to occur under actual response conditions; and
- Actions may be simulated to direct units and personnel or move resources.

3.3 Simulation

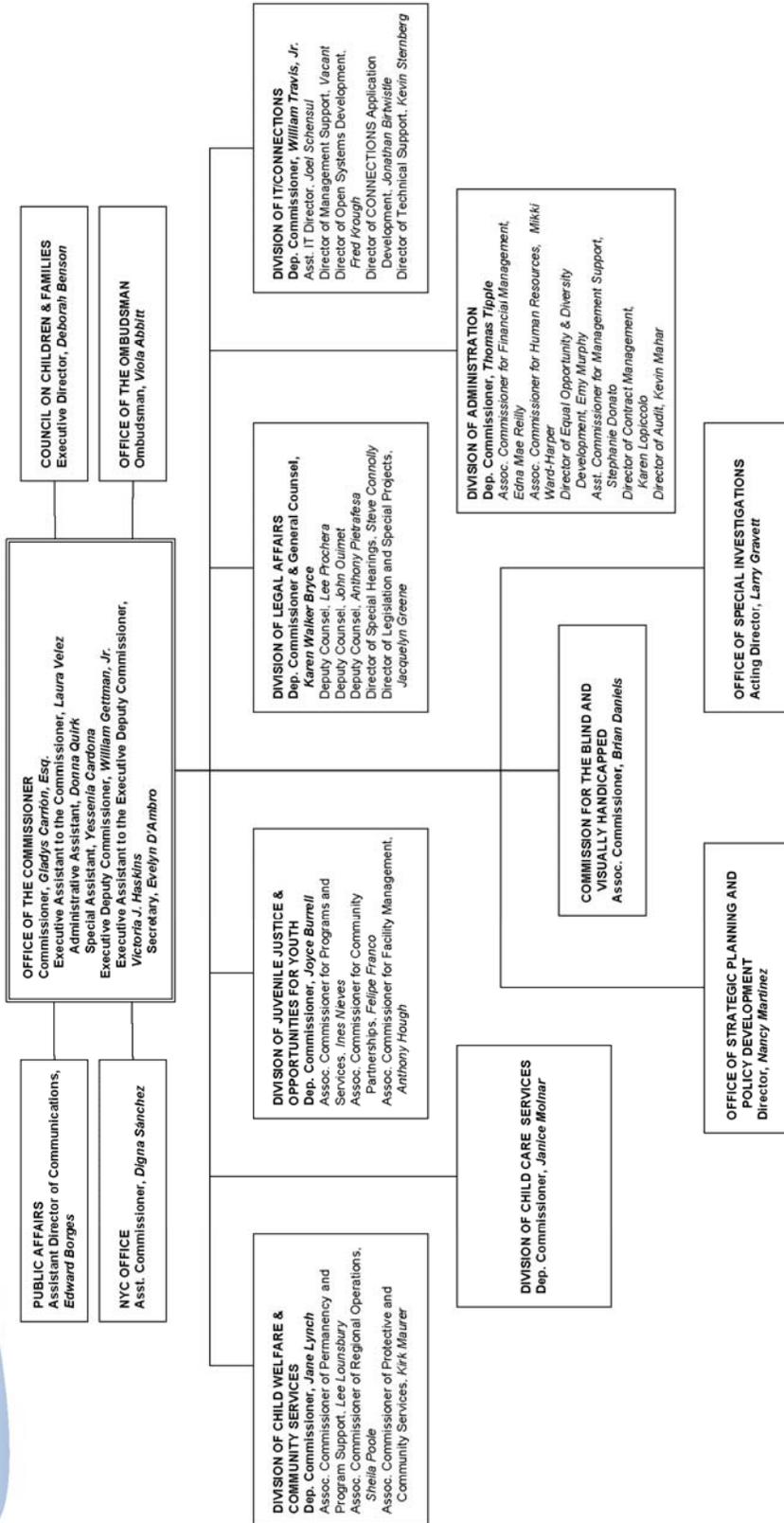
Simulation of some real-world response actions (e.g., evacuating from your actual offices) or communications (e.g., calling external agencies outside of OCFS) during this exercise may be required to compensate for actions that may not be easy or appropriate to "act out." Although simulations may detract from exercise realism, the simulated actions (messages 'from' and 'to' simulated entities) provide the means to facilitate exercise play and provide for the testing of exercise objectives and performance criteria.



