

Oneida Business Committee Agenda Request

EXCERPT FROM DECEMBER 23 2015: Motion by Lisa Summers to adopt the agenda with the noted change [defer section XIV. Reports to the January 13, 2016, regular Business Committee meeting], seconded by Jennifer Webster. Motion carried unanimously.

1. Meeting Date Requested: 01 / 13 / 16
~~12 / 23 / 15~~

2. General Information:

Session: Open Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

Please see the attached fourth quarter report for Emergency Management. Also attached is the After Action Report for the Table Top exercise conducted on 9-29-2015.

3. Supporting Materials

Report Resolution Contract

Other:

1. AAR for Table Top 9-29-2015

3.

2.

4.

Business Committee signature required

4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

5. Submission

Authorized Sponsor / Liaison:

Lisa Summers, Tribal Secretary

Primary Requestor/Submitter:

Kaylynn Gresham, Director Emergency Management

Your Name, Title / Dept. or Tribal Member

Additional Requestor:

Name, Title / Dept.

Additional Requestor:

Name, Title / Dept.



Oneida Tribe of Indians of Wisconsin
Office of Emergency Management
2783 Freedom Road, Oneida WI 54155
o-920-869-6650, c-920-366-0411,
kgresham@oneindanation.org

TO: Oneida Business Committee
FM: Emergency Management
REF: Quarter 4 Report/Update
Date: December 1, 2015

General Overview:

The Emergency Management Department works to ensure the Oneida Nation is in a constant state of readiness through the use of efforts focusing on preparedness, mitigation, response and recovery. Coordinating and cooperating with numerous divisions and departments within the Tribal organization as well as differing jurisdictional response agencies/entities EM focuses on providing a coordinated timely response to emergencies and/or disasters that threaten the life safety of community members, the environment and/or assets of the Oneida Nation. Through a shared vision of coordination and cooperation emergency/disaster plans have been developed using shared principles of response initiatives; EM is the go-between for response agencies/entities of the Oneida Tribe of Indians of WI and the numerous surrounding jurisdictions when an emergency/disaster that affects the Oneida Nation or the Oneida Community occurs.

Executive Summary:

The purpose of this report is to report the activities of the Emergency Management Department during the months of July, August, and September, 2015. During these months the Emergency Management Department participated in a number of different activities discussed throughout the following information:

July – The Deputy Director applied for the position of Director in October 2014. Interviews were conducted in June for the position, in July she was hired as the Director of Emergency Management.

As the Director and a direct report to the Business Committee the EM Department was asked to participate in the Budget Consolidation process that occurred throughout the month. The Director also participated in meetings drafting a Special Events SOP/Ordinance for events held on Tribal Land not necessarily sponsored by the Tribe.

During the last quarter of the FY the Director continued to work on updates and changes to Emergency Support Functions (ESF) for the Oneida Nation Emergency Response Plan, focusing specifically on the structure and protocol for EOC (Emergency Operations Center) activation. Planning continued with WEM (Wisconsin Emergency Management) to deliver the requested Tabletop exercise for the BC in September.

As the Chairperson for WITEMA (Wisconsin Tribal Emergency Management Alliance) the Director was requested to assist with the updates to the newly designed format for the

EMPG (Emergency Management Performance Grant) FY 2017. During the month the Director attended two meetings working on assisting with updates.

The Pre Disaster Mitigation team did not meet during the month. Updates were continued to the Pre-disaster Mitigation Plan via email with the necessary departments/divisions providing feedback as requested.

The last two weeks of July the Director was on vacation out of state.

August - The Director attended several standing monthly committee meetings; EM Regional meeting, BC Roundtable Discussions, Budget Consolidation meetings, WiTEMA meeting as the Chairperson and EMPG Workgroup meetings. The Pre-Disaster Mitigation (PDM) Planning team met to review and update several parts of the PDM Plan and continue providing feedback and updates to the Plan as needed. The EM department provided items for donation to the Elders Banquet, a table with information on Emergency Management and Family Disaster Planning was also displayed.

The Director Attended the "Tribal Lands Environmental Forum" in Minnesota. This conference focused on several different areas of Environmental Concerns that go hand in hand with emergency and/or response activities that could occur in the event of an Emergency or Disaster. EM and Environmental Health and Safety work together in several different ways, this conference presented an opportunity for EM and EHS to dialogue about more ways we can coordinate on projects/work needed for the Oneida Tribe.

The last week of August EM invited FEMA Region 5 – Tribal Liaison Julie Pardini to visit the Oneida Reservation. While Julie was in Oneida EM meet with several different entities/divisions of the Tribe to discuss their roles and responsibilities in the event of an emergency or disaster that could affect the reservation. Julie and EM spent several days meeting individually with numerous different departments answering questions and explaining procedure and protocol for Tribally Declared Disasters vs State Declared Disasters; their differences, similarities as well as the benefits and drawbacks.

Much of the month the Director focused on the final updates required to the Oneida Emergency Operations Plan. Reviewing currently completed Emergency Support Functions for relevance and necessary changes, making changes and sending the documents to the necessary individuals for signature. ESF 6 – Mass Care and Human Services was completed and signatures received by Red Cross, Oneida Social Services and the Comprehensive Health Division area. ESF's 1 – Transportation, 10 – Hazardous Material, 11 – Agriculture and 12 – Energy were sent to the respective areas for review and comment.

September – Much of the focus for the EM Department for the month of September centered around submitting the final necessary updates of the Oneida Tribe's Emergency Response Plan to the Regional Director for acceptance and credit for FY 2015 EMPG. All necessary document was submitted, approval of the submission is pending. Approval letters and payment information are generally provided in the beginning of the following FY.

The Director attended several standing monthly meetings throughout the month; Regional EM meeting, WiTEMA meeting as the Chairperson, GTC Preparation meetings and EMPG Workgroup meetings. The Pre-Disaster Mitigation Planning team did not meeting during this month, all updates to the plan were coordinated via email through the necessary departments as scheduled.

