

EXERCISE BRUNSWICK BRAVO 2019 POST EXERCISE REPORT



EMERGENCY PREPAREDNESS EXERCISE

BRUNSWICK BRAVO 2019

EXERCICE DE PRÉPARATION AUX SITUATIONS D'URGENCE



Report Date: 30 November 2019

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1. EXECUTIVE SUMMARY

1.1 Background

Exercise Brunswick Bravo 2019 (Ex BB 2019) was conducted on 23 October 2019, with a warm start taking place between the 17th and 22nd of October. This exercise was designed to allow all Municipalities, First Nation communities and Local Service Districts within in the province an opportunity to activate and exercise their Emergency Operations' centres, practice and evaluate their plans, policies and procedures. In addition, communities had the chance to gain insight on emergency management best practices.

The aim of Exercise Brunswick Bravo 2019 was to continue where Exercise Brunswick Alpha concluded. Exercise Brunswick Bravo's intent was to continue to focus on communities and municipalities exercising local emergency plans and community Emergency Operation Centre teams at the basic level.

The exercise design concentrated on Tier one and Tier two objectives. Tier one objectives were determined at a provincial level and included notification, activation, communication, and an opportunity for participating communities to enhance their knowledge on States of Local Emergencies (SOLE) and Request for Assistance (RFA). Tier two objectives were those chosen by the communities and varied greatly depending on the participant's desire and readiness.

Planning for the Exercise began in October 2018. The official planning schedule was as follows:

- 1 31 October 2018- Concept Development Conference
- 2 05 December 2018 – Announcement of the exercise to partners and the public;
- 3 05 December 2018 - Initial Planning Conference (IPC);
- 4 20 February 2019 – Main Planning Conference (MPC);
- 5 24 September 2019 – Final planning conference (FPC);
- 6 17-22 October 2019 Warm Start;
- 7 23 October 2019 Exercise Day;
- 8 23 October 2019 Post Exercise Review.

All participating communities and other player agencies were provided an opportunity to provide feedback for the creation of this document.

1.2 Aim of Document

This report is developed to provide observations, recommendations, and to identify best practices in areas of emergency planning and preparedness that should be sustained and areas that could be improved.

1.3 Dates

Key exercise dates:

- a. Warm start, 17-22 October 2019.
- b. Start of the Ex, 0800hrs, 23 October 2019.
- c. End of the Exercise 2000hrs, 23 October 2019.
- d. Post Exercise review, 23 October 2019.

1.4 Objectives

The overarching objective of the exercise was to activate and establish participant's Municipal or Local Emergency Operations Centre's and/or Command Post. Objectives allowed for information sharing among selected Federal, Provincial, Municipal and Non-Government Departments, agencies and organizations, in response to a major provincial emergency. Brunswick Bravo Tier 1 objectives;

- a. Activation of Municipal /local EOCs;
- b. Exercise local emergency response plans;
- c. Communications at all levels;
- d. Reporting requirements;
- e. Create discussion on State of Local Emergency/State of Emergency;
- f. Create discussion on Request for Assistance & Provision of Services (Canadian Armed Forces)

Some participating communities exercised to a Tier 2 level which were established and implemented at a local level. Some Tier 2 objectives included;

1. New Brunswick Emergency Measures Organization activated to Level 2 (Partial Activation)

2. Provincial Emergency Action Committee- (PEAC) were exercised
3. Eleven (11) Regional Emergency Operations Centre's were activated and exercised
4. Canadian Red Cross practiced and evaluated procedures for the activation and operation of a Regional shelter.
5. Glencore Canada Corporation - Brunswick Smelter exercised.
6. Charlo Airport- Passenger plane emergency landing exercised.
7. Multiple communities established Tier 2 objectives to meet their respective exercise needs.

1.5 Scope

The scope of the exercise, developed provincially in conjunction with JTFA, is designed to encourage maximum participation from all municipalities, LSD's and First Nation Communities within the province, regardless of their level of preparedness. The degree of participation is based on ability and desire. This was the second exercise/event in a program that will be used to enhance resiliency into the future. This Exercise was a continuation of Exercise Brunswick Alpha. The Provincial Emergency Operations Centre along with the Regional Emergency Operation Centres were activated for this exercise. Participation in Exercise Brunswick Alpha was not a pre-requisite to participating in Exercise Brunswick Bravo 2019.

1.6 Participating Organizations

The following corporations, departments, agencies, communities and organization participated as part of Exercise Brunswick Bravo 2019.

