Community Based Drill
Winter Storm
Mass Casualty Incident
Continuity of Operations

November 8, 2018

The Exercise Plan (ExPlan) gives elected and appointed officials, observers, media personnel, and players from participating organizations information they need to observe or participate in the exercise. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.

EXERCISE OVERVIEW

Exercise Name	Medical Providers and Community Partners
Exercise Date	Thursday, November 8, 2018; 9:00am-12:00pm
Scope	This is a functional exercise, planned for November 8, 2018 at your facility in coordination with the Marion County Emergency Operation Center. Exercise level of play is dependent on the facilities level of participation
Mission Area	Response
Core Capabilities	Operational Communications; Operational Coordination; Community Resilience; Mass Care Services; Planning; Critical Transportation; Public Health, Healthcare, & Emergency Medical Services

Objectives	1) All:
	  A. Review emergency plans and incorporate the response actions identified in the plan. Noting gaps for corrective actions and update as necessary. Incorporate lessons learned from previous drills and apply them on November 8, 2018.
	  B. Practice Continuity of Operations in order to keep businesses working during an emergency incident. Facilities: contact the Marion County Emergency Operations Center (EOC) with their status (i.e. injuries, medical transport needs, possible building damage, and resource gaps) by phone, email, mobile radio, Adobe Connect. (Appendix C – Communications Plan)
	2) Marion County Health and Human Services:
	  A. Orient health staff to the phone bank functions to enable future response where Health has the primary responsibility for running the county phone bank out of the Health location.
	  B. Operate call center; post requests for service into ARC GIS online application. Communicate with Mobile EOC via Adobe Connect, Radio, and Phone.
	  C. Staff ESF 8 in Mobile EOC
	3) Marion County Emergency Management.
	  A. Establish Mobile EOC at Brooks.
	  B. Develop Incident Action Plan.
	  C. Coordinate staffing of EOC.
	  D. Respond to winter storm and mass casualty event per Emergency Operation Plan.
	  E. Establish communication with Call Center, partner agencies, and the State EOC.

Scenario Overview	Freezing temperatures, heavy snow and ice throughout most of the state, with snow to the valley floor. Heavy ice will result in widespread power outages, due to downed power lines and trees. Marion County Emergency Operations Center located on Silverton Road has received damage and employees are unable to work in the building. They will be working from the Mobile EOC set up at Chemeketa – Brooks Campus
Sponsor	Marion County Emergency Management
Participating Organizations	In accordance with CMS Emergency Preparedness Rules medical providers and suppliers are required to conduct and/or participate in community wide exercise. Medical businesses in Marion County are invited to participate in this exercise to meet the requirements.
Points of Contact	Ed Flick 503-365-3133
	Krista Carter 503-588-5108
	Erik Anderson 503-365-3186
	Lee Shin 503-365-3136

GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

Exercise Objective	Core Capability
Review your facility emergency plan and incorporate the response actions identified in the plan noting gaps for corrective actions and update as necessary.	Planning; Operational Coordination
Incorporate lessons learned from previous drills and apply them on November 8, 2018	Community Resilience; Planning
Facilities will contact Marion County Emergency Management with their status (i.e. injuries, medical transport needs, possible building damage, and resource gaps) by phone, email, mobile radio, Adobe Connect. (Appendix C – Communications Plan)	Operational Communications; Operational Coordination; Planning
Marion County Health and Human Services will active the call center to analyze and forward requests for support to the Marion County EOC. Marion County EOC will conduct mission analysis and coordinate response with partners and forward requests to the State ECC as necessary.	Operational Communication; Operational Coordination; Mass Care Services; Public Health, Healthcare & Emergency Medical Services
Marion County EOC will conduct business from the mobile EOC at the back-up/COOP location.	Operational Communications; Operational Coordination
Marion County Emergency Management encourages you to request resource(s) your facility may need during a real emergency to allow us to become familiar with gaps your facility may need to address.	

Participant Roles and Responsibilities

*You are not required to assign the roles below; however, if you would like to have players assigned in the roles below, here is guidance on their

responsibilities. Enhanced exercise planning is recommended as you will benefit from third party involvement especially when conducting an after action report or if a real world incident were to occur.

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.

- **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants. The Marion County Emergency Operations Center will act as controllers during this exercise; subject matter experts will be taking calls.

- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks.

- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately. If you are interested in observing what we do behind the scenes, in our office, contact Krista Carter (kkcarter@co.marion.or.us) with your request. We will be working in a small area, so only 2 observers may be accommodated. We will have other opportunities in the future

- **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes may be evaluated.

- The exercise scenario is plausible, and events occur as they are presented.

- Exercise simulation contains sufficient detail to allow players to react to information and situations as they are presented as if the simulated incident were real.

- Participating facilities may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

Artificialities

During this exercise, the following artificialities apply:

- Exercise communication and coordination is limited to Marion County Emergency Management.