Coordination with the state Exercise Officer continued throughout the month for Table Top exercise that was conducted with the BC on September 29th, 2015. I have attached the AAR (After Action Report) to this report. Next steps are to coordinate a date to test the areas mentioned in the AAR; activating the EOC (Emergency Operations Center) and testing communications.

Much of the month was spent coordinating the relocation of the Warning Siren that was attached to the 54 One Stop building. Due to scheduled demolition of the building relocation became necessary. EM worked with Planning, Historic Preservation, DPW, Utilities, Electrical,

MIS, Zoning and Land Management to determine the relocation site. The Siren was scheduled to be installed during the month of October.

During the 4th quarter of FY 2015 the Emergency Management Department worked with several of the critical response departments in an emergency or disaster to update previously approved plans as well as review plans that are in draft form. ESFs that were distributed for review and comment were updated with the current input received. Several of the ESF's sent out for signatures were completed and the signatures received. There are currently three ESF's that have not received signatures as of this date. All necessary documents were sent to the WEM Regional Director for Submission of Oneida's FY 2015 Emergency Management Performance Grant.

----- End of Report -----

Kaylynn Gresham
Director Emergency Management
Oneida Nation

**Oneida Nation EOC Workshop
&
Ice Storm & Power Outage**

Tabletop Exercise

Oneida Business Committee Conference Room

Oneida Nation

September 29, 2015

After-Action Report/Improvement Plan

November 6, 2015

Prepared by:

Ed Sheppard
Exercise & Training Officer
Wisconsin Emergency Management
608-575-4852
ed.sheppard@wisconsin.gov

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Executive Summary

The purpose of this tabletop exercise is to discuss and educate the participants on the use of the Emergency Operations Center (EOC) and how it could aid in coordination. In addition the participants explored how a simulated major weather event would need to be dealt with regarding communications and planning for an EOC activation.

This EOC workshop and tabletop exercise was designed to begin the process of discussion and planning for a review of the overall plans in place and to identify issues that would affect the Oneida Nation and its leaders. It was hoped that a workshop on the use of the Emergency Operations Center (EOC) would be a useful educational tool because in many agencies and jurisdictions while there are provisions for an Emergency Operations Center it still remains at best a vague concept especially if it has not been exercised or opened for a real event. Finally the design team also developed this workshop and exercise in an effort to make the Oneida Nation Emergency Management Exercise program a more understood and viable process as the Tribal Emergency Management moves forward. Tribal Emergency Management invited key decision makers to this workshop and exercise and there was good discussion first during the EOC workshop and then during the tabletop top exercise which followed the workshop. A number of issues were identified and various strengths and areas for improvement were discussed. It is clearly the hope of Tribal Emergency Management that this was a good first step in development of a more viable exercise plan and program.

During the tabletop exercise portion of the activities the participants were confronted with a simulated ice storm and subsequent power outages over a good portion of the tribal lands. Discussion followed on the response to this type of simulated event as well as how communications and coordination would occur during this type of event. Many of the issues that were discussed or that were noted in the participants' feedback forms are included in this after-action report. The core capabilities that were used to structure the discussion for this exercise were **Operational Coordination, Operational Communications, and Situational Assessment**.

A tabletop exercise is a non-stress "verbal" walk through intended to generate in-depth focused collaborative discussion among participants on how they would activate & apply their current agency emergency operations plans & procedures to a hypothetical disaster incident. A tabletop exercise is aimed at facilitating conceptual understanding, identifying emergency plan & procedure strengths/areas for improvement and multi-agency coordination of operations.

In this exercise, participants specifically assessed the following core capability activity performance:

Core Capability	Target Capability
Operational Coordination	Onsite Incident Management
Operational Communications	Communications
Situation Assessment	Situational Assessment

Scenario

February 17, 2016 (Wednesday)

Northeastern Wisconsin including the Oneida Tribal lands have had a mild winter thus far however a snow storm on February 16th has pushed through the area and as residents were completing the clean up a warm front has caused the temperatures to hover around freezing. A freezing rain has begun about noon on the 17th and by 5pm it's clear that ice on the roads will be a problem but the bigger issue is that a number of power outages are being reported throughout the surrounding county and the Oneida Tribal lands.

It's now about 8:00pm and the outages are increasing with the several residential areas along with many rural areas of the reservations affected. Power companies report a large number of outages that may not be repaired for an extended period of time.

The weather forecast does not look good and we could continue to receive freezing rain and temperatures around freezing for the next several days.

Discussion Questions

- *What actions would you as the Business Committee take with this type of information ?*
- *How would you organize your command structure and at what point would you see a need for opening the Emergency Operations Center? Who would be in the EOC?*
- *Are there any special problems that will occur with communications between the EOC and Responders?*
- *What objectives will you initially set in the Emergency Operations Center? (EOC)*
- *Do you have any plans policies or procedures that can help guide you?*
- *How will needed resources be secured and how will you track them?*
- *This will be a long term event in terms of response and recovery. Will you be able to track Tribal expenses and how will you do it?*
- *How will your public information be handled?*
- *What types of equipment and resources would you need to make your EOC operational and effective?*
- *You may need to develop a staffing plan for the EOC. What do you envision?*
- *What other issues and concerns that have not been discussed do you foresee regarding the operations of the Incident Command and the EOC?*

At the completion of the exercise, participants discussed the outcome of the exercise and identified numerous strengths & areas for improvement in how participant agencies could perform their emergency plans & procedures to implement the core capability activities in response to the scope of scenario challenges. These identified strengths & areas for improvement are captured in this After Action Report (AAR) and document suggested corrective actions for improvement.

Strengths:

In general the core capability strengths identified in this exercise were:

- There are some plans and policies in place for Emergency Response and the Emergency Operations Center (EOC).
- There is a designated location at the police department for the Emergency Operations Center (EOC).
- The Department of Public Works and the IT departments have a number of resources that can be used.
- There is a solid relationship with the surrounding jurisdictions in the event mutual aid is needed.
- Recent training on the importance of financial documentation was very worthwhile.
- The Tribe has a full-time EM Director.

