

Memorandum

Date: November 27, 2014
To: Richard Tremblay, General Manager
From: Dale Lawson, Loss Prevention Supervisor
Subject: Full Scale Mock Exercise October 23, 2014

Richard,

As per the Chief Inspector's Orders of August 18, 2014 we have completed the Emergency Response Plan (ERP) and Emergency Preparedness Plan (EPP) test for a tailings storage facility failure.

Emergency Response Management Consulting (ERMC) assisted us in the development, execution and evaluation of the full scale exercise and has submitted the attached report.

Overall this was an enlightening and successful exercise. We have reviewed the report from ERMC and are working towards improving some of our response preparedness. We will then evaluate any changes during future tests of our ERP.

Key areas we are working on are internal communications, action plan documentation during a crisis, better preparation for quickly establishing an effective Emergency Operations Center (EOC) and establishing a communication network with the residential stakeholders downstream of the East Saddle Dam.

We have identified where we need to work and are working towards addressing these items.

Both the Local Crisis Management Team and the Corporate Crisis Management Team functioned well and we have a good model to work from and continue to improve.

I have included an action plan with this memo. Corrective Action Log entries will be assigned to those responsible for each action item in the next week.

Dale Lawson
Loss Prevention Supervisor

Enclosure: Action Plan

Recommendation		Action Plan	Target Date
Page iii item 1)a	Organization of Workspace.	We are establishing an area that will quickly and easily become the Emergency Operations Center. This will include additional communication capability and supplies.	March 31, 2015
Page iii item 1)b	Identification for LCMT roles.	Colour coded and labeled ID cards are being developed for each LCMT role.	March 31, 2015
Page iii item 1)c	Org Chart posted in EOC.	Org Chat is being developed for EOC.	March 31, 2015
Page iv item 2)	Action Planning as per ICS Principles. Written document or form to establish a written action plan.	A document is being developed that will accurately record the action plan as it is being developed that will serve as a reference during the crisis and a record following the crisis.	March 31, 2015
Page iv item 3)	Document Management Event & Personnel Logs.	A document is being developed that will be generic in nature but serve all roles of the LCMT to document each task from assignment to completion.	March 31, 2015
Page iv item 4)	Information Management. - Incident Status Board - EOC Chair or designate posted - Sign in/out log	A chart is being developed for the EOC that will identify EOC command at all times and will show assigned tasks, identify who is responsible, and provide status updates. A sign in/out log book is being developed for the EOC.	March 31, 2015
Page iv item 5)a	Activation of LCMT. Inform all Command Centers of Status.	Develop a flow chart guide for EOC activation.	March 31, 2015
Page v item 5)b	EOC Set up	Establishment of designated EOC workspace with sign in, EOC Org Chart, Incident Status board and Stakeholder notifications list.	March 31, 2015
Page v item 5)c	Action Planning	A document is being developed that will accurately record the action plan as it is being developed that will serve as a reference during the crisis and a record following the crisis.	March 31, 2015
Page v item 5)d	Briefing updates	This was accomplished during the exercise. No action required.	N/A
Page v item 5)e	Master Event & Personnel Logs	A document is being developed that will be generic in nature but serve all roles of the LCMT to document each task from assignment to completion.	March 31, 2015
Page v item 5)f	Media Relations	This was effectively managed during the exercise. No action required.	N/A
Page v item 6)	Interaction with stakeholders	Establish a local residents and stakeholders list for areas north of the East Saddle Dam as we have established in the ERP for residents and stakeholders south of the Main Tailings Dam.	March 31, 2015
Page v item 7)	Interactions with media and stakeholders at Gate	Improve communication exchange and update remote security posts on a scheduled basis.	March 31, 2015
Page 5 item 1)	LCMT ERP familiarization	Ongoing training and ERP tests as established in the ERP.	Annually
Page 5 item 2)	No Formal Incident Action Planning	A document is being developed that will accurately record the action plan as it is being developed that will serve as a reference during the crisis and a record following the crisis.	March 31, 2015

Recommendation		Action Plan	Target Date
Page 5 item 3)	EOC functions not readily identifiable.	Colour coded and labeled ID cards are being developed for each LCMT role. Org Chat is being developed for EOC. A chart is being developed for the EOC that will identify EOC command at all times and will show assigned tasks, identify who is responsible, and provide status updates. A sign in/out log book is being developed for the EOC.	March 31, 2015
Page 6 item 4)	Core messaging was slow in development and delivery.	Develop key message template for external communications.	March 31, 2015
Page 6 item 5)	Exercise tested knowledge and experience.	Ongoing training and ERP tests as established in the ERP.	Annually
Page 6 item 6)	Access to EOC resources was limited.	We are establishing an area that will quickly and easily become the Emergency Operations Center. This will include additional communication capability and supplies.	March 31, 2015
Page 6 item 7)	Call takers overwhelmed by volume of calls at switchboard.	Establish communications system to route calls to additional offices for recording and disseminating information.	March 31, 2015
Page 7 item 8)	Call takers unsure of information acceptable to share with callers.	Provide training and resources to switchboard operators.	March 31, 2015
Page 7 item 9)	Information on downstream residents not readily available for complete accountability.	Establish a local residents and stakeholders list for areas north of the East Saddle Dam as we have established in the ERP for residents and stakeholders south of the Main Tailings Dam.	March 31, 2015
Page 7 item 10)	Information provided to the outside public (media/First Nations) took a long time to get to the field.	Future exercises or actual events we will ensure better communications with remote Security personnel.	March 31, 2015