

# IMAT Winter Wonderland

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## Situation Manual

November 5-6, 2013

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the Situation Manual.

## EXERCISE OVERVIEW

<b>Exercise Name</b>	Winter Wonderland
<b>Exercise Dates</b>	November 5-6, 2013
<b>Scope</b>	This exercise is a tabletop/functional, planned for 4 hours on November 5 and 4 hours on November 6 at Bismarck, ND. Exercise play is limited to the activities of an IMAT team being deployed to assist with county emergency operations in response to a severe winter weather scenario. No county players will be engaged and no communications or activities will extend beyond the IMAT team and state EOC players.
<b>Mission Area(s)</b>	Response
<b>Core Capabilities</b>	Planning Operational Coordination Situational Assessment
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Each IMAT Team will implement the “Planning P” and develop an Incident Action Plan &amp; appropriately assign tasks to each ICS section.</li> <li>2. Through discussion, communication, and/or documentation, each section will demonstrate an understanding of their role and the relationship with other sections within the ICS structure.</li> <li>3. Each IMAT team will successfully transfer information and responsibilities to a second shift.</li> <li>4. The East &amp; West IMAT teams will strengthen their relationships and jointly resolve exercise issues and complete tasks.</li> </ol>
<b>Threat or Hazard</b>	Severe Winter Weather
<b>Scenario</b>	A severe winter storm will cause significant infrastructure damage; interrupt the supply chain for food, fuel, and medical supplies; leave residents unable to access healthcare; require the rescue of citizens stranded in vehicles on county roads and state highways; and require the provision of mass care.
<b>Sponsor</b>	North Dakota Department of Emergency Services

**Participating  
Organizations**

North Dakota Department of Emergency Services  
ND East IMAT  
ND West IMAT

**Point of Contact**

Brenda Vossler, ND Department of Emergency Services Training and  
Exercise Officer

## 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
Each IMAT Team will implement the “Planning P” and develop an Incident Action Plan and appropriately assign tasks to each ICS section.	Planning
Through discussion, communication, and documentation, each section will demonstrate an understanding of their role and the relationship with other sections within the ICS structure.	Operational Coordination
Each IMAT team will successfully transfer information and responsibilities to a second shift.	Situational Awareness
The East and West IMAT teams will strengthen their relationships and jointly resolve exercise issues and complete tasks	Operational Coordination

Table 1. Exercise Objectives and Associated Core Capabilities

### Participant Roles and Responsibilities

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.
- **Observers.** Observers do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators.** Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
- **Evaluators.** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

## **Exercise Structure**

This exercise will be a multimedia, facilitated exercise. Players will participate in the following 3 modules:

- Module 1: Welcome to North Dakota
- Module 2: The Deep Freeze
- Module 3: The New Normal

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in functional group discussions of appropriate response issues. For this exercise, the functional groups are as follows:

- Command
- Operations
- Planning
- Logistics
- Finance & Administration

After these functional group discussions, participants will engage in a moderated plenary discussion in which a spokesperson from each group will present a synopsis of the group's actions, based on the scenario.

## **Exercise Guidelines**

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve response efforts. Problem-solving efforts should be the focus.

## **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. During this exercise, the following apply:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- All players receive information at the same time.

## **Exercise Evaluation**

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR).

## MODULE 1: WELCOME TO NORTH DAKOTA

**January 5, 2014: 2:00 p.m.**

After the severe storms and record-breaking snows of last winter, it was not expected that this year would be as bad. However, for the second consecutive year, records are being broken across North Dakota for severe winter conditions. In NW North Dakota, accumulated snow has reached record levels, with snow banks along plowed highways and streets exceeding six feet in many places. Over the past two days an additional 17 inches of snow has fallen. The sky is currently clear and the high temperature for today is predicted to be 10 degrees Fahrenheit. Wind speed is 25-30 mph and the new snow is drifting and blowing. A cold front arriving in the area overnight will drive temperatures to -30 degrees. Wind speeds of 35-40 mph will result in wind chills reaching -70 degrees. Over the next two weeks, wind speeds will be variable, but extreme cold conditions will persist.

As a result of the accumulated snow, many county roads are impassable. Major state highways running through the county have been closed due to the snowfall. DOT equipment is currently working to clear the highways. Many vehicles are stuck in the snow on and off the highways and county roads. Rural residents are isolated at their residences.