Areas for Improvement:

In general, the areas for improvement identified in this exercise were:

- There was a great deal of discussion on the need to update plans, call trees, and other policies.
- There seems to be an overall need to improve the way we coordinate our response and set our priorities on how it is done.
- There may be a need to make sure that trained backups are in place for many key departments in case department heads may not be available in a disaster.
- An opportunity to drill or exercise at the EOC in which people that would be summoned to the EOC receive hands on experience and training would be valuable.
- Future training and exercises in an effort to educate the responders and key officials on the difference between the Incident Command Post and the Emergency Operations Center may be useful.

Comments received from the exercise participants, and exercise facilitators supported that the Tabletop Exercise was highly successful in assessing participant agencies strengths & areas for improvement to operate within the scenario and its operational challenges.

Exercise Overview

Exercise Name: Oneida Nation EOC Work Shop & Ice Storm and Power Outage Tabletop Exercise

Exercise Time/Date/Location:

Time: 8:00 a.m. to 12:00 p.m. September 29, 2015 Oneida Tribe Norbert Hill Center

Purpose of Exercise:

The purpose of the tabletop exercise is to address alignment of policy & procedures for the participating entities. The exercise will be based on a simulated severe weather, Ice storm event and long term power outages that strike the Oneida Reservation as well as the surrounding Brown County areas. This has the potential to become a long term event that could impact many in the community and necessitate the opening of the Oneida Nation Emergency Operations Center on a short and possibly long term basis. Discussion will involve plans and procedures on opening, staffing and operating the Emergency Operations Center as well as how this major event will be managed by the Oneida Nation authorities. The exercise will focus on the following core capabilities: **Operational Coordination, Operational Communications, and Situational Assessment.**

The exercise will conform to the Office Domestic Preparedness and Office of Justice Assistance Homeland Security Evaluation Program (HSEEP).

The exercise will be NIMS-compliant incorporating the use of an Incident Command structure to manage the event and the Homeland Security Exercise and Evaluation Program (HSEEP).

An exercise planning team was formed to determine the scope, agenda, target audience, and objectives of the exercise. The exercise planning team developed an exercise scenario based on the design criteria and the exercise objectives identified by the group.

EPCRA Credit N/A

Core Capabilities-Exercise Objectives:

Core Capability	Exercise Objectives
Operational Coordination	Discuss the ability of response personnel to assess events, and coordinate the response and make decisions on needs, resources, corrective measures, and other issues that would confront the command staff including the opening, staffing, and operating the Oneida Nation Emergency Operations Center. (EOC) Including <ul style="list-style-type: none"> • Activate emergency operations center

	<ul style="list-style-type: none"> • Gather and provide information • Identify and address issues • Prioritize and provide resources • Support and coordinate response requirements •
<p>Operational Communications</p>	<p>Discuss the ability to:</p> <ul style="list-style-type: none"> • Conduct immediate incident alert & notification • Establish and maintain interoperable voice, data and video communications in support of the Incident Command & Emergency Operations Center response & recovery operations,
<p>Situational Assessment</p>	<p>Discuss the ability to establish, utilize, and apply current plans that are in place and identify other areas where planning needs to occur for the response entities in response to a severe weather event that necessitates the opening of the Oneida Nation Emergency Operations Center (EOC).</p> <p>Including</p> <ul style="list-style-type: none"> • Create, train, exercise, evaluate and revise emergency operations plans & procedures • Facilitate effective & timely access to emergency operations plans & procedures 24/7 • Conduct information sharing procedures, with supporting technology, at the Incident Command Post and Emergency Operations Center to support development of a common operating picture among stakeholders • Coordinate with subject matter experts among impacted stakeholders to gather relevant information to assist in response & recovery strategy

**Scenario Hazard or Threat:
Ice Storm and Power Outage**

**Sponsoring Agencies:
Oneida Nation Emergency Management**

Participating Organizations:

Local/Tribal:

- Oneida Emergency Management
- Oneida PD
- Oneida Business Committee
- Oneida Department of Public Works
- Oneida Risk Mgt.
- Oneida Environmental Health and Safety

State:

- Wisconsin Emergency Management

Total Number of Exercise Participants: 14

Analysis of Exercise Core Capability Performance

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise core capabilities with associated overall performance ratings (P, S, M, or U) as evaluated in the exercise.

Table 1-Summary of Core Capability Performance

#	Core Capability Performance	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1	Operational Coordination		S		
2	Operational Communications		S		
3	Situational Assessment		S		
4			S		

Rating Definitions

Performed without Challenges (P)

Objectives were effectively performed and conducted in accordance with applicable plans, procedures and laws.

Performed with Some Challenges (S)

Objectives were achieved and conducted in accordance with applicable plans, procedures and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M)

Objectives were achieved, but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other objectives; contributed to health/safety risks for public or response workers; and/or was not conducted in accordance with applicable plans, procedures and laws.

Unable to be Performed (U)

Objectives were not able to be achieved or the objectives were not tested to exercise time constraints or safety considerations/decisions.

The following section provides detailed analysis of the performance related to each of the exercise Core Capabilities and associated exercise objectives, highlighting strengths and/or areas for improvement for each Core Capability

Core Capability 1 - Operational Coordination:

Description - Conduct incident response and recovery operations using the Incident Command System to establish and maintain a unified and coordinated operational structure and process that supports performance/support of needed core capabilities.

