



# City of London – Foxtrot Two

Anatomy of a Large Emergency Exercise  
FoxTrot Two – October 12, 2017

Presentation to the London Amateur Radio Club, Nov 2, 2017  
By Doug Elliott VA3DAE

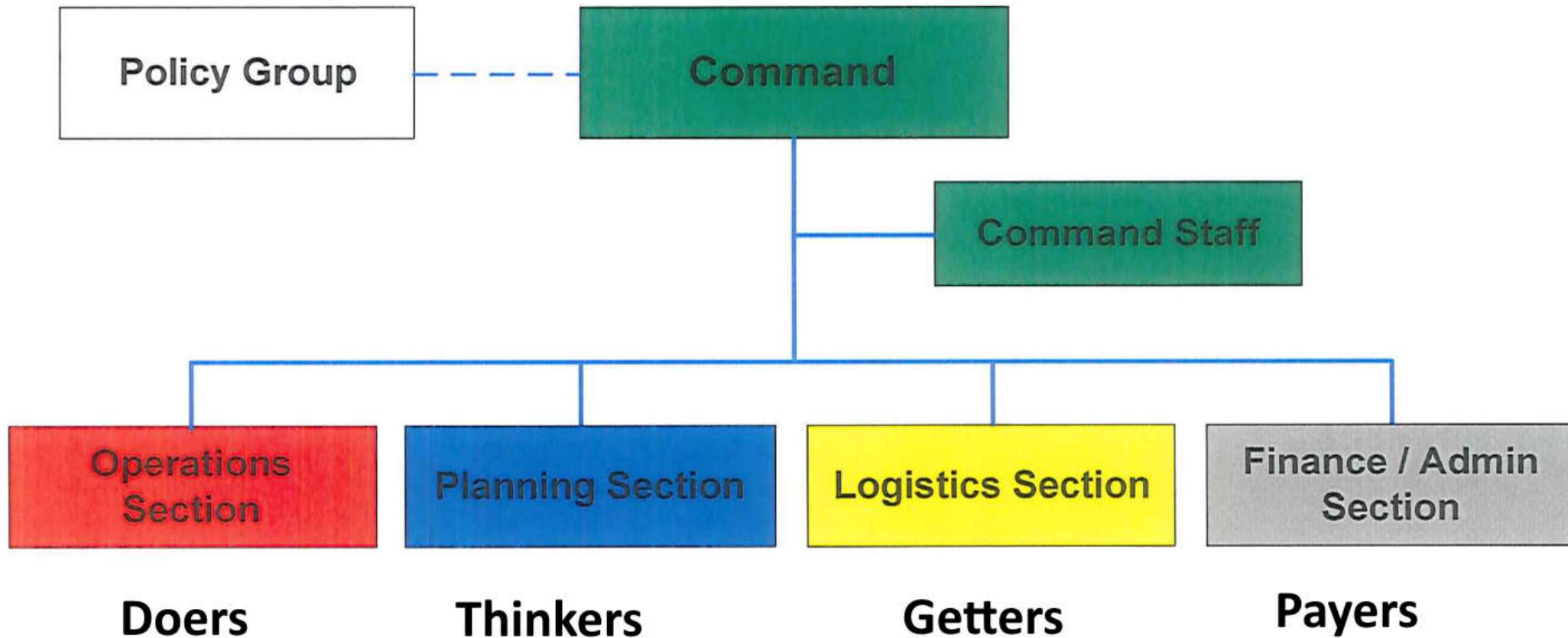
# What is Foxtrot Two?

- Emergency preparedness exercise
- In the planning stages since January – 9 months
- Large number of organizations, people involved
- Test of large scale interoperability
- Incident Management System (IMS) applied
- Activity at 7 sites