The large amount of snow, blistering wind chills and extremely low temperatures impose conditions dangerous for the health and safety of the county residents. These conditions pose a risk of hypothermia to area inhabitants, inhibit proper operation of mechanical and electrical equipment, and freeze or burst potable water and sanitary sewer lines above ground. Such conditions make the populations who reside in RVs, trailers, and temporary housing units extremely susceptible to freeze-up and will likely displace individuals from their homes who must rely on a shelter to be opened and operational to brace themselves from the elements until the conditions allow for their safe return home.

The EOCs in McKenzie, Williams, and Divide, Burke, and Mountrail counties have been activated to respond to the current situation and prepare for the impact of the predicted extreme cold weather. Your IMAT team has been deployed to assist in the McKenzie County EOC and assure the ability to staff the EOC for an expected duration of two weeks. The next operational period begins at 6:00 p.m.

### Key Issues

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### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

Command:

Operations:

Planning:

Logistics:

Finance & Administration:

## MODULE 2: THE DEEP FREEZE

**January 5, 2014: 6:00 p.m.**

Incident Commander/team leader of the West IMAT briefs the team, makes assignments and the team begins to work *with the county* to manage the event based on the IAP developed by the East IMAT during the previous operational period.

### Questions/Activities

Team Leader reviews the briefing and assignments as they occurred at the close of the exercise yesterday.

### Key Issues

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### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

Command:

Operations:

Planning:

Logistics:

Finance & Administration:

## MODULE 3: THE NEW NORMAL (OPTIONAL)

January 15, 2014

Although the temperatures remain cold, all state and county roads are open, and for many, life seems to be returning to normal. However, for the residents of the RV parks and temporary housing units the frozen water pipes and sewer lines remain a reason for them to not want to leave the shelters. They haven't been so comfortable, warm, and well fed since November. The weather conditions remain challenging for plumbers to replace broken pipes and there are not enough plumbers to address the need in a timely manner even if the displaced individuals wanted to hire them and could afford to pay them.

### Key Issues

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### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

Command:

Operations:

Planning:

Logistics:

Finance & Administration:

**3:00 p.m.**

The New Town Dialysis Center called to report 2 rural McKenzie County residents that were scheduled for dialysis today cannot get in to the dialysis unit because of the blocked roads. They could delay dialysis for one day, but any longer will be critical and could result in serious complications or death. Only about half of the dialysis staff was able to get to work. Others are stranded at their homes, unable to get to work.

### **3:30 p.m.**

The Emergency Manager's office staff transfers a call to the Operations Center. A lady is calling from Dallas, Texas. She has been watching the weather coverage on the television and tried to call her elderly parents who live alone on the farm that has been in the family for over 100 years. They are both in their 80's. She has been trying to contact them by phone (land line and cell phone) since 10:00 a.m. this morning and hasn't been able to reach them. She would like someone to check on them and gives directions to the farmstead.

### **4:30 p.m.**

The next shift has arrived at the EOC.

## 6:30 p.m.

The updated weather forecast continues to call for wind and extreme cold temperatures overnight (wind chill -70 degrees with blowing snow). The current temperature is -20 degrees with a wind chill factor of -52 degrees. Beginning tomorrow the wind will subside, but the cold temperatures are expected to continue through the next two weeks with highs of -15 to -20 degrees and lows of -30 to -35 degrees. As your briefing was occurring the EOC received a call from the county sheriff. He reports that the search and rescue effort is continuing, but the progress is very slow. They have reports of 20 missing persons in 15 vehicles most likely in McKenzie County (a total of 2,861 square miles and 1,500 miles of county roads). In the last 6 hours his department's efforts along with reports of stranded vehicles from the road crews (NDDOT and McKenzie County) has resulted in six individuals being rescued from 5 vehicles. Another vehicle was found with a young mother and her 4 year old son deceased. He is very concerned that the death rate will increase dramatically as the temperatures drops overnight. He wants to know if the road crews will be working all night. He is also concerned about sending his next shift of deputies out in the weather conditions overnight.

Dispatch reports that they are inundated with calls from individuals residing in RV's and temporary housing units that have frozen water pipes and sewer pipes. Many living in RV's are reporting that their only heat source is space heaters and they are only maintaining an in-home temperature of about 40-45 degrees. A "man camp" just outside of Arnegard with 150 residents has run out of heating fuel. Considering the number of residents living in temporary housing situations in McKenzie County it is likely that many more residents are experiencing or will experience similar life threatening living conditions during this period of extreme cold weather.

The news media is reporting that the shelves are empty at the Cash Wise and the Jack and Jill stores in Watford City because the supply trucks that were due to arrive yesterday did not make it due to the road conditions.