Objective 1: Discuss the ability of response personnel to assess events, and coordinate the response and make decisions on needs, resources, corrective measures, and other issues that would confront the command staff including the opening, staffing, and operating the Oneida Nation Emergency Operations Center. (EOC)

Discuss the ability to:

Objective 2: Activate emergency operations center

Objective 3: Gather and provide information

Objective 4: Identify and address issues

Objective 5: Prioritize and provide resources

Objective 5: Support and coordinate response requirements

Observations:

- *Situational analysis of areas of concern when “manning” the EOC*
- *Some infrastructure is in place for EOC*
- *We have a lot in place; EM Director knows her role*
- *Chair/Vice Chair can declare disaster (ex. Vs. some other areas have to declare a meeting first)*
- *Good basic structure of contacts*
- *Update phone trees and process to keep them updated*
- *Emergency Planning Team should start meeting again*
- *BC should have a quick reference guide at fingertips or on desktops for employees; include the correct phone numbers; review current plan to ensure it is updated*
- *Would like a live drill for Oneida*
- *Equipment and staff tracking on spreadsheets*
- *Improving documentation of resources for identifying costs*
- *Becoming more familiar with the back-ups to EM Director*
- *I like the “go-kit” for the EOC*
- *Accounting – tracking and documenting expenses – need training*
- *SOPs need to be updated/reviewed for Business Committee*
- *Training for finance personnel for disaster (track expenses, volunteer man hours)*
- *What triggers for back-up if EM director isn't here?*
- *Establishing priorities of who gets helped first (nursing home, elder, etc.)*
- *Review policies, check lists in place, who should show up at EOC*
- *Overall approval process to activate EOC/Emergency Chair, Vice Chair, Kaylynn, Ratify three days after approval from OBC*
- *Have EM Director running point on preparedness*
- *EOC and declaratory structure already in place*
- *We have a physical location set up for an EOC*
- *We have resources and staff to address emergencies*
- *Update plans, procedures*
- *Ensure the tools, systems & resources are available and functional*
- *Assets available, good structure in place, good collaboration*
- *Training is needed for accounting – dedicate*
- *Preparedness, updating the process each year, should be part of transition with each new elected body (OBC) which occurs every three years*

Analysis:

This core capability of operational coordination and more specifically the utilization of the Emergency Operations Center (EOC) was one of the key components for this workshop and tabletop exercise. A discussion of how the decision to open the EOC, who would staff it, and is the facility currently at this point able to be activated and run efficiently are all concerns that need to be examined. It was clear during the discussion that the participants in the exercise will be looking to the Emergency Manager for guidance on much of this in the event of a disaster that would prompt the tribe to open the EOC. The Emergency Manager for her part understands this however she made it clear that a review of the current plans and procedures might assist her in understanding where the parameters extend.

The Emergency Operations Center is located at the Oneida Police Department and there was good discussion on the potential readiness of the facility and it would seem that from the discussion that it may be able to be rendered functional fairly quickly. In hindsight perhaps this workshop and tabletop exercise should have been scheduled for the location of the EOC as often when that is done the participants get a much more graphic idea of what resources are currently available and what resources are needed. A future drill or exercise at that location may want to be considered.

During the discussion it was less clear on who all may be planning on being at the Emergency Operations Center location and more planning on chain of command, EOC management, and other types of documents may need to be done. With regard to training there was some recent training regarding financial documentation during a disaster which clearly hit its mark as it was referenced often during the exercise. That was a good first step in this whole process. When this workshop and tabletop exercise was developed the design team wanted this to be educational along with the hope to solicit a way forward on planning, training, and exercise and this certainly seemed to be the tone that the participants struck as can be witnessed by many of the comments from participants in this after-action report.

Strength Area(s):**Planning/Organization-****Planning/Organization Strengths-**

- During the course of the workshop and exercise the fact that there are some plans currently in place for the EOC at the Police Department was referenced.
- There are currently contact lists available in order to reach key personnel.
- There is a great deal of confidence in the Emergency Management Director to handle things in the event of a disaster.
- There is knowledge on who has authority to declare a disaster on the part of the Tribe. There appears to be a delineated chain of command.
- There are a number of mutual aid resources available due to the favorable location of the Oneida Nation.

**Equipment-
Equipment Strengths-**

- The EOC location at the Police Department would seem to be a good location for the EOC and there are some resources dedicated for this. The feeling during the exercise was that it could be made functional quickly.
- There is a strong I.T. Department and Public Works Department with the tribe that can provide resources when needed.

**Training-
Training Strength-**

- There was recent training on the part of FEMA PA/IA Tribal Liaison – Julie Pardini which was well received and generated interest for future targeted training on various aspects.

Improvement Area(s):

Planning/Organization-

Improvement Actions-

1. The discussion in this exercise often referenced plans and procedures especially for individual departments however what was not detailed was the overall emergency operations plans that the Oneida Nation has and while some exist there was a feeling on the part of some of the participants that they at least need to be reviewed and possibly updated.
2. While there clearly is a great deal of confidence in the Emergency Management Director for the Oneida Nation it was pointed out that she is only one person and plans and procedures regarding the EM Director's role seem to be understood or speculated on. A clear plan needs to be developed on the role and responsibilities of that position.
3. Because the Emergency Operations Center may never have been opened by many of the participants in this exercise, their roles and responsibilities if summoned to the EOC may not be totally defined and use of a quick start guide for the EOC along with position descriptions and checklists might be useful.

Equipment-

Improvement Actions-

4. The participants in this exercise all agreed that the Emergency Operations Center at the Police department should be an adequate location however it is not known what resources are currently there those would help the individual departments become operational in the event of activation. A resource inventory should be done so that people in the EOC are aware of how WIFI and telephone operations will work.

5. Many agencies assemble bins of needed equipment that are kept on site of the location of the Emergency Operations Center (EOC). This allows departments to pre-plan on what type of equipment they may need to allow them to function. If space is available at the EOC location and this has not been done it should be considered.
6. There was also discussion and an explanation of the use of go-kits in which people that know that they may be needed to respond to the EOC have items in a small pack that might be useful for them if called to the Emergency Operations Center: computer thumb drives, plans, phone chargers, policies or department contact lists are a few items often used.