OCFS Workshop Exercise Series

Workshop Booklet

NYS Office of Children and Family Services



January 14, 2008

Figure 3-1 Organizational Chart



OCFS Workshop Exercise Series

Workshop Booklet

3.4 Materials Needed

Before participating in the workshop, each team should assemble a copy of the following documents and materials:

- Site Emergency Response Plan (ERP);
- Agency-wide OCFS Business Continuity Plan (BCP) and BCP Light;
- Divisional Business Continuity Plan (BCP), if applicable;
- Relevant emergency management documents (optional);
- Pens and paper; and
- Communications equipment (e.g., telephone).

3.5 Divisional Workshops

Upon receiving this workbook, each OCFS division/office will organize and complete a Divisional Workshop (approximately two hours long) to prepare for its participation in an agency-wide Exercise Simulation that will begin on the morning of Wednesday, April 23, 2008. The Divisional Workshops must be completed no later than April 7, 2008.

Using the Agency-wide and Divisional BCP's, as well as any other resources available, your division/office should address the impacts of the exercise scenario upon the business continuity of your division/office and identify any emergency management response and/or business continuity effort that may be required.

Each division/office is encouraged to "talk through" the situation, as if the event were actually occurring. In addition, each division/office should use this opportunity to familiarize themselves with their divisional and the agency-wide emergency management plans and to identify and remedy any deficiencies contained within them (i.e. update contact information). Your division/office is also encouraged to communicate with other OCFS divisions/offices to seek assistance and to assess the nature and extent of conflicts that might arise between multiple OCFS divisional/office actions.

The exercise scenario presented in this workbook will be identical to the one used in the agency-wide Exercise Simulation. However, depending on the pace and actions taken by participants during the simulation, exercise injects may be added to initiate additional responses activities and to move the exercise toward stated exercise objectives.

During the workshop, it is important that each division/office document all actions taken.



OCFS Workshop Exercise Series

Workshop Booklet

All Divisions/Offices will provide Beth Goyer, OCFS, Office of Management Support at (518) 486-4022 (Beth.Goyer@ocfs.state.ny.us) with the following:

- An email identifying the date you plan on holding your workshop;
- An email notification the day you have completed your workshop; and
- A copy of your completed workbook and any other relevant workshop documentation no later than April 7, 2008.

During each of these divisional workshops, one or more members of the OCFS Exercise Planning Team or Design Team will be in attendance and available to assist in any way possible.

Table 3-1 summarizes the actions that are expected of each division/office participating in the workshops.

Table 3-1 Divisional Workshop Expectations

	Action Item	Completed
1	Produce or formulate a response to the identified exercise scenario	
2	Exercise respective communication systems and division/office contact lists (e.g., phone trees)	
3	Identify any deficiencies experienced during the workshop or identified while reviewing the emergency management plans (e.g., contact numbers do not work or contained incorrect numbers)	
4	Document all actions taken during the workshop	
5	Be prepared to run through the workshop events during the OCFS Exercise Simulation	

3.6 Questions?

If you have any questions regarding this workshop series or the emergency management efforts undertaken by OCFS, please contact Beth Goyer, OCFS, Office of Management Support at (518) 486-4022 (Beth.Goyer@ocfs.state.ny.us).



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Workshop Booklet

4. Scenario

This morning, shortly before 9:30 AM, a northbound freight train (diverted to this length of track) derailed approximately ¼ mile south of the Albany- Rensselaer, NY Amtrak Station. The accident occurred directly under the 3rd Avenue overpass and only a short distance from the OCFS Capital View Complex.



Two of the 10 derailed cars contain hazardous substances, including MDI (a chemical used in manufacturing plastic) and POX (an insecticide which is extremely flammable). A third derailed car is on fire and the car containing MDI is leaking. The situation is critical – the car containing POX could explode, and vapor leaking from the leaking MDI could cause skin and eye irritation and, at high temperatures, release an extremely poisonous gas. The accident and fire has placed a section of Rensselaer in jeopardy. The Rensselaer County Emergency Manager has ordered all residents and workers within a ½ mile radius of the accident to evacuate.