## **8:00 p.m.**

The Dispatch Center has received numerous calls from residents of North Watford City and rural areas north of the city reporting that they are without power. At this point it appears that about 50 residences have reported the power outage with about 10 residences without heat and running water. The weather conditions may delay the power company being able to restore power. Because the McKenzie County hospital is in the same general area, you have the liaison call them to check on their situation. The hospital confirms that they are on generator, but only have enough fuel to last through the night. The generator provides emergency power to lights and medical equipment, but does not support the heating system.

It is determined that the power outage affects locations north of 4<sup>th</sup> Ave in Watford City and rural residents north of the City.

Courthouse: 201 5<sup>th</sup> St. NW

Hospital: 516 Main St. N

Montana-Dakota Utilities: 200 2<sup>nd</sup> Ave. NW (Electric in Watford City)

McKenzie Electric Co-operative: 908 4<sup>th</sup> Ave. NE (Electric outside of Watford City)

**9:00 p.m.**

You have just learned that the power outage has affected a main sewage lift station. The loss of this lift station has implications for the entire city.

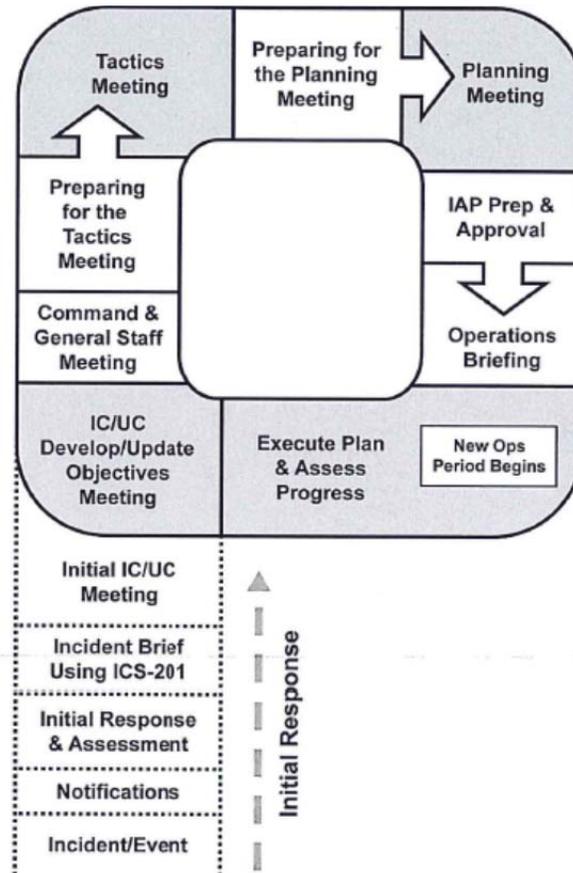
## APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	Location
<b>Nov 5, 2013</b>			
10:30 a.m.	Controllers, evaluators, and exercise staff	Controller and Evaluator Briefing	SEOC
<b>Nov 5, 2013</b>			
12:30 p.m.	Controllers and exercise staff	Check-in for final instructions	Ramada Inn
1:00 p.m.	All Participants	Introductions and Ice Breaker	Ramada Inn
1:30 p.m.	IMAT members	Team Building Exercise	Ramada Inn
2:00 p.m.	All Participants	Exercise Part 1 starts—East IMAT with West IMAT shadowing	Ramada Inn
5:00 p.m.	All Participants	Part 1 of Exercise ends	Ramada Inn
<b>Nov 6, 2013</b>			
7:30 a.m.	Controllers and exercise staff	Check-in. Identify any changes to be implemented.	Ramada Inn
8:30 a.m.	All Participants	Exercise Part 2 starts—West IMAT with East IMAT shadowing	Ramada Inn
11:30 a.m.	All Participants	Exercise Part 2 ends	Ramada Inn
11:45 a.m.	All Participants	Hot Washes & turn in all Participant Feedback Forms	Ramada Inn
12:30 p.m.	All Participants	Exercise/Training Event Ends	Ramada Inn
<b>Nov 26, 2013</b>			
2:00 p.m.	Controllers, evaluators, and IMAT support staff	Controller and Evaluator After Action Review	SEOC

## APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations	
<b>Federal</b>	
None	
<b>State</b>	
NDDDES	
East IMAT	
West IMAT	
<b>[Jurisdiction A]</b>	
N/A	
<b>[Jurisdiction B]</b>	
N/A	

## APPENDIX C: RELEVANT PLANS



- The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