Training/Exercise-

Improvement Actions-

7. The participants in this exercise were enthusiastic about previous recent training and several participants talked about additional training that they could receive. This hopefully is a signal to Tribal Emergency Management that they should move forward with more training from both the federal and state agencies. Much of this training is free or very inexpensive.
8. Several of the participants listed the need for additional exercises or drills that they could participate in. Following this EOC tabletop exercise with a functional exercise at the actual Emergency Operations Center in which the players could assemble the EOC and make it operational and then respond to some simulated messages and communication in a functional exercise would seem to be a logical next step.

Core Capability 2 - Operational Communications

Description - Establish and maintain adequate internal, external and interoperable communications systems and protocols to support emergency response & recovery operations.

Discuss the ability to:

Objective 1: Conduct immediate incident alert & notification

Objective 2: • Establish and maintain interoperable voice, data and video communications in support of the Incident Command & Emergency Operations Center response & recovery operations.

Observations:

- *Communication after an incident happens*
- *Communication is a huge concern*
- *Communication plan for community*
- *Communications can always be improved*
- *Update communication phone trees*

- *Communication and coordination*
- *Communication plans – coordination with technology - need update*
- *Update emergency contact numbers for EM personnel*

Analysis:

Not a great deal of discussion occurred regarding this core capability which is not surprising because the nature of this workshop and exercise was geared more toward managers and key decision makers rather than operations based participants. As a result of that there are limited strengths and areas of improvement listed in this section. In general the feeling among the participants was that their communications in terms of radio system is adequate. However as all of us realize communications can quickly become an issue during a disaster. There were constructive comments on updating of phone trees and there were several participants who discussed the need for future drills and exercises that assist in better evaluating the communications systems and plan that are currently in place.

Strength Area(s):**Equipment-****Equipment Strengths-**

- During the course of the workshop and exercise there seemed to be a general feeling that the current communications' systems are adequate and that they interface well with mutual aid partners.

Improvement Area(s):**Planning-****Improvement Actions-**

9. There were several comments during the workshop and exercise regarding the need to update call trees and phone lists for communication. The issue with that is always making sure that everyone in the organization understands the importance of that and someone is tasked with making updates on a regular basis. This is easier now that these call trees and lists can be edited electronically.

Exercising-**Improvement Actions-**

10. A functional exercise is mentioned in improvement action #8 and generally functional exercises are very effective for evaluating communication plans and flow of information including public notification messages as well as public information.

Core Capability 3 - Situational Assessment

Description - Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response

Discuss the ability to:

Objective 1: Establish, utilize, and apply current plans that are in place and identify other areas where planning needs to occur for the response entities in response to a severe weather event that necessitates the opening of the Oneida Nation Emergency Operations Center (EOC).

Objective 2: Create, train, exercise, evaluate and revise emergency operations plans & procedures

Objective 3: Facilitate effective & timely access to emergency operations plans & procedures 24/7

Objective 4: Conduct information sharing procedures, with supporting technology, at the Incident Command Post and Emergency Operations Center to support development of a common operating picture among stakeholders

Objective 5: Coordinate with subject matter experts among impacted stakeholders to gather relevant information to assist in response & recovery strategy

Observations:

- *Are we 2 or 3 people deep in personnel where necessary?*
- *Review and update emergency response plan tribal wide*
- *All policies should be reviewed*
- *Attempt to address public's unrealistic expectations – educate in advance*
- *Review and update policy and procedures as needed and when BC transitions*
- *Training for chair & vice chair every transition year is critical*
- *Community education*
- *Need to streamline our accounting of expenses*
- *Actual functional exercise*
- *Many of the business have plans in place*
- *Coordination occurs pretty well*

Analysis:

A great deal in this core capability overlaps things that were said in # 1 regarding operational coordination however in an effort to avoid duplication I have limited some of the notations to planning, training, and depth of the backup for Emergency Operations Center positions or referenced previous improvement actions. Development of situational awareness is a key element of managing any disaster quickly and efficiently. It was evident that those participants' in this exercise expect a great deal from emergency management and they look to the Emergency Manager to provide expertise. However in most locations the Emergency Manager may be only one or two people and in a real-life event all segments of the community need to pull together and not expect one or two people to handle the entire event. Emergency Management can help

coordinate the response of an entity and can open a number of doors for additional resources or expertise from the outside.

One other theme that seemed to emerge in this exercise was that there may need to be some community education on what the tribe can and cannot provide during a disaster so that unrealistic expectations do not foster frustration or anger. Finally, in the Oneida Nation it was pointed out that tribal leaders change with some degree of regularity and the need for ongoing education of the new leaders is also very important so that new leaders understand the role of plans, policies, and procedures as well as the overall function of Emergency Management. The participants in this exercise looked beyond the winter storm /power outage scenario to the overall actions and operations that the Tribe would have to put into effect in a major disaster no matter what its nature. This allowed for a wide ranging discussion.

Strength Area(s):

Planning-

Planning Strengths-

- As was pointed out during the exercise there are plans in place for not only the responders for the Oneida Nation but for many of the businesses as well.

Organization

Organization Strengths-

- There appears to be an overall structure in place to establish the EOC and to declare a disaster as was discussed during the exercises.

Training/Exercise-

Training/Exercise Strength-

- We had key personnel at this workshop and exercise as they have had a previous training and most people see the need to continue that.

Improvement Area(s):

Planning/Training-

Improvement Action-

11. One interesting issue that the participants did not have an answer for is how many key people in the Tribe have a second in command or back up that can fill in for them in the event that they are not available? Clearly that was a concern and a review and a plan should be undertaken to identify key positions where there are no backups and remedy that if possible through planning and training.