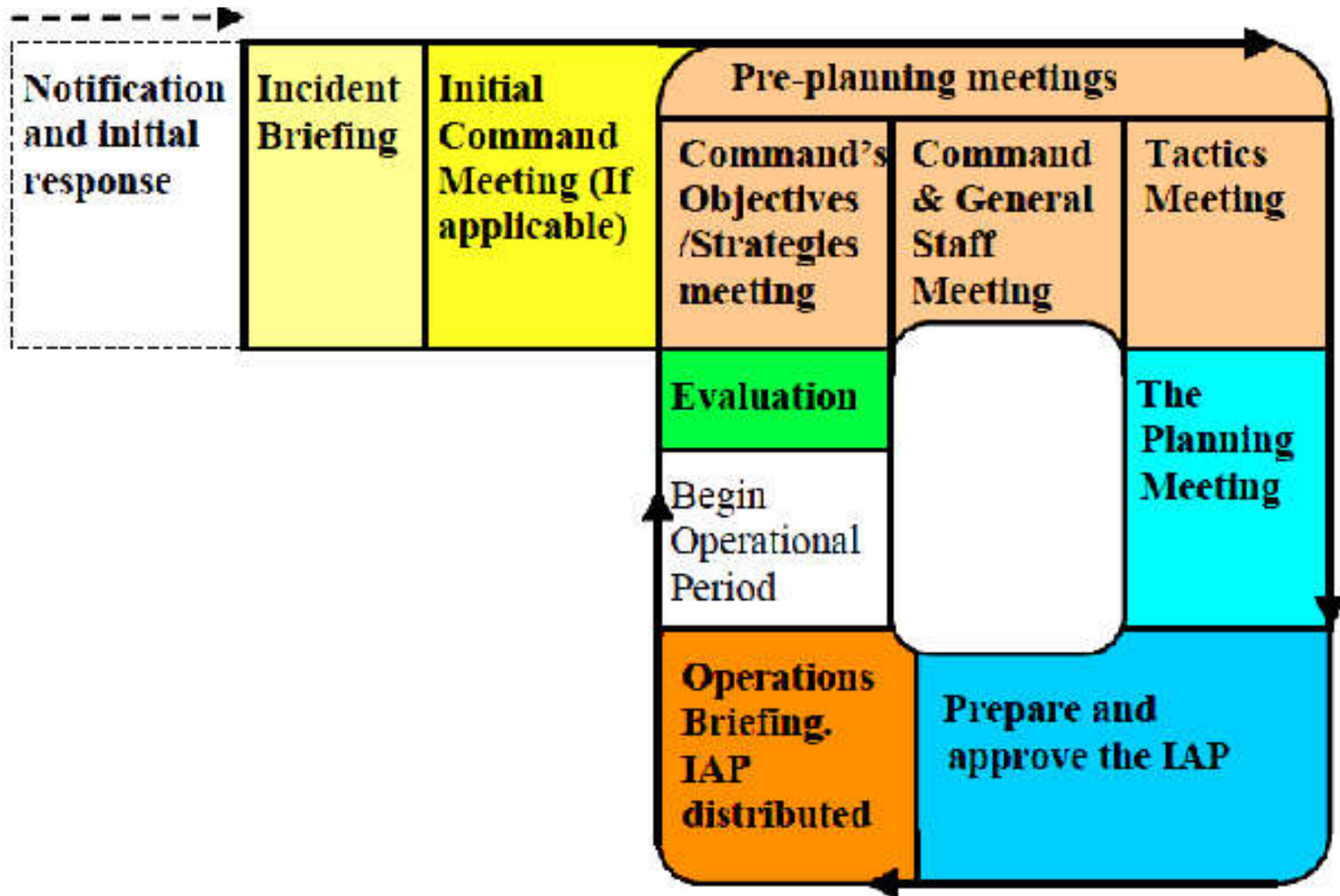
# Official Exercise Objectives

- 1) **Identify gaps & vulnerabilities** in existing plans and procedures
- 2) **Clarify roles & responsibilities of each IMS section** and identify how we would come together as a team in an emergency, in IMS roles
- 3) **Promote a common Incident Management System** in the Emergency Operations Centre with emphasis on collaboration & communication
- 4) **Fully utilize EOC room**, computers, radios, and A/V systems to ensure understanding of capabilities
- 5) Have participants **complete an EOC Action Plan**, using IMS form
- 6) to raise awareness of the potential **impacts of social media**
- 7) ensure adequate **note taking policies and procedures** are in place
- 8) have participants **test current Public Notification** procedures

