

Elkview Operations
Emergency Operations Centre
Tabletop Exercise

28 January 2014

Summary Report

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Introduction

Teck Coal Ltd. Elkview Operations has a requirement to exercise company emergency preparedness and response plans on a regular basis. Elkview Operations Lagoon D Tailings Facility emergency response plans were the subject of a tabletop exercise on 28 January 2014.

Just Like Real Exercises Inc. designed and facilitated the exercise and prepared this Summary Report.

Purpose and Scope

Purpose

The purpose of the exercise was to subject the Elkview Operations Lagoon D Tailings Facility Emergency Preparedness Plan (EPP) & Emergency Response Plan (ERP) for Flood Emergencies to a review of the following hazardous condition functions...

- Inspection
- Warning
- Assessment
- Response
- Escalation

By involving the...

- Senior Management EOC (Emergency Operations Center) Staff

In a simulated Lagoon D Tailings Facility failure.

Scope

- Type of Exercise:
 - Tabletop
- Activities carried out:
 - Review of plans for a potential flood emergency
 - Review of plans for an imminent flood emergency

Exercise Details

Time and Place

- Exercise play was from 1300 to 1500 on 28 January 2014
- Exercise was conducted in the EVO Primary EOC

Exercise Format

This exercise was conducted in a tabletop format defined as a *discussion-based exercise in which players discuss and explore the response to a theoretical emergency scenario in an informal, stress-free environment.*

Initial Action Plan

The exercise followed the standardized initial action plan objectives and expected actions in the following table:

EOC EXERCISE OBJECTIVES	EXPECTED ACTIONS
References	<ul style="list-style-type: none"> • EVO Crisis Manual • Lagoon D Tailings Facility OMS and EPP/ERP
1. Demonstrate the ability to set up the EOC.	<ul style="list-style-type: none"> • Sign-in procedures completed • Functions assigned and an organizational chart posted • Situation boards/templates hung • Telephones, radios, computers and copy machines operational • EOC forms located and ready for use • EOC procedures and checklists reviewed • Position logs started
2. Make contacts	<ul style="list-style-type: none"> • Establish contact with the incident commander <ul style="list-style-type: none"> ○ Use appropriate forms to record information ○ Identify immediate incident support

	<p>actions</p> <ul style="list-style-type: none"> ○ Identify who needs to carry out support tasks ○ Use appropriate forms to record and action support requests • Identify and contact cooperating agencies <ul style="list-style-type: none"> ○ Pass relevant information ○ Gather relevant information • Identify and contact assisting and cooperating agency information officers <ul style="list-style-type: none"> ○ Coordinate media release intentions
3. Demonstrate the ability to display and analyze relevant event/incident information in the EOC.	<ul style="list-style-type: none"> • Planning Liaison posts relevant information on the situation board • Information is analyzed and human, financial and environmental consequences identified <ul style="list-style-type: none"> ○ Courses of action developed • Key public information is identified <ul style="list-style-type: none"> ○ Messaging is developed ○ Methods of information distribution assessed and selected ○ Spokespersons identified and prepared
4. Demonstrate the ability to identify EOC priorities	<ul style="list-style-type: none"> • Conduct a management team briefing <ul style="list-style-type: none"> ○ Status reports prepared ○ Briefing conducted ○ EOC priorities identified • Action Plan written <ul style="list-style-type: none"> ○ Meeting with relevant functional areas conducted ○ Tasks assigned • Action Plan approved

Elkview Operations EOC Tabletop Exercise Summary Report

	<ul style="list-style-type: none">• Execution of the action plan monitored for effectiveness
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Exercise Play

Discussion: Failure Modes

Problem Statements, Tasks, Questions

Objective	Understand dam failure modes
Expected actions	<ul style="list-style-type: none"> • Identify Lagoon D Tailings Facility failure modes • Identify indicators
Problem Statement(s)	<ul style="list-style-type: none"> • Nil
Tasks	<ul style="list-style-type: none"> • Determine if inspection routines are sufficient to provide early warning • Select a failure mode to drive tabletop exercise play
Questions	<ul style="list-style-type: none"> • What are the typical dam failure modes? • What are the indicators? • Are there situations where indicators are hard to detect?