- 12.** One issue that was discussed periodically during the exercise was the expectations of some of the citizens. There is a clear concern that some tribal citizens are unrealistic in their expectations on how the political and public entities of the tribe will respond during a disaster. This may take some education on the part of leaders in the tribal community on how they as citizens can protect themselves and their families. This may involve public service announcements, and the handing out of materials, as well as some outreach. This may be a long term solution and the tribal authorities may have a better idea of what may be needed.
- 13.** Another issue that emerged during the exercise is the fact that tribal elections often times bring new people into positions of authority and there needs to be a way that new leaders can be given the valuable information that they need about emergency management whether it be seminars, workshops, other types of trainings, or reviewing plans and procedures.
- 14.** Even veteran operations people sometimes need a refresher on the difference between the Incident Command Post and the Emergency Operations Center and how they can work together efficiently. Future training and exercises can be held regarding that aspect of training.
- 15.** Recent training on keeping good financial records and documents was held for the tribe and a great deal was learned from that and because of that training several departments that attended that training decided to review and modify their current plans and procedures. Those revised plans need to be evaluated during in house drills, trainings, and exercises in order to verify that they will work and become second nature to the people that are using these plans and procedures.
- 16.** There were a number of excellent planning and training issues that developed during this exercise. One that is of concern to Emergency Management is what do the tribal leaders see as the role of the Emergency Management Director so that their expectations are met? The EM director is only one person and how they will be utilized needs to be established in advance of any disaster and EOC opening. Review and development of plans of the EM Directors role need to be defined in the planning process.
- 17.** One issue that was not discussed at great length during this exercise but none the less was important was in a disaster such as was simulated there will be a number of tribal entities needing assistance such as the elderly, nursing homes, and others. The participants talked about how to prioritize this. The use of incident action plans and ICS forms can assist with those types of things in pre-planning as well as during the real event. Making those forms part of the planning process should be explored (see appendix D).



Appendix A-Improvement Plan (IP)

This IP has been developed for **Oneida Nation Emergency Management** for the **Ice Storm & Power Outage Tabletop Exercise** conducted on **September 29, 2015**

Core Capability	Objective	POETE	Improvement Action	Action POC	Start-End Date
[Insert capability name]	[Insert objective]	[Select either] Planning Organization Equipment Training Exercising	[Summary of corrective action needed]	[Identify who has responsibility to complete corrective action]	[Identify the start & completion date of the corrective action]
Operational Coordination	<p>Discuss the ability of response personnel to assess events, and coordinate the response and make decisions on needs, resources, corrective measures, and other issues that would confront the command staff including the opening, staffing, and operating the Oneida Nation Emergency Operations Center. (EOC)</p> <p>Including</p> <ul style="list-style-type: none"> • Activate emergency operations center • Gather and provide information • Identify and address issues • Prioritize and provide resources • Support and coordinate response 	Planning Organization	<p>1. The discussion in this exercise often referenced plans and procedures especially for individual departments however what was not detailed was the overall emergency operations plans that the Oneida Nation has and while some exist there was a feeling on the part of some of the participants that they at least need to be reviewed and possibly updated</p>	All entities and Departments of the Oneida Tribe	Ongoing every two years to up-date

Core Capability	Objective	POETE	Improvement Action	Action POC	Start-End Date
	requirements				
Operational Coordination	See Above	Planning Organization	2. While there clearly is a great deal of confidence in the Emergency Management Director for the Oneida Nation it was pointed out that she is only one person and plans and procedures regarding the EM Director's role seem to be understood or speculated on. A clear plan needs to be developed on the role and responsibilities of that position.	Oneida Business Committee (Supervisor)	Ongoing - yearly
Operational Coordination	See Above	Planning Organization	3. Because the Emergency Operations Center may never have been opened by many of the participants in this exercise, their roles and responsibilities if summoned to the EOC may not be totally defined and use of a quick start guide for the EOC along with position descriptions and checklists might be useful.	Oneida Emergency Management, ESF Responsible areas	Ongoing – develop ESF toolkits in next 6 months
Operational Coordination	See Above	Equipment	4. The participants in this exercise all agreed that the Emergency Operations Center at the Police department should be an adequate location however it is not known what resources are currently there those would help the individual departments become operational in the event of activation. A resource inventory should be done so that people in the EOC are aware of how WIFI and telephone operations will work.	Oneida Emergency Management, Oneida MIS	Ongoing – complete within 1 year
Operational Coordination	See Above	Equipment	5. Many agencies assemble bins of needed equipment that are kept on site of the location of the Emergency Operations Center (EOC). This allows departments to pre-plan on what type of equipment they may need to allow them to function. If space is available at the EOC location and this has not been done it should be considered.	Oneida Emergency Management	Ongoing – initial creation of ESF bins within 6 months
Operational	See Above	Equipment	6. There was also discussion and an	Oneida Emergency	ongoing

Core Capability	Objective	POETE	Improvement Action	Action POC	Start-End Date
Coordination			explanation of the use of go-kits in which people that know that they may be needed to respond to the EOC have items in a small pack that might be useful for them if called to the Emergency Operations Center: computer thumb drives, plans, phone chargers, policies or department contact lists are a few items often used.	Management and essential Departments (ESF Responsible)	
Operational Coordination	See Above	Training Exercise	7. The participants in this exercise were enthusiastic about previous recent training and several participants talked about additional training that they could receive. This hopefully is a signal to Tribal Emergency Management that they should move forward with more training from both the federal and state agencies. Much of this training is free or very inexpensive.	Oneida Emergency Management	ongoing
Operational Coordination	See Above	Training Exercise	8. Several of the participants listed the need for additional exercises or drills that they could participate in. Following this EOC tabletop exercise with a functional exercise at the actual Emergency Operations Center in which the players could assemble the EOC and make it operational and then respond to some simulated messages and communication in a functional exercise would seem to be a logical next step.	Oneida Emergency Management with assistance of WEM Staff	Ongoing-exercise within 9 months
Operational Communications	Discuss the ability to: <ul style="list-style-type: none"> • Conduct immediate incident alert & notification • Establish and maintain interoperable voice, data and video communications in support of the Incident Command & 	Planning	9. There were several comments during the workshop and exercise regarding the need to update call trees and phone lists for communication. The issue with that is always making sure that everyone in the organization understands the importance of that and someone is tasked with making updates on a	Oneida Emergency Management, Communication, Division Directors/Department Heads	Ongoing-develop within 6 months – update yearly