# IMS Management Structure

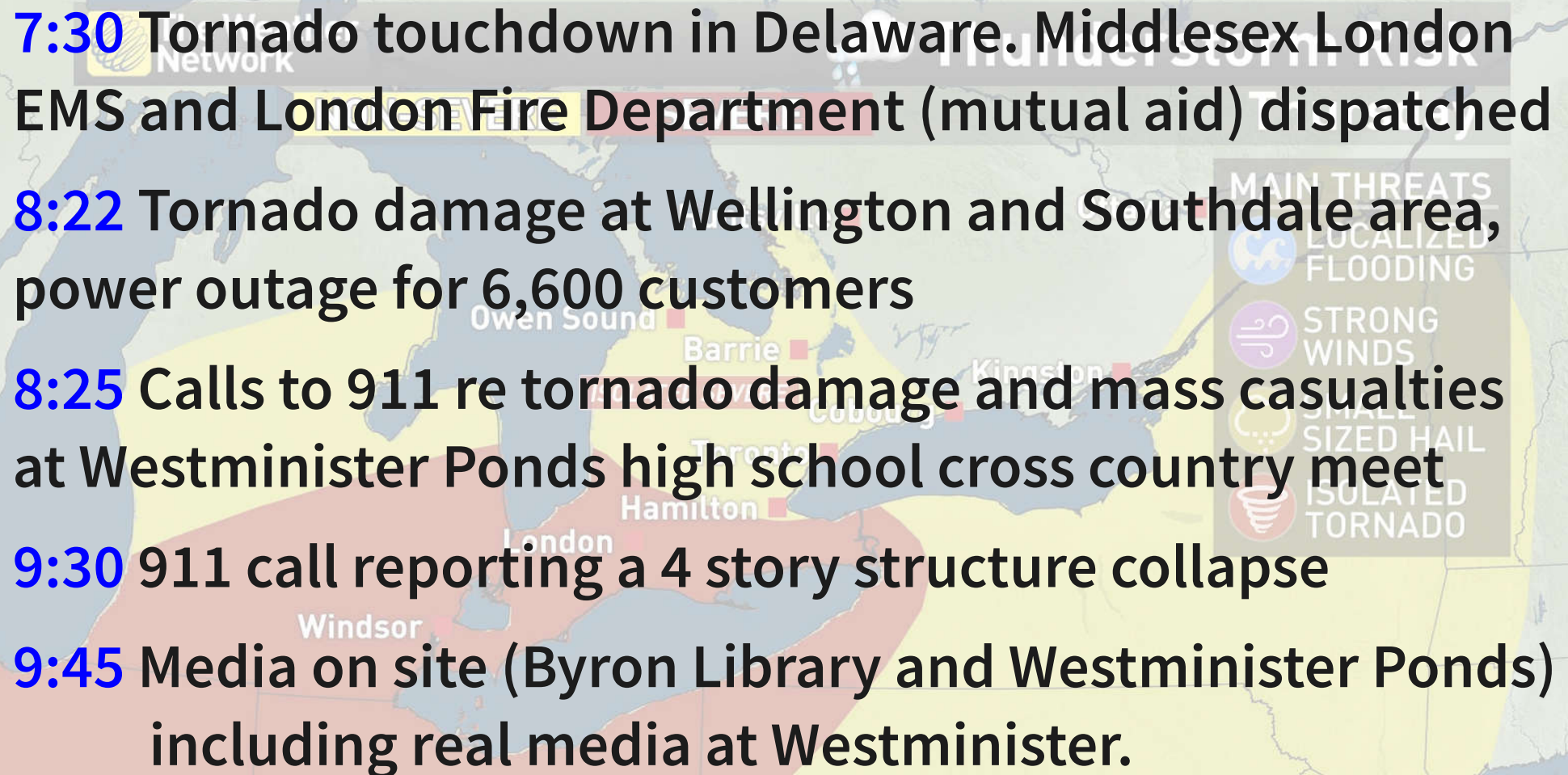


# IMS Planning Cycle





# The Scenario Setup

- 
- 7:30** Tornado touchdown in Delaware. Middlesex London EMS and London Fire Department (mutual aid) dispatched
- 8:22** Tornado damage at Wellington and Southdale area, power outage for 6,600 customers
- 8:25** Calls to 911 re tornado damage and mass casualties at Westminister Ponds high school cross country meet
- 9:30** 911 call reporting a 4 story structure collapse
- 9:45** Media on site (Byron Library and Westminister Ponds) including real media at Westminister.

# Activity Begins Before Thursday Oct 12

Intensive planning, starting in January, involving:

- City of London: Emergency Management, Communications, Social Services, IT, Public Works (Forests, Roads, Water)
- Hospitals: Vic, St Joe's, University
- First Responders: Middlesex London EMS, London Fire, London Police
- London Hydro
- Middlesex London Health Unit
- Fanshawe College
- NGO's: Red Cross, St John, Salvation Army, CERV
- Ambulance Communications Centre

# Activity Begins Before Thursday Oct 12

- On the day before, Henry and Cori from London Emergency Management mark the cross country course around Westminster Ponds with colourful marker tape
- some well meaning citizen thinks these don't belong in nature, and removes them all, leaving them in a bag at the entrance
- On the day before, London Forestry department brings in a crane to position a 4 foot thick tree blocking access to Wellington site. Expected to be called in exercise to remove it.
- Instead, about 20 burly policemen picked it up and moved it out of the way.



# Ham Radio Involvement

- Ham Radio was not planned to have a large role.
- Henry Klausnitzer of Emergency Management London asked for 2 hams: One at EOC, and one at Carling Heights Optimist Community Centre (CHOCC)
- Myself at EOC, Brett Gillbank VE3ZBG at CHOCC
- About an hour after I arrived at Byron, Henry came to me and said that someone hadn't shown up, and could I be the contact for City Social Services on the Operations Team in the EOC. Off goes the yellow vest, on goes the red, out of the small quiet radio room, into the large busy loud EOC proper, with HT.