Corporation

1. Glencore Canada Corporation - Brunswick Smelter

Non-Governmental Organizations

2. Canadian Red Cross (CRC)
3. Eastern Charlotte Waterways

Municipal

4. Alma
5. Athoville
6. Bath
7. Belledune
8. Cap-Pelé
9. Chipman
10. Edmundston
11. Fredericton
12. Gagetown Village
13. Grand Anse
14. Grand Bay-Westfield
15. Grand Manan
16. Hampton
17. Hanwell
18. Hillsborough
19. Memramcook
20. Moncton
21. Nackawic
22. Neguac
23. New Maryland
24. Oromocto
25. Pabineau First Nation
26. Port Elgin
27. Quispamsis
28. Riverside-Albert
29. Riverview
30. Rogersville
31. Rothesay
32. Sainte Anne
33. St George
34. Saint John
35. St Quentin
36. St Leonard
37. Salisbury
38. Stanley
39. Sussex
40. Tracadie

Provincial

41. New Brunswick Emergency Measures Organization (NBEMO):
 - Provincial Emergency Operations Centre (PEOC)
 - Regional Emergency Operations Centre 1- Edmundston
 - Regional Emergency Operations Centre 2- Campbellton
 - Regional Emergency Operations Centre 3- Bathurst
 - Regional Emergency Operations Centre 4- Paquetville
 - Regional Emergency Operations Centre 6- Richibucto
 - Regional Emergency Operations Centre 7- Dieppe
 - Regional Emergency Operations Centre 8- Sussex
 - Regional Emergency Operations Centre 9- Saint John
 - Regional Emergency Operations Centre 10- St-Stephen
 - Regional Emergency Operations Centre 11- Islandview
 - Regional Emergency Operations Centre 12- Meductic
42. Provincial Emergency Action Committee (PEAC):
 - Education & Early Childhood Development
 - Social Development
 - Department of Health
 - Environment and Local Government
 - Local Government
 - Office of the Fire Marshal
 - Department of Energy and Resource Development
 - RadCom
 - Department of Transportation and Infrastructure
 - Department of Finance
 - Department of Justice
 - Ambulance NB
 - DPS Inspections and Enforcement
 - Post Secondary Education and Training
 - NB Power
 - Service New Brunswick
43. International Radio Group

Federal

- Public Safety Canada - New Brunswick Regional Office
- Royal Canadian Mounted Police
- Joint Task Force Atlantic (JTFA) Canadian Armed Forces (CAF)
- Environment and Climate Change Canada (ECCC)

1.7 Exercise Observations and Recommendations

The following observations and Recommendations were provided by participants;

1.7.1 Observation/Best Practices: Over all exercise planning, preparation and conduct went extremely well.

Recommendation: Continue with similar development and planning process for future exercises.

1.7.2 Observation/Best Practices: The presentation of the MEL in a bilingual format was very user friendly and should be used for future exercises. Translation of injects and other related documents was very time consuming.

Recommendation: Continue the use of the MEL in the bilingual format; and allow additional time for the translation process.

1.7.3 Observation/ Best Practices: On a large-scale exercise, Exercise Control (EXCON) needs a robust staff to maintain and track the continuous follow of injects.

Recommendation: Maintain a minimum of four (4) people assigned to EXCON.

1.7.4 Observation/Best Practices: EXCON location was detached from the Target Audience (TA), but had access to the TA, to discuss or answer any questions.

Recommendation: EXCON operating location, detached from the TA, but within proximity, to deal face to face with any problems/confusion with what is expected from the inject.

1.7.5 Observation/Best Practices: Having the Provincial Emergency Action Committee (PEAC) operating in the Provincial Emergency Operation Centre (PEOC) added a realistic and required element to the exercise.

Recommendation: PEAC participation in the PEOC to continue on future exercises and include their departments.

1.7.6 Observation/Best Practices: EXCON had pre-formatted email injects prepared and imbedded in the EXCON Playbook, which were ready to release at a pre-determined time.

Recommendation: This practice saved time and simplified the process of inserting injects.

1.7.7 Observation/Best Practice: NBEMO Operations Officer for Ex BB 19, participated as part of EXCON.

Recommendation: Having a lead planner from NBEMO familiar with the planning and expected outcomes, work in EXCON provided a valuable depth to the cell.

1.7.8 Observation/Best Practice: Several smaller communities within NB, did not participate in the exercises until the afternoon/evening, due to limited personnel. Injects were planned for later in the day to allow these EOCs to participate.

Recommendation: Continue to run exercises into the evening to allow smaller communities, who do not have the personnel to run extended periods to participate in exercises.

1.7.9 Observation/Best Practice: Social Media and News events need to be preplanned and videoed to allow for editing and screening.

Recommendation: Interviews with VIPs need to be completed at least the day prior to the exercise.

1.7.10 Observation/Best Practice: Tracking of inject outcomes to completion was difficult.

Recommendation: Placing a member of EXCON in the PEOC to track inject completion will assist in tracking how injects were completed to the expected outcome.

1.7.11 Observation/Best Practice: Several of the injects were Social Media feeds and one individual should have been tasked with submitting these injects.

Recommendation: Task one individual from EXCON to submit and track Social Media injects.

1.7.12 Observation/Best Practice: The exercise pace slowed down during PEOC update briefs, as exercise participants tried to maintain situational awareness.

Recommendation: Design inject feeds around the PEOC Battle Rhythm, to allow for a steady pace for all participants.