Core Capability	Objective	POETE	Improvement Action	Action POC	Start-End Date
	Emergency Operations Center response & recovery operations,		regular basis. This is easier now that these call trees and lists can be edited electronically.		
Operational Communications	See Above	Exercising	10.A functional exercise is mentioned in improvement action #8 and generally functional exercises are very effective for evaluating communication plans and flow of information including public notification messages as well as public information.	Oneida Emergency Management With the assistance WEM Staff	Ongoing – develop exercise within 9 months
Situational Assessment	<p>Discuss the ability to establish, utilize, and apply current plans that are in place and identify other areas where planning needs to occur for the response entities in response to a severe weather event that necessitates the opening of the Oneida Nation Emergency Operations Center (EOC).</p> <p>Including</p> <ul style="list-style-type: none"> • Create, train, exercise, evaluate and revise emergency operations plans & procedures • Facilitate effective & timely access to emergency operations plans & procedures 24/7 • Conduct information sharing procedures, with supporting technology, at the Incident Command Post and Emergency Operations Center to support development of a common operating picture among 	Planning Training	11.One interesting issue that the participants did not have an answer for is how many key people in the Tribe have a second in command or back up that can fill in for them in the event that they are not available? Clearly that was a concern and a review and a plan should be undertaken to identify key positions where there are no backups and remedy that if possible through planning and training.	Human Resource Department, Oneida Business Committee, and Emergency Management	Ongoing – ensure positions are identified and training is identified and provided as necessary

Core Capability	Objective	POETE	Improvement Action	Action POC	Start-End Date
	stakeholders <ul style="list-style-type: none"> Coordinate with subject matter experts among impacted stakeholders to gather relevant information to assist in response & recovery strategy 				
Situational Assessment	See Above	Planning Training	12. One issue that was discussed periodically during the exercise was the expectations of some of the citizens. There is a clear concern that some tribal citizens are unrealistic in their expectations on how the political and public entities of the tribe will respond during a disaster. This may take some education on the part of leaders in the tribal community on how they as citizens can protect themselves and their families. This may involve public service announcements, and the handing out of materials, as well as some outreach. This may be a long term solution and the tribal authorities may have a better idea of what may be needed.	Oneida Business Committee and Emergency Management and Communications	Ongoing – develop schedule for community outreach and education
Situational Assessment	See Above	Planning Training	13. Another issue that emerged during the exercise is the fact that tribal elections often times bring new people into positions of authority and there needs to be a way that new leaders can be given the valuable information that they need about emergency management whether it be seminars, workshops, other types of trainings, or reviewing plans and procedures.	Oneida Business Committee and Emergency Management	Ongoing – develop annual trainings and transition education for BC
Situational Assessment	See Above	Planning Training	14. Even veteran operations people sometimes need a refresher on the difference between the Incident Command Post and the Emergency Operations Center and how they can work together efficiently. Future training and	Oneida Emergency Management	ongoing

Core Capability	Objective	POETE	Improvement Action	Action POC	Start-End Date
			exercises can be held regarding that aspect of training.		
Situational Assessment	See Above	Planning Training	15. Recent training on keeping good financial records and documents was held for the tribe and a great deal was learned from that and because of that training several departments that attended that training decided to review and modify their current plans and procedures. Those revised plans need to be evaluated during in house drills, trainings, and exercises in order to verify that they will work and become second nature to the people that are using these plans and procedures.	Oneida Emergency Management and all Departments/Divisions of the tribe	Ongoing – develop exercises to practice on yearly basis
Situational Assessment	See Above	Planning Training	16. There were a number of excellent planning and training issues that developed during this exercise. One that is of concern to Emergency Management is what do the tribal leaders see as the role of the Emergency Management Director so that their expectations are met? The EM director is only one person and how they will be utilized needs to be established in advance of any disaster and EOC opening. Review and development of plans of the EM Directors role need to be defined in the planning process.	Oneida Business Committee and Emergency Management	Ongoing – yearly evaluations
Situational Assessment	See Above	Planning Training	17. One issue that was not discussed at great length during this exercise but none the less was important was in a disaster such as was simulated there will be a number of tribal entities needing assistance such as the elderly, nursing homes, and others. The participants talked about how to prioritize this. The use of incident action plans and ICS forms can assist with	Oneida Business Committee and Emergency Management and all critical facilities for Oneida Tribe	Ongoing – incident prioritizes response protocols

Core Capability	Objective	POETE	Improvement Action	Action POC	Start-End Date
			those types of things in pre-planning as well as during the real event. Making those forms part of the planning process should be explored (see appendix D).		

APPENDIX B: PARTICIPANT FEEDBACK SUMMARY

ONEIDA NATION ICE STORM/POWER OUTAGE

TABLETOP EXERCISE - SEPTEMBER 29, 2015

COMPILATION

Assessment Factor		Strongly Disagree			Strongly Agree	
		1	2	3	4	5
Scale of Answer Options		1	2	3	4	5
Total number of surveys completed: 13	No answer	Number of participants indicating each answer				
a. The exercise was well structured and organized.			1		2	10
b. The exercise scenario was plausible and realistic.		1			2	10
c. The facilitator/controller(s) was knowledgeable about the area of play and kept the exercise on target.	1					12
d. The exercise documentation provided to assist in preparing for and participating in the exercise was useful.			1	1	1	10
e. Participation in the exercise was appropriate for someone in my position.		1			1	11
f. The participants included the right people in terms of level and mix of disciplines.		1	1		4	7
g. This exercise allowed my agency/jurisdiction to practice and improve priority capabilities.			1		4*	8
h. After this exercise, I believe my agency/jurisdiction is better prepared to deal successfully with the scenario that was exercised.		1			2**	10

*We need to improve more

**Need to work on this even more

1. Based on the exercise today list the top 3 strengths.

Situational analysis of areas of concern when "manning" the EOC

We have our own Emergency Management staff in addition to county coverage

Lots of resources and partners, existing procedures and plans

Mutual aid agreements, dedicated emergency management personnel

Hearing the different perspectives from those that would be involved such as BC, Environmental, OPD, DPW, etc.