Activating the EOC

Problem Statements, Tasks, Questions	
Objective	Demonstrate the ability to activate the EOC to the appropriate level.
Expected actions	<ul style="list-style-type: none"> • Sign-in procedures completed • Functions assigned and an organizational chart posted • Situation boards/templates hung • Telephones, radios, computers and copy machines operational • EOC forms located and ready for use • EOC procedures and checklists reviewed • Position logs started
Problem Statement(s)	<ul style="list-style-type: none"> • Nil
Tasks	<ul style="list-style-type: none"> • Review activation policies and procedures for completeness. • Determine if the assigned facility is sufficiently equipped to perform the roles of an EOC.
Questions	<ul style="list-style-type: none"> • Should the GHQ EOC be activated? • Who has the authority to activate the GHQ EOC? • At what level should the EOC activate? • Who is required in the EOC? • What are the call-out procedures? • Which positions need to be filled immediately? • What back-up EOC activation plans are in place should the primary EOC activation be impractical?

Making Contacts

Problem Statements, Tasks, Questions	
Objective	Identify and make contacts
Expected action(s)	<ul style="list-style-type: none"> • Establish contact with the incident commander <ul style="list-style-type: none"> ○ Use appropriate forms to record information ○ Identify immediate incident support actions ○ Identify who needs to carry out support tasks ○ Use appropriate forms to record and action support requests • Identify and contact stakeholder agencies <ul style="list-style-type: none"> ○ Pass relevant information ○ Gather relevant information • Identify and contact assisting and cooperating agency information officers <ul style="list-style-type: none"> ○ Coordinate media release intentions
Problem Statement(s)	<ul style="list-style-type: none"> • Consider a primary communications failure.
Tasks	<ul style="list-style-type: none"> • List the essential elements of information required from the Incident Commander and stakeholder agencies. • Review the list of stakeholders against the contact list to ensure completeness.
Questions	<ul style="list-style-type: none"> • What is the procedure for gathering information from the Incident Commander? • What immediate support to the incident commander might be expected? • What stakeholder contacts need to be made and who makes those calls? • What information needs to be exchanged? • What is the procedure for recording and sharing information within the EOC?

Developing Situational Awareness

Problem Statements, Tasks, Questions	
Objective	Demonstrate the ability to display and analyze relevant event/incident information in the EOC.
Expected action(s)	<ul style="list-style-type: none"> • Planning Liaison posts relevant information on the situation boards • Information is analyzed and human, financial and environmental consequences identified <ul style="list-style-type: none"> ○ Courses of action developed • Key public information is identified <ul style="list-style-type: none"> ○ Messaging is developed ○ Methods of information distribution assessed and selected • Spokespersons identified and prepared
Problem Statement(s)	<ul style="list-style-type: none"> • Nil
Tasks	<ul style="list-style-type: none"> • Conduct an advance planning drill, reviewing plans or completeness. • Develop Crisis Information messaging
Questions	<ul style="list-style-type: none"> • What types of information displays are required? • What functions must the Planning Section carry out and is there sufficient staff for the workload? • What are the human, financial or environmental consequences of the incident that must be managed by the EOC? • What are the key messages that should be developed to inform the public?

Preparing the Action Plan

Problem Statements, Tasks, Questions	
Objective	Demonstrate the ability to identify EOC priorities
Expected action(s)	<ul style="list-style-type: none"> • Conduct a management team briefing <ul style="list-style-type: none"> ○ Status reports prepared ○ Briefing conducted ○ EOC priorities identified • Action Plan written <ul style="list-style-type: none"> ○ Meeting with relevant functional areas conducted ○ Tasks assigned • Action Plan approved • Execution of the action plan monitored for effectiveness
Problem Statement(s)	<ul style="list-style-type: none"> • Nil
Tasks	<ul style="list-style-type: none"> • Describe the process for developing EOC priorities for the next operational period. • Identify the EOC priorities for the next operational period and draft the Action Plan.
Questions	<ul style="list-style-type: none"> • Nil

Hot Wash

The following observations were made by the players and facilitator with respect to the tasks set out in the exercise.