1.7.13 Observation/Best Practice: Trusted Agents (TAs) were inserting their own injects without informing EXCON, making it difficult for EXCON to track these injects.

Recommendation: Design a system through email or telephone call where TAs inform EXCON when their injects have been submitted.

1.7.14 Observation/Best Practice: Effective command and Control during the exercise. Players reacted very well to the injects. Plans were communicated well and in a timely manner.

Recommendation: Continue to conduct drills at both the provincial and municipal levels. Educate and train new members of your emergency management teams.

1.7.15 Observation/Best Practice: The exercise demonstrated there is a misunderstanding of Social Development's responsibilities during an emergency. For example: two seniors buildings owned/operated by a not for profit organization were evacuated. It is the landlord/organization's responsibility to develop a plan for evacuation and relocation and SD does not intervene.

Recommendation: Social development should develop a list of all nursing homes/senior homes within the province. This list can then get inputted to the COP.

1.7.16 Observation/Best Practice: Documentation being supplied to the PEOC should be filled out on proper forms with all necessary information.

Recommendation: Continue training and conducting exercises while ensuring proper SOPs and SOGs are followed.

1.7.17 Observation/Best Practice: REMCs should wait until teleconference is finished before submitting their sitreps or regional reports. This will allow Ops staff to maintain accurate situational awareness.

Recommendation: REMCs to allow Ops staff to return to their workstations after a teleconference prior to submitting their reports.

1.7.18 Observation/Best Practice: PEAC should have their own printer.

Recommendation: A second printer should be sourced and placed on the PEAC side of the PEOC for their use during operations.

1.8 Player Feedback

REOCs:

1.8.1 REOC 1- Edmundston: good participation of REAC members. Good communication in general, teamwork, flow of relevant information, Leadership, Good knowledge of their respective roles in the operation center.

-Need to work more with the ICS system inside the REOC. Translations of documents. Some small details of equipment, office supplies and premises to check. REMC has to delegate some tasks Ex.: communication, medias, etc...) to be able to coordinate more effectively.

General: -The exercise allowed us to see the effectiveness of the local emergency plans and also allowed REAC members to see their role in the regional emergency operations center. This exercise also allowed us to see at which level each organizations, stakeholders and departments are ready to respond to certain emergencies that may occur and affect our daily routine. Exercise Brunswick Bravo was highly appreciated by all stakeholders and allowed participants to be more prepared in case of an emergency situation.

1.8.2 REOC 2 and 3- Campellton and Bathurst: While hampered by the need to report to two REACs for this event, I feel that things went quite well. Even though the majority of communities in Region 3 opted out of this exercise, in my belief to their detriment, I was pleased by the last-minute addition of Belledune and Pabineau First Nation. While not directly involved in any injects on the Master Events List, we were able to include them in the exercise from a regional perspective. This included how specific events, such as a major power outage or road closures hampering emergency response would affect their areas of responsibility.

The Glencore Smelter in Belledune was able to exercise their emergency plan and were pleased to have been included in this exercise.

I am particularly pleased with the participation of the Town of Atholville. Their participation was enthusiastic and were able to practice their new emergency plan for the first time since it's inception late last year.

1.8.3 REOC 04- Paquetville:

- Exercise was well designed and caused good discussion around the table.
- Phone and REOC equipment's functioned well but a central clock will be needed.
- The afternoon was less busy and more regional injects would keep members occupied.

1.8.4 REOC 06- Richibucto:

Sustains:

- Flexibility of exercise participation levels, based on municipal abilities

- Exercise products (VNN, Chitchat, NB Power map) were appreciated by participants
- REOC participants were all able to logon to their respective work networks (some had a bit of difficulty possibly due to slow internet speed)
- Good discussion/networking with existing and new REAC members
- Provides municipalities opportunity to identify shortcomings in emergency plans
- WebEx MPC planning conference held at REOC 7 was appreciated

Improves:

From MEOC

- Final exercise date needs to be firmed up with more advanced notice.

From REAC

- Wifi speed in REOC might have caused some difficulties connecting to GNB network—I will need to look into maybe something faster
- REAC participants were not sure which REOC to respond to, as they only have enough staffing to attend REOC 6 or 7, but not both. Alternate would be available in an actual activation, but either as a night shift, or other REAC, but not both.
- Exercise constraints meant that REAC members were not participating in many injects (I explained that they were not primary training audience—they would like to be in future exercise)

1.8.5 REOC 07- Moncton:

Sustain

- Overall, excellent opportunity to have discussions on SOPs and to familiarise ourselves with other agencies
- Appreciated the networking opportunity
- VNN provided realism

Improve

- REOC could use more aide-memoires and boards (permanent facility would increase readiness)
- Injects received at REOC were too complex, mostly resulting in issue being pushed to PEOC (not enough injects that could be resolved at REOC level)

-Lack of communication between REOC and MEOCs, many municipal injects not reported to REOC throughout exercise

-Not enough scenarios involving all agencies, some agencies did not receive any injects that pertained to them.

