

CAPITAL-ICE

A C-REPP JOINT MUNICIPAL TABLE TOP ICE STORM EXERCISE MAY 2014



THE PLAYERS

- Capital Region Preparedness Partnership – consisting of 26 partners;
- City of Leduc Fire Hosted the exercise;
- The Consulting Team that managed and built the exercise in conjunction with the stakeholder team.

A three day storm condensed into an 8 hour actual day

- The purpose of this exercise is to provide participants an opportunity to evaluate current communication and joint EOC command support in the event of a major winter storm. This will be an exercise of critical timely decision making concerning response activities. It includes the integration of multiple municipal assets necessary to protect public safety. It highlights communication between participating municipal partners, the public, and the initiation of conditions for favourable recovery.



WHY AN ICE STORM?

JUST A SECRET TO SHARE – IT WASN'T REALLY ABOUT THE WEATHER!

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IT WAS ABOUT REGIONAL EOC'S

TRADITIONAL MULTI-EVENT

- Event covers a large area
- EOC Activation's occur as event affects the municipal area
- If the event is prolonged, EOC's become weary and over run

EXERCISE MULTI-EVENT

- The event covered a large area
- The event was designed to overwhelm individual EOC
- The event was designed to provide thought to regionalizing EOC's in a large event
- The event was designed to transfer Command if required electronically

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THIS IS A TYPICAL EVENT!



AN EVENT IS COMING

Emergency Plans are consulted

Briefings are held

EOC's are on standby along with all staff
and elected officials



THE EVENT HITS

EOC's are ramped up

Services beginning to become overwhelmed

Everyone is on their own



AFTER A WEEK...

EVERYONE LOOKS LIKE THIS!

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HOW WE CONSTRUCTED THE EXERCISE

- The main focus was to have multiple agencies participate from the comfort of their own EOC's or offices;
- The Team wanted to provide inputs and updates from an electronic medium;
- The Team wanted the exercise to have a “cerebral” focus;
- The Team wanted to maintain the integrity of the expertise of each participating agency and not tell them what to do or how to do it;
- The Team designed the inputs so that they asked questions and provided the participants the time to plan and think.

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CAPABILITIES BASED APPROACH

- A capabilities based planning approach focuses on planning under uncertainty, since the next danger or issue within the disaster (or for the purposes of this document the exercise) cannot be forecast with complete accuracy. Therefore this planning takes an all-hazards approach to planning and preparation which builds capabilities within the exercise that can be applied to a wide variety of issues and incidents.

EXERCISE BOOKLET

- Sent 2 months before the exercise
 - Hazard assessment forms included;
 - Risk rating forms included;
 - Inputs included;
 - Exercise clock;
 - Assumptions/Expectations;
 - Guidelines;
 - Structure and Objectives.
- The team wanted the participants to:
 - Begin planning;
 - Have no surprises;
 - Begin to think through the exercise;
 - Understand it was not a “shock and awe” exercise
 - Understand the abilities of an overwhelmed EOC and naturally move to regionalization either physically or outline the procedure for electronic transfer;
 - Use the POC and have new councils declare.

EXAMPLE OF OUR INPUT TEMPLATE

Input: #01
Message to: All EOC's FORTIS TEL-CO's
Time: Tuesday, 10:05 hrs.
Message from: Exercise Command
Transmission Method: Phone/email/radio/other

- **Content:**
- **Expected Action:**
- **Expected Outcome:**



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- **Preparation**
- **Questions**
- Based on the information provided, participate in discussion concerning the issues raised in this module. Begin to raise requirements, critical issues, decisions, and/or questions that should be addressed at this time.
- Incident Command – Is there a requirement at this time?
- Operations/Planning – what steps are you taking at this time? What if any additional local resources would you plan for or request at this time?
 - What is your message to the public? Your staff? Your allied partners? Your contractors?
 - What if any additional local resources would you request at this time?
 - What are your primary safety concerns for your personnel? What steps would be taken to address these safety concerns?
 - What resources may be required?
- Logistics – What mutual-aid, automatic aid agreements or memoranda of understanding do you currently have in place that could be utilized for this response? Would mutual aid be requested at this point

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- **Overarching Questions**

- How will this storm impact your agency operations?
- What is your agency's activation procedure and staffing plan for emergency situations?
- What information have you already provided or do you have available for residents to assist them in storm preparation?

- **What are the hazards?**

- • How will this storm impact operations?
- • Who do you contact and inform, internally and externally?
- • What is the activation procedure and staffing plan for emergency situations?
- • What can you do now to recover more quickly later?
- • Do you have alternate locations established where you can relocate to manage and maintain operations if your current location is disrupted?

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LESSONS LEARNED



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MANY LESSONS WERE LEARNED

- It was tough getting going for the participants because they are used to multiple inputs, bodies, debris, chaos, mayhem. Although that's the fun stuff, cerebral exercises are tougher.
- ✓ The exercise started on a weekend and the first three inputs were weekend simulation of the storm brewing. Participants concluded that they would adhere to their plans.
- The exercise allowed time for EOC's to practice switching "crews" during the exercise and transfer internal command;
- The opportunity for the participants to develop their own base of responses to the inputs instead of being spoon fed or exercise micro-managed was very successful
- The exercise posed the question to C-RREPP – What challenges in the future will trigger C-REPP to initiate regional protocols for response?

- GoToMeeting software enabled the participants the ability to connect with each other in real time and gave exercise command the ability to call for time-out debriefs, monitor the transmissions, provide suggestions and provide a copy of the “chat” to each participant;
- The “chat” log gave a bit of false security to the “players” because some forgot to phone or connect with their resources;
- The exercise enabled the POC to take calls from the Players and the participants were able to access the POC for support as well as have their new councils prepare and phone in a declaration (we realized that they would send it to the minister and for exercise purposes the POC was the ministry);
- Players were challenged on the strategic level and no surprises were provided or implied;
- The maturity and experience of the municipalities was considered in the development of this exercise.

**“SOMETIMES IT TAKES A NATURAL
DISASTER TO REVEAL A SOCIAL
DISASTER.**

”

JIM WALLACE

ON BEHALF OF THE C-REPP TEAM, THE LEDUC FIRE SERVICES AND THE CONSULTING TEAM

WE THANK YOU FOR ATTENDING