An emergency broadcast announcement has been made via local radio and television instructing those in the affected area to evacuate immediately. The evacuation area is identified in Figure 4-1. The Commissioner of OCFS has directed to evacuate the Capital View Complex including the Resource District Center (RDC) and activate the agency’s BCP. The Executive Deputy Commissioner has just notified your Division/Office that it needs to evacuate from the evacuation area immediately.

Due to the evacuation and emergency response to the train derailment, all major traffic corridors immediately adjacent to the evacuation zone (New York Interstate 90 and 787) are experiencing significant traffic congestion.

Time Line

The following is a summary of events that have taken place.

Table 4-2 Time Line of Events

Time	Event
9:25 A.M.	Train derails
9:35 A.M.	Fire department arrives on the scene
9:45 A.M.	Decision is made to evacuate affected area
9:55 A.M.	Division/Office receives instructions to evacuate the Capital View Complex



OCFS Workshop Exercise Series

Workshop Booklet

02:001636 NO67-B2465\Fig4-1 Evacuation Zone Map.cdr-3/3/08-GRA

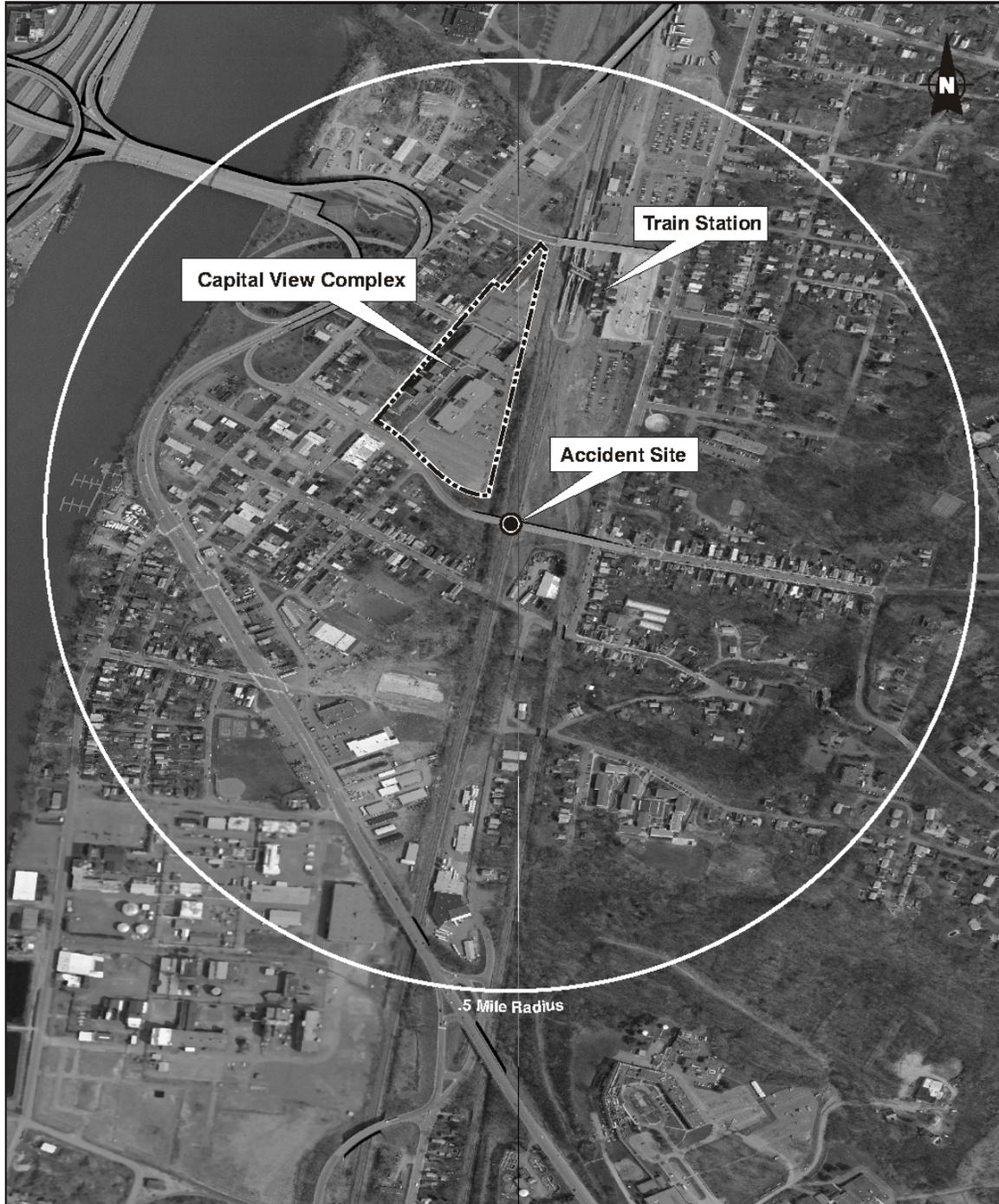


Figure 4-1 Evacuation Zone Map



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1. Who from your division/office is in charge of this situation? What is your organizational structure in times of crisis?

Describe

2. In the event that decision makers are not available, who is in charge (i.e. alternates)?

Describe

3. What operations or services provided by your division or office may be disrupted?

Describe



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Workshop Booklet

4. Will your division or office need to meet to discuss or respond to the situation? If so, where will you meet?

Describe

5. Will you have everything you need to make decisions and communicate with staff from this meeting location? What materials would you bring to this meeting location?

Describe

6. Who will you need to notify that you are evacuating the Capital View Complex?

Describe



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Workshop Booklet

7. What staff or customers do you have in the evacuation area? Will you need to communicate with them? How will you contact them?

Describe

8. How will your staff, regional offices, interdependent agencies, and customers not located within the evacuation area communicate with your Division/Office after evacuation?

Describe

9. Are there any interdependent entities that you rely upon or that rely upon you to provide services that may be affected by the emergency? How will you provide these services?

Describe



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Workshop Booklet

10. Did you use this workshop to actually test your communication trees? Were you successful? If not, why?