1.8.6 REOC 08- Sussex: Here are my (REMC 8) comments related to BB19 for this year:

First experience in actually having the REOC open in the posted region. Worked well sharing a space with a MEOC. Good dialogue between the two groups.

Some activity times were very slow for our group causing idle times. Need to work on creating activities to keep the group engaged during this time. Long process in setting up the room prior to the exercise day (3 hours) as it is a common room for the FD. Not an acceptable delay if an emergency event occurs. Still lacking participation by some key government departments at the REOC.

Comments from my team:

Always hard to get used to artificial timelines, especially after having done the real thing recently.

Had there been an evacuation of the nursing home, we may have had a more active role at the time. Overall, it was a good exercise and good for something that will happen vs. may happen.

I thought the facility and the resources were really good. In terms of areas for improvement, and this applies to our area, I would have really liked to see the Red Cross there. Although I realize that this was an exercise, I think their absence may have highlighted a gap in coverage.

I found both the Town and EMO were very prepared and organized for this event. The organization I represented, Ground Search & Rescue was as well, with members standing by for activation as needed.

In terms of suggestions, I found the briefings with EMO helpful, but we were out of the main EOC room for significant periods of times (30 mins. one time and an hour the next) and missed the reporting cycles providing key updates. When I came back into the main room and was asked to update the team (both at the EOC and my GFGSAR team) I could add little as I knew big picture what was happening in NB but not much about what was happening locally, road closures, bridges out etc. Wondering if we might be able to handle that differently next time.

I do wish we had been able to activate GSAR for a task of some sort, they remained down the street and ready to go but were not activated during the day. There was a virtual activation which was helpful, but an actual activation would have been appreciated!

Again, many thanks for the opportunity to participate in this exercise, it is always great learning and I certainly appreciate this opportunity.

Some things that I liked about the exercise were: getting to meet with the local EOC group for the municipality and being in a scenario where we worked along side them, I liked how we received injects via social media and had to deal with them, and I liked how the entire province was involved with the exercise as opposed to a small group. The only thing I didn't like was I found there wasn't much for us to do on the REOC end and I would have liked to see us have some injects or a reason to work directly alongside of the town EOC. Overall a great exercise and a great experience. Happy to Participate!

1.8.7 REOC 09- Saint John: Overall a good scenario and good injects which tested all departments involved in the REOC.

-Open discussion on how to handle the incident within the Events was good for the overall handling of the situation

- Pre-Exercise (Warm Start) was good for ensuring that all personnel are situational aware of the Event prior to arriving in REOC

- Good Cooperation within Departments in the REOC

- Radio Communication: TMR system and Amateur Radio System functioned well

1.8.8 REOC 10- St Stephen: Discussions during the day:

-Too many injects.

-Most injects very unlikely, because they did not correlate with the weather forecasts. Because of this REAC lost a lot of interest in the exercise by early afternoon.

-Facility of REOC 10 works for smaller groups. Today we had 10 REAC members.

-Telephone, cellular and Internet worked well, no issues.

-REOC a little small for multiple conversations, therefore it got a little loud. Unfortunately, there was few locations for members to go for private conversations.

- VNN and ChitChat needed improvements, not working properly.

1.8.9 REOC 11- Islandview:

- REOC 11 has been continuously challenged operationally since the creation of the Region, it has an ability to “stand up quickly” which is a very normal operation and is consistent with normal SOP’s.
- Most required REAC members and some Area Command members attended.
- General operations including Logistics were met satisfactorily.
- REAC members enjoyed the challenge, however a re-occurring theme was the repetitive “weather” exercise and some felt un-challenged Departmentally.
- Contact to the PEOC needs to be improved i.e. phone conferences, REOC 11 is no exception and discussions will continue on its improvement.
- Contact with Municipalities was well exercised, Phone, Cell, HAM, TMR and general email worked very well.
- Reporting to the PEOC was a weak point due in part to inject volume and the REOC’s lack of administrative support.

Some departments are finding it difficult to participate in both exercises and real world due to several reasons, this issue need to be addressed as it is paramount to the success of the Regional program and Emergency Management as a whole.

This exercise, as far as my personal beliefs are concerned, was an excellent example of operational endurance and professional competence by the organizers and players. Events that took hostage the Exercise several times show, that the staff of NBEMO are competent and agile and able to weather all situations that may come their way.

1.8.10 REOC 12- Meductic: What worked well during the operation?

Quick response/action by Bath fire department

EMS and Police on site to assist with residents and bystanders.

ANB Operations Manager, Woodstock District, requested MCMC to dispatch resources to move the residents to an alternative location

NB Power REOC rep arranged for power disconnect

Education rep provided bus with wheel chair lift

OFM to provide investigator and TSI personnel following completion of investigation.

