How to Plan for Full Scale Exercises

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Agenda

• Introduction
• What is a Full Scale Exercise
• Planning
• Development
• Reporting
• Conducting
• Possibilities Problems and Pitfalls
### Halton Region Population

<table>
<thead>
<tr>
<th>Location</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burlington</td>
<td>159,400</td>
</tr>
<tr>
<td>Halton Hills</td>
<td>52,700</td>
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<tr>
<td>Milton</td>
<td>47,500</td>
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<tr>
<td>Oakville</td>
<td>155,700</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>415,300</strong></td>
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</tbody>
</table>
What is a “Full Scale” Exercise?

• Hands-on/operational (practical), table-top or telecommunications exercise
• Vary in scale and size
• Conducted in real time or compressed time
• More planning time, resources and support required.
• Cost proportionate to size
What is a “Full Scale” Exercise?

Greater exercise control is required for success.

**BUT……**

Involve staff, time and resources outside your direct control - Multiple partners - players - sites
Why Conduct Full Scale Exercises?

- Program evolution
- Mandated – (Leg/Reg/Acc)
- Emergency scenario evaluation – Public/Private
- Emergency plan evaluation
- Stakeholder Validation
Full Scale Field Exercise
Exercise Charlie

• Largest municipal field exercise in Canada in 2004
• 400+ participants from 20+ stakeholder agencies
• 9 months development and planning
• Haz-mat, environmental emergency with a Mass Casualty Impact event
• Escalation from a municipal event to a Regional emergency
Exercise Charlie

10 Exercise Sites:
1 Incident Scene (Major Exercise)
3 Emergency Operations Centre
2 Hospitals
2 School Boards
1 Evacuation Centre
1 Simulation Cell/Exercise Call Centre
Full Scale Table Top Exercise
Exercise Operation Flu - Phix

- First pandemic tabletop exercise in Canada
- 225+ participants from 34+ stakeholder organizations from 3 levels of government
- Senior decision makers
- 6 months planning and development
4 Phases of Full Scale Exercises

• Planning
• Development
• Conducting
• Reporting
Phase I - Planning

Identifying stakeholders:
- Internal
- External
- Public/Private/Volunteer Sector
- Community
- Media
Phase I - Planning

Establish the Exercise Design Team:
• Nature of exercise will determine team make-up
• Stakeholders (internal/external)
• Specialists/Technicians
Phase I - Planning

Establish Stakeholder Support and Commitment:
• Council/Senior Staff/Corporation/Agency
• Design Team
• Staff
• Union/Association
• Community (Citizens/Businesses)
• Participants
• Media
• Personal
Phase I - Planning

The first exercise design team meeting:
• Chair/Co-chairs
• Administrative support
• Scenario design – flexibility
• Exercise time and location – avoiding conflicts
• Terms of Reference/Meetings Schedule
• Timelines/Milestones
• Workload demands – meetings/action items/regular duties
• Build commitment and support
Phase II - Development

Major elements of a full scale exercise:

- Timing/Location
- Exercise Aim/Objectives
- Scenario (design/flexibility/impact/engaging)
- Resources (access/permission/staff)
- Players/"Victims"(training/preparation)
- Legal (liability/releases/waivers)
- Communications
Phase II - Development

Major elements of a full scale exercise:

• Exercise Communications (technical)
• Exercise Control – Direction - Facilitation
• Exercise Evaluation – Observation
• Site Preparation
  - Field Exercise
  - Table-top
Phase II - Development

Major elements of a full scale exercise:

• Exercise safety/firearms
• Media
• Debriefing
• Checklists
A word about communications……

• **Design Team**
  - documented plan
  - timelines

• **Pre-exercise**
  - invite letters
  - report to Council
  - public information
  - staff update
  - media alerts
  - media releases

• Pre-exercise scenario

• **SHARE-SHARE-SHARE**

• **Exercise Day**
  - press kits
  - role of the media
  - media handler
  - video – photos
  - media release

• **Post Exercise**
  - “Thanks”
  - Articles
  - media release
  - final report
Phase II - Development

An exercise is only as good as its documents:
• Management Instructions
• Communications Strategy
• Patient Profiles
• Exercise Inputs
• Exercise Participants Manual
• Participant/Responder Instructions
• Evaluation Forms – Participants/Evaluators/Observers
Phase III - Conducting

- Train the team
- Assign exercise areas
- Controls
- Make it happen (inputs)
- Evaluators
- Acknowledge the team
Phase IV - Reporting

• Final Report
• Follow-up
• Communications – participants/stakeholder groups/media
• Recognition
Possibilities Problems and Pitfalls

- Commitments change
- Financial impact
- Resources change
- Sensitive issues
- Waivers/releases
- Me first – Me bigger!
- Different levels of understanding/ability
Possibilities Problems and Pitfalls

- Personal demands/impact
- Have a Plan “B” and “C”
- Time to train controllers/evaluators
- Start and end later in the day
- Stagger start (field/EOC)
- Opposing agendas
- Public complaints
Questions