Discussion: Failure Modes

Task	<ul style="list-style-type: none"> Identify Lagoon D Tailings Facility failure modes Identify indicators
Comments	All failure modes and indicators were identified and discussed. The participants are satisfied that the inspection and monitoring plans were appropriate.

Activating the EOC

Task	<ul style="list-style-type: none"> Review activation policies and procedures for completeness. Determine if the assigned facility is sufficiently equipped to perform the roles of an EOC.
Comments	<p>The EOC activation procedures are well laid out in the plans and the EOC principal staff members are aware of the procedures. The primary EOC is properly equipped for its role. Discussion about the back up EOC at the Sparwood office highlighted an after- hours access issue.</p> <p><u>Recommendation:</u></p> <ul style="list-style-type: none"> Procedures for after-hours access to the Sparwood office be established.

Making Contacts

Task	<ul style="list-style-type: none"> List the essential elements of information required from the Incident Commander and stakeholder agencies. Review the list of stakeholders against the contact list to ensure completeness.
Comments	The EOC staff is very knowledgeable with respect to information that must be gathered in order to make appropriate decisions. Incident specific contact lists are available.

Developing Situational Awareness

Task	<ul style="list-style-type: none"> Conduct an advance planning drill, reviewing plans or completeness. Develop Crisis Information messaging.
Comments	<p>The expertise gathered in the EOC ensures all contingencies are considered. It was identified that in the process of consolidating documents relating to a response to a tailings pond emergency some critical information was left out. A gap analysis of the consolidated plan is necessary. It is the intention of Elkview Operations to review the plan with the Sparwood local authority to ensure both parties are satisfied with the procedures in place to manage the consequences of a tailings pond breach. One data point required of from the Sparwood local authority is the time it will take to conduct an evacuation of those in the path of a tailings pond failure flood.</p> <p><u>Recommendations:</u></p> <ul style="list-style-type: none"> Conduct a gap analysis on the consolidated response plan for completeness. Conduct a plan review with the Sparwood local authority. Identify the length of time it will take to evacuate those in the inundation path of a tailings pond failure.

Preparing the Action Plan

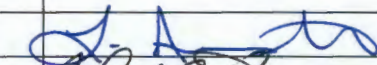
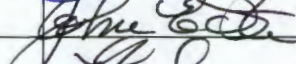
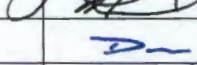
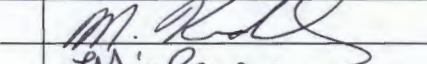
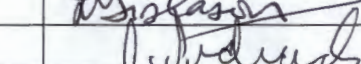
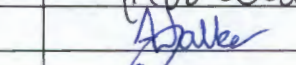
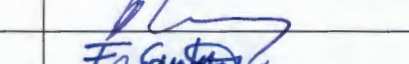



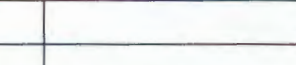
Task	<ul style="list-style-type: none">• Describe the process for developing EOC priorities for the next operational period.• Identify the EOC priorities for the next operational period and draft the Action Plan.
Comments	Nil



ELKVIEW OPERATIONS

TRAINING RECORD

DEPARTMENT: Health Safety and Environment
COURSE/TICKET NAME: Jan 28, 2014 Tabletop Exercise
INSTRUCTOR: Murray Bertram – Just Like Real
SCHOOL/TRAINING LOCATION: 301
COURSE START DATE: January 28/14 COURSE END DATE: January 28/14

Employee Name (Please Print)	Employee #	Expiry Date If Applicable Mo/Day/Yr	Certificate/Ticket # If Applicable	Employee Signature
hynae armstrong	11356	—	—	
JOHN OSTER	511891			
Michael CASALI				
Dan Myck	909133			
MARK KODOUSIK	511894			
LAURA GISLASON	909271			
LATON PODPASKY	10445	—	—	
ADAM WALKER	511388			
LARRY DAVEY				
ERNIE CANLAS	14211			
CHRIS STIRLING	509168			

Attach a copy of ticket/certificate if one has been issued.
If issued at a later date, forward to Employee Relations as soon as possible.