Red Cross dispatched team of six to K of C hall to assist with evacuees

Amateur Radio on hand to test their system

1.9 Municipalities

1.9.1 Bath:

Comments received from Bath Fire department following October 23rd AAR meeting

- Manor Bus is not used in the winter months (at this moment) - That may change by next winter but as of now no winter use.
- K of C doesn't have back up power supply. Therefore, if power is out during emergencies then there will be no heat, no water and no lights. Propane should still work for food prep, etc.
- for this exercise; BFD took generator from FD and ran lines in for portable heat and lights; FD sat up a portable tank full of water that staff can use to flush the toilets.
- Red Cross & FD provided fresh drinking water
- review with fire Chief to use the new training hall as the 1st place to house manor evacuation once the building has been equipped with back up generator.
- the Knights of Columbus could be equipped with generator plug to allow better power supply for lights, water, etc. That is for K of C to review and discuss.
- The main FD hall don't have wheel chair access bathroom or shower but does have back up generator.
- Plan from River View Manor was not updated in equipment van. 2012 copy replaced today with latest plan from Manor Administrator.
- Plan from River has contact name for K of C that is no longer a good contact. This will be corrected, and new name and number added
- TMR channel change. FF hadn't done this and was reviewed at this exercise. Will review to add some radio training in upcoming trainings (1/2-hour sessions)
- During the Exercise - The main Firehall gen didn't appear to be switching over. Fire Chief will have this reviewed and necessary repairs done. This is tested weekly during equipment checks; worked last equipment check.
- Overall, a good exercise, a lot learned
- Plan Table top exercise over winter months

1.9.2 Hampton:

This was an important test of the Hampton EOC by virtue of the recent re-organization of roles & responsibilities. To this date, there hadn't been an opportunity for the team to participate in a training exercise with such realistic parameters & professional design, so the team was eager to work through the scenarios.

Several key points were raised during the hotwash which will become action items for our EMO;

- Develop outreach program with community & service groups to provide additional human resources during emergency activations. Specific checklists & training will need to be provided to these groups.
- Warming/Reception Centres & Shelters. Although these are already identified, there hasn't been an update for several years. A full asset evaluation is required including generator load testing.
- There is a full kitchen available within our EOC/ Fire station which can be utilized as required in support of emergency operations such as rotation & relief for Town staff.
- During a multi-day event, continuous staffing of the EOC will be difficult. This is a dilemma facing all town departments, particularly, Fire, Works & Leisure Services.

In summary, BB19 proved to be a rich training experience for Hampton EMO as well as a great opportunity for the observers to understand the EMO function & roles in an operational setting.

Two comments stand out from the Hotwash which illustrate the degree of success achieved;

“this was such a confidence boost”

“we have so much more work to do!”

Although the second comment could be taken as a negative, it was given with enthusiasm & clearly meant as such. There was a strong sense that the exercise struck a nerve with the group & that they were invigorated by the need to carry the lessons learned forward with urgency.

Lessons learned from BB19 will be the topic of our next monthly meeting on Oct 28th as well as the focus of our planned workshop on November 16th.

1.9.3 Riverside Albert:

Sustain

-Participants in the local EOC found that there was more activity than last year, which made things a little more hectic but helped the time go by more quickly.

- It was busy and the nature of the injects prompted more discussion than during Brunswick Alpha.

Improve

- participants made a point of fact that exercises like this highlight the need to provide our emergency personnel appropriate training.

1.9.4 Neguac:

The municipality of Neguac participated in Brunswick Bravo 2019. The exercise enabled us to identify our strengths and weaknesses.

Here are our strong points:

- Teamwork;
- Everyone assigned tasks;
- Participation of all employees;
- Good communications network;
- Good knowledge of the municipality's territory; and
- Leadership assumed by all EOC members.

Below are the points needing improvement:

- Need a list of individuals with boats;
- List of local bus drivers who could drive a minibus;
- Need two portable generators;
- Updated contact list;
- Geographical map;
- Agreements signed with suppliers (services, equipment, gas, etc.);
- Operating manual for sanitary and storm sewer systems;
- Exercise preparation documents hard to obtain;
- Documents must be provided in both official languages.

Overall, Exercise Brunswick Bravo 2019 was a worthwhile learning exercise, teaching us about team work, communications, and team spirit.

1.9.4 Tracadie:

Here is a summary of what took place on Wednesday, October 23, 2019, during Exercise Bravo NB, in which the municipality participated.

- Activation of municipal EOC by the acting coordinator, contacted the regional EOC.
- Room put into operation: document preparation, Tracadie emergency measures binder, laptop, telephone line, TMR, television (for keeping up with VNN news, etc.).

- Verification of EOC membership list.
- Verification of EOC computer equipment.

During activation, we noted that a great deal of information was no longer valid (no longer up to date), many employees no longer included, vacant positions, contact numbers changed, etc. The acting coordinator will be sure to provide up-to-date information and to validate the information included with the other resource persons.

The computer equipment (laptop and printer) need to be rechecked to ensure that everything is compatible and works on the internal network such that it functions properly when printing.

Everyone must know the location of the network cables and network connections, so they do not have to search for them.

A few recommendations will be made by our acting coordinator to the executive director to confirm certain positions and resource person in the event of a real activation of the EOC.

