

Prioritizing Stakeholders

Exercise 2 Overview

Unit 4

Purpose

The purpose of this exercise is to provide participants with an opportunity to discuss prioritizing their interactions with stakeholders.

Objectives

Students will:

- Identify examples of stakeholders that would fit into the Inner, Middle, and Outer Circle categories during a train derailment incident.

Exercise Structure

This exercise is scheduled to last approximately 15 minutes, including small group discussions and presentations of each group's answers. Instructors will introduce the exercise and give participants a few minutes to review the scenario. Participants will form small groups and list the stakeholders that would fit into the Inner, Middle, and Outer Circle categories. Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the exercise:

1. Read the scenario on the following page.
2. Within your work group, select a group spokesperson.
3. Create a list of stakeholders that would fit into the Inner, Middle, and Outer Circle categories during a train derailment incident.
4. Write your answers to the questions on easel pad paper.
5. Present your group's approach to the full class.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Exercise 2 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	2 minutes	Classroom
Discussion	10 minutes	Small Groups
Debrief/Review	5 minutes	Classroom

Scenario

In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the liquefied petroleum gas tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The Engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radios pick up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for the evening news, and other reporters are lining up for interviews as well.

There is uncertainty about whom or which agency is in charge of the incident. There is a pervasive rumor that the train engineer's license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area, and is requesting assistance from the state. The Red Cross is establishing an evacuation center at North High School in Central City.

There are rumors that hundreds of coho salmon, a federally listed threatened species have been killed in the river. The Parks Department, County, and State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation, and other uses for 25 miles down river from the rail bridge site.

The Emergency Medical Agency in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

Liberty County in the State of Columbia, is the largest county in the State in terms of population, including Central City, the largest and densest population center in Columbia. The population of Central City is approximately 149,000 and the metropolitan area population is approximately 302,412. Central City serves as a major transportation hub within the state—commercial river traffic, rail, air, and interstate traffic—and is 40 miles from the Port of Charlotte, on the Big Ocean.

Liaison Officer/Public Information Officer
Areas of responsibility and cooperation—Sample responses from a previous course

Group 1

LOFR

Maintain lists of various agency participants/contacts, assisting, cooperating

POC for agency reps

Aware of agency participation, resources, incident needs

ID and address inter-organizational issues/problems

Close coordination between LOFR and PIO to determine flow of information within outside agencies (i.e. through agency PIOs or through agency delegates like mayor, supervisors, city manager's etc.)

Group 2

LOFR

Establish relationships and be point of contact with coordinating agencies

Report resource status to support agencies

Monitor current inter-agency problems

Coordinate response resource needs

Group 3

LOFR

Collects information and coordinates with agency reps

Coordinate and communicate information and concerns with stakeholders such as

- Federal and state resource trustees
- Tribes
- NGOs
- Local and state officials
- Local, state, and federal elected officials

*Coordinate with PIO regarding VIP visits, tours, press events

**Coordinate with PIO on public meetings, availability, information sessions with public, elected officials, and interested stakeholders

PIO

Develop media and public outreach materials (fact-sheets, press releases, media advisories, talking points)

Handle media (briefings)

Handle public inquiries

ID information issues through interactions with public and media

Close coordination between LOFR and PIO to determine flow of information within outside agencies (i.e. through agency PIOs or through agency delegates like mayor, supervisors, and city managers)

PIO

Prepare and present press releases and briefings for media

Communicate media interests and concerns with IMT

Provide public instruction

PIO

Collect and update incident information

Be contact for media

Maintain communication with support or COOP agency PIOs

*Inform public through media and other sources

**Coordinate and create information sheets and other information for communities affected