Describe

11. Where will your operations be relocated to? Will other OCFS Divisions/Offices also be operating from this location?

Describe

12. If the Capital View Complex was your alternate worksite, will you need to establish a new alternate worksite location?

Describe



OCFS Workshop Exercise Series

Workshop Booklet

13. What staff will be needed to work from your alternate worksite? What staffing issues may arise from relocating to an alternate worksite?

Describe

14. What resources will be needed to work from your alternate worksite?

Describe

15. What utilities and communication services (i.e. telephone, internet, power, heat, etc.) will be needed at the alternate worksite? Will they be available for immediate use?

Describe



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Workshop Booklet

16. How will you transport your staff and resources to the alternate worksite?

Describe

17. How long will you be able to effectively function from this alternate worksite? What complications may arise?

Describe

18. Describe other actions taken.

Describe



OCFS Workshop Exercise Series

Workshop Booklet

At a later time, the fire is extinguished and there was no release of toxic gas from the derailment. Residents may return to their homes and business may return to normal operations.

19. When the decision is made to return to normal operations, how will you transition back to normal operations?

Describe

20. Describe other actions taken.

Describe



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Workshop Booklet

Post-Event

21. Was your division or office able to provide services during this event?

Describe

22. What do you think worked well?

Describe

23. What do you think did not work well?

Describe



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Workshop Booklet

24. If you had any problems, what did your division or office do to fix them?

Describe

25. Do you have any suggestions to improve the BCP?

Describe

6. Next Steps

OCFS Exercise Simulation

OCFS will conduct an Agency-wide Exercise Simulation on April 23, 2008, to walk through the emergency scenario described above using the materials collected and discussed during each of the Divisional Workshops. This exercise will be similar to your individual Division Workshops but it will focus on interagency interaction at an agency-wide level. Please remember to forward the documentation from your Divisional Workshops to Beth Goyer, OCFS, Office of Management Support at (518) 486-4022 (Beth.Goyer@ocfs.state.ny.us) by close of business on April 7, 2008.

Immediately following the OCFS Exercise Simulation, a debriefing will be conducted by the Exercise Planning Team, aided as necessary by Ecology and Environment, Inc., to recommend revisions to the BCP.