  Players should always state prior to communication via telephone, email, radio and etc. that this is an EXCERISE and say, "EXERCISE, EXERCISE, EXERCISE" not to confuse the exercise with a real world incident.

Possible Injects

- In order to assist Marion County EOC and Health & Human Services with planning efforts to meet requirements, consider calling with these messages.
- Note that not all scenarios below will fit with your business model; choose what is realistic to you.
  - We need a generator; size XX, capacity XX
  - We need fuel for a generator; fuel type, quantity
  - Request potable water
  - Staff unable to report to work
  - Staff unable to reach patients outside your facility
  - Trees down blocking the road to your facility; doors; parking lot
  - Tree fell onto roof and there is a need to evacuate
  - Need to direct patients elsewhere due to no ability to take more in patients
  - What other medical business are open to support us?
  - We need assistance transporting patients to different facilities
  - Please keep it realistic; we want this to be a real-world possibility

Scenario

On Sunday, November 4, 2018 a low pressure system moved out of the Pacific Ocean and into Oregon, bringing freezing temperatures, heavy snow and ice throughout most of the state, with snow to the valley floor. Heavy ice will result in widespread power outages, due to downed power lines and trees.

Marion County Emergency Operations Center located on Silverton Road has received damage from ice falling from trees and employees are unable to work in the building. A mobile

Emergency Operations Center will be deployed at the back-up location at Chemeketa Community College Brooks Campus.

Marion County Health and Human Services will be activating the call center at their location on Center Street; a press release went out asking the public, healthcare facilities, and cities within Marion County to call the Rumor Control Line at 503-391-7294; this number has been forwarded to Health and Human Services to triage calls.

As medical issues arise within Marion County, due to the freezing temperatures, vulnerable populations have been reporting to medical clinics and the emergency department at Salem Hospital; patients have been seen for pneumonia; frost bite, dehydration. Smaller medical clinics are unable to keep up with the demand and are diverting patients to the emergency department.

Reports are coming in that nursing facilities are losing power and most of them don't have generators; pipes are also frozen and they are unable to get water for food preparation, hygiene, and drinking.

As the county responds to road closures, multiple power outages, medical providers asking for assistance and nursing facilities taking care of patients, there is an active shooter at a local school in West Salem. The only thing we know now is that there are 50-60 casualties. Emergency medical services is responding to the incident, along with many law enforcement agencies; there will be road closures in the area of the school and a perimeter closed off, but we don't have the exact locations, yet.

EXERCISE LOGISTICS

POST-EXERCISE AND EVALUATION ACTIVITIES

Debriefings

Post-exercise debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning. If your agency conducts a debriefing, please forward any of this information to Marion County Emergency Management for follow-up or assistance in closing your gap.

Hot Wash

One may or may not be conducted.

Controller and Evaluator Debriefing

Controllers and evaluators attend a facilitated C/E Debriefing immediately following the exercise. During this debriefing, controllers and evaluators provide an overview of their observed functional areas and discuss strengths and areas for improvement; if the exercise included Controllers or Evaluators.

Participant Feedback Forms

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

Evaluation

Exercise Evaluation Guides

Evaluators may not be in play.

After-Action Report

The AAR summarizes key information related to evaluation. Marion County Emergency Management will write the after-action report to identify key findings, lessons learned, gaps and a corrective action plan and submit to Oregon Emergency Management.

Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

After-Action Meeting

After-action notes may be sent to participants; no official meeting will be conducted.

Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by elected and appointed officials from the organizations participating in the exercise.

APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	Location
To be determined by each facility in controllers, evaluators will be used.			
To be determined by each facility prior to November 8, 2018.	Controllers, evaluators, and exercise staff	Controller and Evaluator Briefing	Your Facility
As needed	Controllers and exercise staff	Set up control cell and walkthrough	Your Facility
November 8, 2018			
8:30 a.m.	Controllers and exercise staff	Check-in for final instructions and communications check	Your Facility
8:45 a.m.	Players	Facility review emergency plan	Your Facility
9:00 a.m.	Players	Exercise play begins	Your Facility
9:00 a.m. – 12:00 p.m.	Players	Play out the scenario as if your facility is affected in one or more of the following ways: 1) Key personal are unable to report to work. Who's in charge now? 2) Your building is unsafe to occupy; where will you conduct business? Where will residents go? 3) You're overwhelmed with patients; where are they diverted if Salem Hospital is overwhelmed? 4) Medical Supplies are running low and companies are not making deliveries until the roads clear; where/how will you get supplies?	Your Facility
Immediately Following the Exercise	Players	Venue Hot Washes/Debrief (if applicable)	Your Facility