Open and honest sharing of information

Some infrastructure is in place for EOC

We have a lot in place; EM Director knows her role

Chair/Vice Chair can declare disaster (ex. Vs. some other areas have to declare a meeting first)

Good basic structure of contacts

Good to have everyone at the table to describe their role in emergency/disaster

Overall approval process to activate EOC/Emergency Chair, Vice Chair, Kaylynn, Ratify three days after approval from OBC
 Many of the business have plans in place
 Coordination occurs pretty well
 Have EM Director running point on preparedness
 EOC and declaratory structure already in place
 Assets available, good structure in place, good collaboration
 We have support from government
 Necessary entities are on the same page about importance of readiness
 Already have a good foundation in place, but with improvements
 Resources and procedures are there within individual areas
 We have an EM Director
 We have a physical location set up for an EOC
 We have resources and staff to address emergencies
 Communication – leadership - finance

2. Based on the exercise today list the top 3 areas that need improvement.

Review mutual aid beyond two immediate counties
 Need to review or develop the procedure for reporting expenses
 Community education on emergency preparedness, roles & responsibilities
 Clarification, public elections and internal follow ups need to be solid, updating policy and procedures
 Update any existing policies, procedures and phone trees
 Knowing specific duties of EOC members
 Improving documentation of resources for identifying costs
 Becoming more familiar with the back-ups to EM Director
 Employees in the operations also need to be aware of procedures in emergencies
 Action plan for Business Committee, Secretary stated ifs outdated
 Emergency file kit, EOC file go-kit in jump drive with documents
 Communication plan for community
 Preparedness, updating the process each year, should be part of transition with each new elected body (OBC) which occurs every three years
 Communication after an incident happens
 Communication is a huge concern
 Update plans, procedures
 Training is needed for accounting – dedicate
 Role, responsibilities specifics/clear/defined
 Communications can always be improved
 Establishing priorities of who gets helped first (nursing home, elder, etc.)
 Review policies, check lists in place, who should show up at EOC
 Call trees
 Policies, procedures, review
 Update communication phone trees
 Community education
 Communication and coordination
 May need to update our current plans and policies and train on them
 Making our community aware of their responsibility
 Need to streamline our accounting of expenses
 Policies updated

3. List the applicable equipment, training, policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

Update emergency contact numbers for EM personnel

Review and update policy and procedures as needed and when BC transitions

Training for chair & vice chair every transition year is critical

Execution of tabletops for community care organizations is key for real life events

Equipment and staff tracking on spreadsheets

Update phone trees and process to keep them updated

Emergency Planning Team should start meeting again

BC should have a quick reference guide at fingertips or on desktops for employees; include the correct phone numbers; review current plan to ensure it is updated

Would like a live drill for Oneida

SOPs need to be updated/reviewed for Business Committee

Training for finance personnel for disaster (track expenses, volunteer man hours)

Every three years the business committee transitions. A list of phone numbers for all elected officials to be provided to all agencies within the tribe.

All policies should be reviewed

Attempt to address public's unrealistic expectations – educate in advance

Accounting – tracking and documenting expenses – need training

Are we 2 or 3 people deep in personnel where necessary?

Actual functional exercise

Review and update emergency response plan tribal wide

Ensure the tools, systems & resources are available and functional

Communication plans – coordination with technology - need update

What triggers for back-up if EM director isn't here?

I like the "go-kit" for the EOC

APPENDIX C: PARTICIPANT SIGN IN SHEET

5005.4.4 SUPPLEMENTAL EXERCISE FORMS



WISCONSIN EMERGENCY MANAGEMENT

Sign-In Sheet

COUNTY: Oneida Tribe of Indians TYPE OF EXERCISE: Table Top
 EXERCISE OFFICER: _____ LOCATION: Oneida - BC Conference Room
 DATE: 9/29/2015

	Name	Agency/Department	Phone Number
1.	Haylynn Cronheim	EM Director	920-869-6630
2.	STEVE FENSKE	WEM	920-929-3730
3.	Eric Boulanger	OPD	920-869-2239
4.	David P Jordan	OBC	920-869-4483
5.	Liza Summers	OBC	920-869-4478
6.	Pat Peikv	EH+SD/DOLM	920-869-4590
7.	Bob Keck	Risk Mgmt.	920-490-3570
8.	Bruce DANFORTH	DPW	920-869-1059
9.	Jacquie Boyle	DPW	920-869-1059
10.	Fann Billi	OBC	
11.	Melinda J. Danforth	OBC	
12.	Tehasi Hill	OBC	
13.	Tina Danforth	OBC	920-869-4354
14.	Ed Sheppard	WEM	
15.			
16.			
17.			
18.			
19.			
20.			

APPENDIX D: ICS FORM- 201

ICS Form 202

INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE	3. TIME
4. OPERATIONAL PERIOD (DATE/TIME)			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
6. WEATHER FORECAST FOR OPERATIONAL PERIOD			
7. GENERAL SAFETY MESSAGE			
8. Attachments (☑ if attached) <input type="checkbox"/> Organization List (ICS 203) <input type="checkbox"/> Medical Plan (ICS 206) <input type="checkbox"/> Weather Forecast _____ <input type="checkbox"/> Assignment List (ICS 204) <input type="checkbox"/> Incident Map <input type="checkbox"/> _____ <input type="checkbox"/> Communications Plan (ICS 205) <input type="checkbox"/> Traffic Plan <input type="checkbox"/> _____			
9. PREPARED BY (PLANNING SECTION CHIEF)		10. APPROVED BY (INCIDENT COMMANDER)	