Have the people in the EOC, their basic ICS training, etc.

Overall, we are pleased to have participated in this exercise, so we can note our weaknesses and be able to correct them quickly in the event of a real activation.

1.9.5 Grand Bay- Westfield – Saint John-Rothesay and Quispamsis:

Sustain:

- Tested ability to notify Team using Sentinel Emergency Alert System
- Tested procedures in place for declaring a SOLE
- Information sharing was elevated with using of TMR within EOC
- Found gaps in EMP that needs to be corrected for next publication
- The use of Chit Chat was a good source of open information of perception
- The use of VNN was a good source of open information including interviews

Improves

- No set procedure in MEOC for contacting elected officials to hold a special meeting of council (SOLE)
- Personnel with in REOC should have script and briefed on Tombstone information to reduce delays of information transmission and action prioritization

- Contingency plans need to be formalized for missing town personnel critical to Events effecting the Area
- Shortage of Communication assets for Events (TMRs)

Overall, the general consensus was that Exercise Brunswick Bravo 2019 has a huge success from a Region 9 perspective. The only draw-back seen from the Region is that if all MEOCs and the REOC is activated, it is hard to observe what is going on in the region from an overall picture. Some areas have weaker candidates as Trusted Agents and overall a less than confident EOC staffing. The ability of the REMC to go around and observe and assist MEOCs in the running of their events will ensure that they are exercising correctly and doing the right things when it comes to policies and procedures regarding Emergency Management.

1.9.6 Sussex

The Fire Chief expressed his disappointment in the lack of representation from some key provincial departments during the exercise. For example, the Department of Transportation, Red Cross, and NB Power could have played a key role during the exercise. He will communicate his thoughts to the Regional Coordinator on behalf of the group.

The Town was originally under the impression that it would be a post-hurricane event with efforts concentrated more on the recovery phase. It proved difficult to maintain the same level of group activity as Exercise Alpha while keeping it as realistic as possible. Managing the emergency on the ground through sustained winds of 100km/h would not be possible. One thought was that this would have been the time that alternates might have been put into place to man the EOC while the group rested for their role in the recovery. This led to a conversation about how it is crucial that we assign alternates for every role. Currently alternates assigned for the EMO Coordinator, Public Information Officer and Duty Officer are all members of the group and therefore not a viable solution should the emergency extend past 12 hours. A discussion was held regarding the Mayor being the regional representative for DTI, it was the group's concern it may be hard to function in both his role with DTI and the Mayor of Sussex should Council be called in to session.

WARMING/CHARGING CENTRE

There is still a need to have a warming/charging center in place. Rick Horton will arrange to meet with Jonathan and visit the Catholic Church Hall, Kingswood University, Apohoqui Community Centre, Norton Hall, Penobsquis Hall and Poley Mountain to determine occupancy levels and the potential for sheltering or warming/charging centers. Once each is determined to be viable shelter, the contact information will be added to the plan.

It was discussed during the exercise that once a shelter is opened; the Red Cross should be added to the mail out list for situation reports in order to keep evacuees informed as the situation unfolds.

GOOGLE EARTH MAPPING

Jason experienced an issue with Google Earth shutting down resulting in significant loss of data. Lesson learned is to save the map from temporary places to my places so that data won't be lost. He also discovered that he was able to download the overlay of the SNB flood map and municipal boundaries which will prove very useful during future events.

SENTINEL ISSUE

Tara observed that the Sentinel alerts were not appearing in chronological order on the website and will connect with Denis from Sentinel to try and fix the issue.

MEETING WITH RED CROSS

The group thought that a meeting with Jonathan Spicer from the Red Cross (and local certified volunteers) would be beneficial in order to ascertain Red Cross' role for assistance during an emergency. Discussions with representatives from the Department of Social Development during Exercise Bravo left the group with questions relating to each group's specific roles. Tara will reach out to Jonathan to schedule a meeting next month.

DEACTIVATION

Chief Wanamaker expressed his belief that the EOCG should maintain the same levels of activation whether the event is unfolding or winding down. For example, in a flood situation, the EOC is at Level 3 – Full Activation when the water levels reach the top of the first line, therefore in his opinion, the center should remain at Level 3 Activation until the water recedes below the top of the line. This has not been the case in the past and he recommends staying at full activation perhaps with alternate members taking over until the water levels go back down. The group agreed.

PUBLIC INFORMATION SESSION

There is still interest in hosting an information session to notify the public of the expectation that they be self-sufficient for 72 hours as well as advise them on the Fire Department's new evacuation procedures and EOCG social media postings. Scott will take the idea to Council in November for their approval in order that the session could be scheduled for January or February of 2020. Much effort will have to be made to engage the community to get them out to the sessions. The Red Cross is still planning their Community Risk Champion Pilot Program and perhaps the two sessions can be combined to attract a wider audience.