APPENDIX C: COMMUNICATIONS PLAN

System	Description	Benefits	Limitations
Telephone – Landline or Cell Phone	503-391-7394 Marion County	-If no internet access, phone can be used for quick communication. -Best way to communicate. -Allows for 2-way communication.	-Phone lines must be in working condition and not overwhelmed. -Personnel must keep track of phone number.
UHF, VHF, 800mHz radios	-UCAL 43D (453.8625) Tone 156.7 -VTAC 10 (155.7525) Tone 156.7	-Radios work when phones don't. -Allows for 2-way communication.	-User needs to know channels -Takes practice -Can be costly to purchase. -Anyone can monitor these channels.
HAM Radio	Amateur Radio 145.1900 Tone 100	-Radios work when phones don't. -HAM radios work when traditional radios don't. -Able to communicate long range. -Allows for 2-way communication.	-Only licensed individuals can talk on these channels.
County Website	www.co.marion.or/us/pw /emergencymanagement (Resource request form link located here)	-Open to everyone	-Power and Internet connectivity dependent. -Not real-time information. -No 2-way communication.
Email	mcem@co.marion.or.us	-Ability to send attachments. -Allows 2-way communication or more.	-May not be monitored 24/7; only as EM staff allows.
Adobe Connect	www.co.marion.or/us/pw /emergencymanagement (Adobe Connect link located here)	-Ability to chat -Ability to share documents -Secure site	-Must know web address to access -Slight learning curve
MCEM Satellite Phone	1-254-204-1753 8816-5147-6729	-2 way communcations when traditional phones are down	-Must have a good satellite signal

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APPENDIX D: EXERCISE SITE MAPS

Figure D.1:
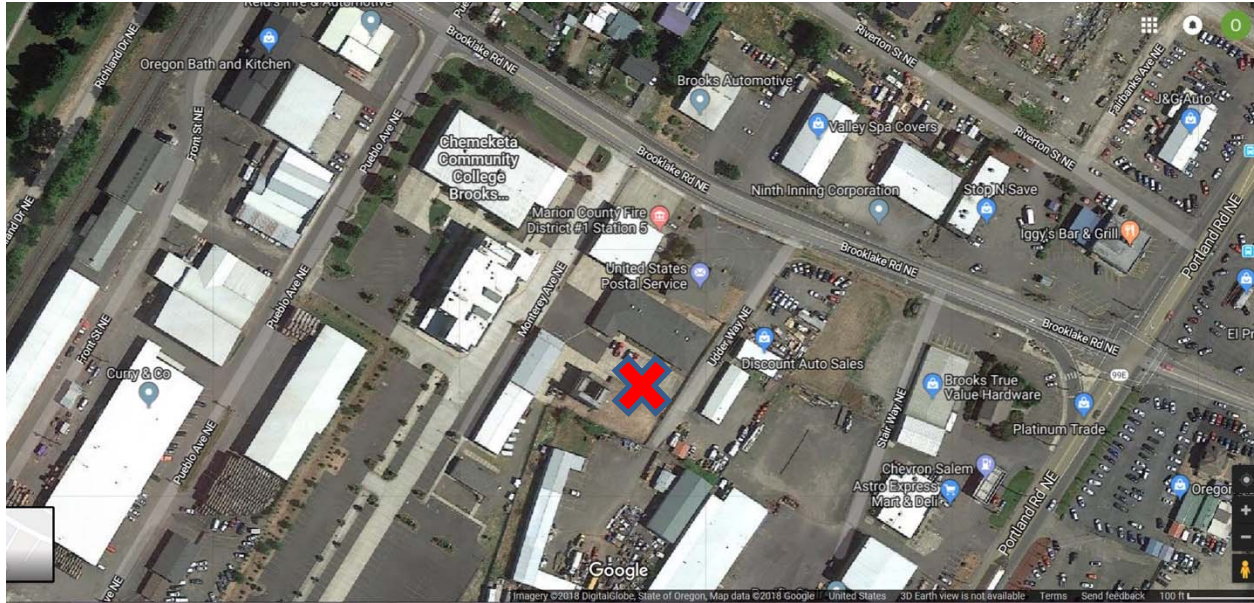
(The mobile EOC will be located where the X is placed; between the "burn tower" and the dormitory-sleeping quarters at the Brooks Campus of Chemeketa Community College)

APPENDIX E: ACRONYMS

Acronym	Term
AAR	After Action Report
CCC	Chemeketa Community College
CMS	Centers for Medicare & Medicaid Services
COOP	Continuity of Operations
C/E	Controller / Evaluator
ECC	Emergency Coordinator Center (State)
EOC	Emergency Operation Center (County)
ExPlan	Exercise Plan
HSEEP	Homeland Security Exercise and Evaluation Program
IP	Improvement Plan
MCEM	Marion County Emergency Management
MCI	Mass Casualty Incident
MFI	Mass Fatality Incident
POC	Point of Contact
SME	Subject Matter Expert