1.9.7 Village of New Maryland

- What is the value of Sentinel? Do we have a good grasp of it and its value? Detriment to us? Do we rely on it too much? Does it slow us down? We are not using it nearly enough, perhaps monthly. Slow start doesn't remember much of what we did previously. Thinks it is detrimental. Essentially, we need more practice, training. We know what we can do. We don't know/need to know what more we can do with Sentinel.
 - o Use during meetings? Sign in and use it monthly?
 - o Richard Cummings, Oromocto runs training; we could/should participate in those. We have! More needed!
 - o Do mini exercises to practice.
- Is there an opportunity to follow the PEOC through Sentinel? In a real emergency, can we follow developments at the PEOC, REOC? Other organizations use the same Information Management Tool, province-wide. Seamless, all on the same page.
- Valuable as an Emergency Management Tool? Yes, and we need for the municipality to keep accurate records of what transpired.

York Sunbury Ground SAR

- Went well, could be more involved, the last Inject was more virtual (notional). Hope to get more field work (FX) and less notional (TTX).

Public Works

- Track logs on paper and Sentinel, duplication, pink message form to use in the absence of Sentinel. Don't have to do both, too much, just do one of the other, if internet is down, fill out forms and update Sentinel later.
- Much easier, initially, to deliver a Tasking or Significant Event update on paper and, then, update on Sentinel. There is value in maintaining both. Personal choice.

Lions Club

- Last year's Exercise was more intense (observed last year, a Player this year). Have not resolved issue with evacuees and their pets. Need to find solutions.
- Using Sentinel, all of us were 'buffering' when we all tried to login. Then, when power goes out, returns, we are all buffering again. Is there computer hardware/software that we need to make this easier? If so, identify it and make request to council. Consult with Sentinel and apprise them of this issue. Can they assist?

Parish of New Maryland Zoomers (at EOC)

- When Zoomer leaves and goes to Reception Centre, if EOC rep only uses Sentinel, Zoomer is not near computer and cannot advise... slows things down. Prefer cell phone for communication (vs Amateur Radio which we were practicing with). Next time, Amateur Radio will hand out portable radio for those at the Reception Centre, so they can talk directly to the EOC. There is a legal way to do it (Industry Canada) to put them on a channel for New Maryland.

- If comms are down, Fredericton Amateur Radio Club (FARC) has our back. The challenge is for them to mobilize in a timely fashion.

Parish of New Maryland Zoomers (at Reception Center)

- Prefer cell phone for communications, reception centre went well, 4 volunteers for registration, 20 evacuees, all registered and fed, gave information how to contact Red Cross if need be.

- At the Reception Centre, would like to see computerized master list of evacuees that is alphabetical. Human resource on site to input electronically the work of 4 volunteers (hard copy) lists. One master list on computer which makes for easier access and retrieval of information. Apparently, this can be done through Sentinel, would have to be trained to do that. Thank you to Faith Baptist Church (FBC) for the food and the facility.

- Recommendation from evacuee for questionnaire on website they can respond to. Survey how we did, what we can do better.

- Nice to have more scenarios, someone beating down door to get in, someone doesn't have their medication, etc. We can plan that.

Red Cross

- Communication is what usually falls apart, if we lose Sentinel and internet is out, we have to rely on Smartphone hotspots. We should export Sentinel data and print every hour so that we have hard copy in order to refer back, update Significant Event Board, etc.

- Medications, Red Cross can help them, but we would go to the local pharmacy. Not sure how that would work. Should establish contact with Pharmacist on this, what he would need if an Evacuee need meds and their doctor's office is not open. Or, example, broken glasses, braces, bandages, splints, etc.

- Likes the Significant Event Board. There is value in that. Human Resource to maintain it...

- Good learning all around.

New Maryland Fire Department

- Not used to Sentinel, need to practice more, agree that we should produce hard copy, Oromocto uses both Significant Event Board and Sentinel.
- Need to have reps from EMS and RCMP roles at our Exercises (both were absent, today). Should have 2 RCMP Members here (could be Auxiliary), to help with Reception Centre, provide security as there will always be law and order issues when people are gathered into a single area/place.
- Red Cross always has security at Reception Centres. Only people who are allowed in are volunteers and the registered evacuees. Have to have security. Through REOC or Public Safety, make request for security personnel ... Commissionaires? Sheriffs? Traffic enforcement? RCMP Auxiliary?

Anglophone West School Board (Transportation)

- If Sentinel is an issue, everyone to fill out paper forms and give to Karen to input to Sentinel and also keep significant event boards updated?? A lot to input, a lot to do. Would need additional (human)resources.
- Re: Downtime in EOC is not unknown/unheard of in a real emergency. Once tasks are assigned, our job is done until next request comes in. In the meantime, while work is being accomplished in the field, you wait.

Public Information Officer (PIO)

- Very busy with social media, chat room updates. Thanks to everyone, could not do this without our volunteers!!

Alternate Public Information Officer (APIO)

- We will have to restrict our down time with generator, UPS doesn't recognize generator power. After a few hours we lost our Wifi but got it back up again quickly. To be further investigated.
- Virtual News Network (VNN) could have been updated more with news reels. Enquire as to why interviews were not on the VNN?

Duty Officer

- Don't arrive at EOC until fanout is issued. Some arrived before fanout was issued. Nice to have people who are keen. However, response times after fanout is issued are important to assess, as well.

- We will discuss the need to house household pets at Nov. 19th meeting. Red Cross advised that there is a group in NS that can help us with that, but they would take 6 hours to get here.
- Re: Sentinel... Tasks should pop up as window, Recipients did not respond in timely fashion, no knowledge of Task assignment unless you went looking for it on Sentinel Dashboard. And, even there, Tasks (to everyone) are showing. Difficult to find any of yours. However, Tasks do show up in unsolicited email message to Recipient. Sentinel to be contacted to see if possible to have pop-up window for Tasks.
- Mayor's interview with media – could/should have shared the most important details with media first (priority information that we need to get out – missing children) and, then, answer questions after.
- Media should not enter this room (EOC) as there may be information we do not want them to see. However, there was benefit for them taking the time to provide us with debrief.

Amateur Radio

- People in radio room to work and pass along information worked well.
- We had 4 volunteers here, many complaints, they did not agree with how we did everything.
- They refused to use trunk radios.
- They were here to use the gear they brought and nothing else, in future could train Zoomers to use and hand out radios.
- Need an operator for IRG around province, need a body who knows how to do that and focus on that.
- Hardware issues, list of complaints made, things we need to buy, need more action for them.
- Advised by Radio room operators that there was a 'disconnect' between the EOC and Radio room.
- Radio operator(s) was (were) upset that they didn't know details of all Injects. Valid point.
- Thanks to AR coordinator for mediating with them. He will share more at the Cold Wash. He told them to make a list of their complaints and will share at Nov. 19th meeting.
- Technology worked today, can play with it more with Harry, confident we are ok in an emergency.

- More interaction with our REOC rep??? We managed well enough ourselves. However, should we be making more use of our REOC, reliance upon to obtain necessary resources, etc?

1.9.8 Village of Gagetown

Operation Exercise Brunswick Bravo Hurricane 2019 was viewed as useful by participants in the Village of Gagetown. The creative injects provided by our facilitator, led to discussion on a host of contingencies we might not otherwise have considered. First, notes on the day. Bouquets and bricks below.

Here's what happened:

- Village isolated by flooding on Route 102 at north and south entrances.
- Orchard View Long Term Care evacuated after generator fire. (SOLE declared- Op Bravo 2018)
- Two large trees toppled by wind, damaging fire hall and possibly emergency vehicles inside.
- Update from fire department that roof collapsed on main doors. VGFD equipment stranded for possibly 24 hours.
- Fuel truck flips after roadside collapse by Irving on Peter's Road. Minor gasoline leak but whatever spills will go downhill into the St. John River.

Our response:

- Contact DTI to discuss emergency passage over Tyng Brook.
- Inform REOC of continued concern for emergency access to village, Two other care homes on backup power, though neither requesting help.
- Inform public VGFD has equipment and people south of Tyng to respond to emergencies.
- Request NBEMO to ask CFB Gagetown if Lawfield Road can be accessed for alternate emergency route.
- Pull up "vulnerable citizens" list and assign calls.
- Inform REOC VGFD equipment unavailable for up to 24 hours. Request Fire Marshall and perhaps DND assistance.
- Send volunteers to secure area around overturned fuel tanker. Door-to-door evacuation of residents with 300m of spill. Report to REOC. Inform that we are trying to pull containment supplies from fire hall but will need additional HazMat resources.

Bouquets:

- Jason Cooling for always answering the phone
- To our group including the mayor, deputy mayor, village clerk and deputy fire chief.
- Shout out to Jim Scouten, who was monitoring amateur and VGFD radio and ready to help with communication.
- Good discussions had.

Bricks:

- At 0900 Oct 23/19 we requested EMO to enquire of DND if Lawfield Road could be opened for emergency transit. "Back to you in 5 minutes" was the reply. When we brought it up again at end of exercise (1420), DND still had no answer, according to REOC.
- Uncertainty on delivery details of any promised assistance. (Our fault for not pushing?)

1.9.9 Chipman

The exercise went well from our stand point the ham operator system worked very well, really like the idea of u guys throwing a different scenario at us that was cool, that should be some thing that is used next year makes a committee think and react on the fly

2.0 SUMMARY

Exercise Brunswick Bravo 2019 took communities and other participants to the next level of emergency management preparation and response. Participants have indicated that the exercise was challenging and rewarding. The degree of cooperation between the communities and the Regional Emergency Management Coordinators was commendable and serves as strong validation that New Brunswick's Regional concept to enhancing Emergency Management is paying dividends. It is anticipated that these exercises will continue throughout the coming years, and the planning for Exercise Brunswick Charlie 2020 has already commenced.

The assistance provided from JTFA to the province in preparing and executing this exercise was greatly appreciated and significantly enhanced the training experience for all participants.

Greg MacCallum

Director

New Brunswick Emergency Measures Organization

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