# Activity at Seven Sites Across the City

- 1) Byron Library (Press conference / media scrum)
- 2) Carling Heights Optimist Community Centre (reception centre)
- 3) Emergency Operations Centre (Byron Firehall)
- 4) Wellington Fire Training Tower (simulated structure collapse)
- 5) London Health Sciences Centre (Victoria and University hospitals)
- 6) St Joseph Hospital (table top exercise)
- 7) Westminster Ponds (high school cross country meet)

# CHOCC – Reception Centre for Displaced People



Every victim was a Fanshawe student with a story:

- restraining order
- need medications
- only coming in if pet can come too
- intoxicated

Brett was onsite with radio for whole exercise

Site was declared full, & Western Fair activated



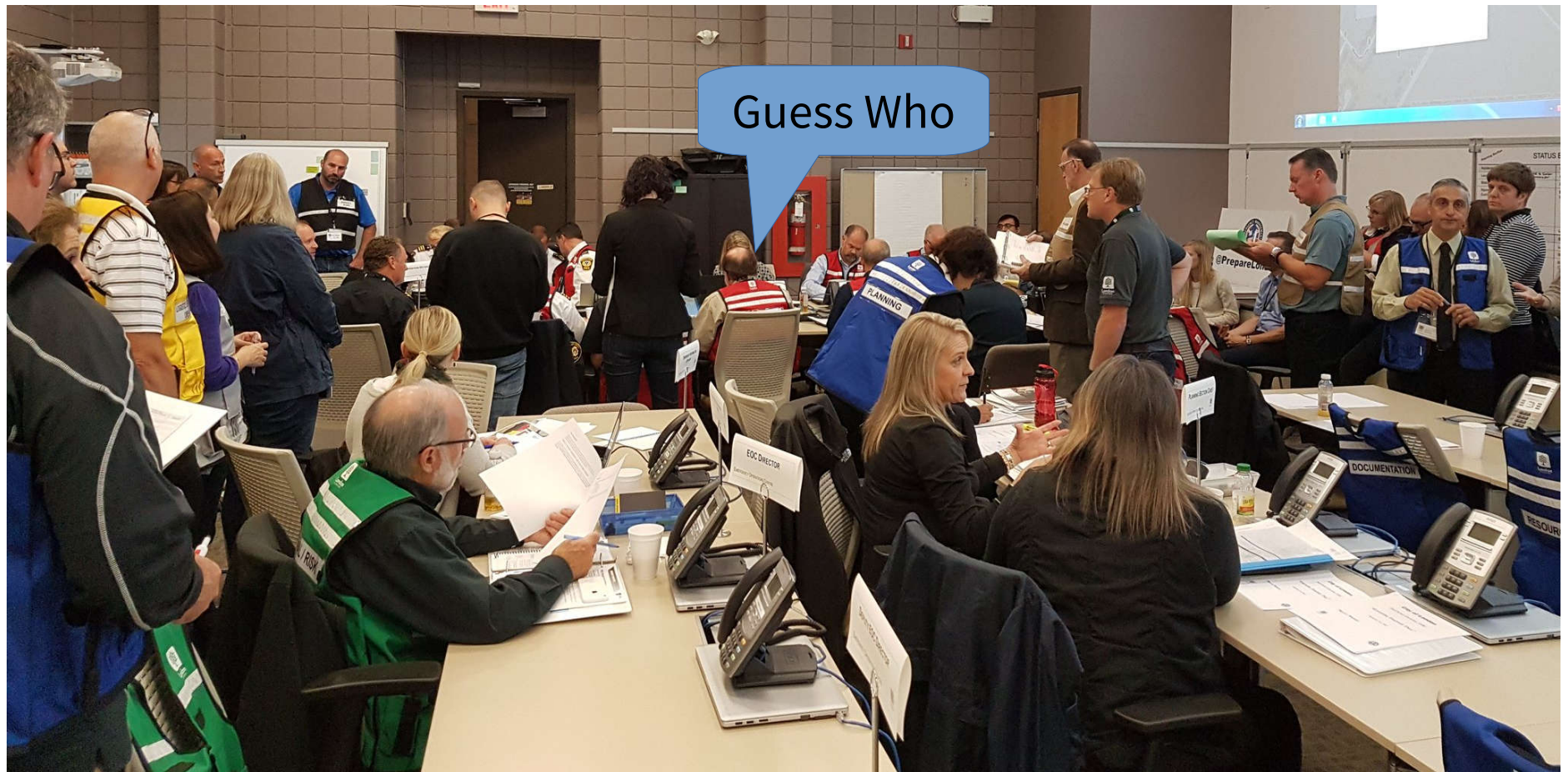
# Fire Tower – collapsed building victims



Note coloured triage tarps, EMS & Fire working together, victim with head wound, neck brace

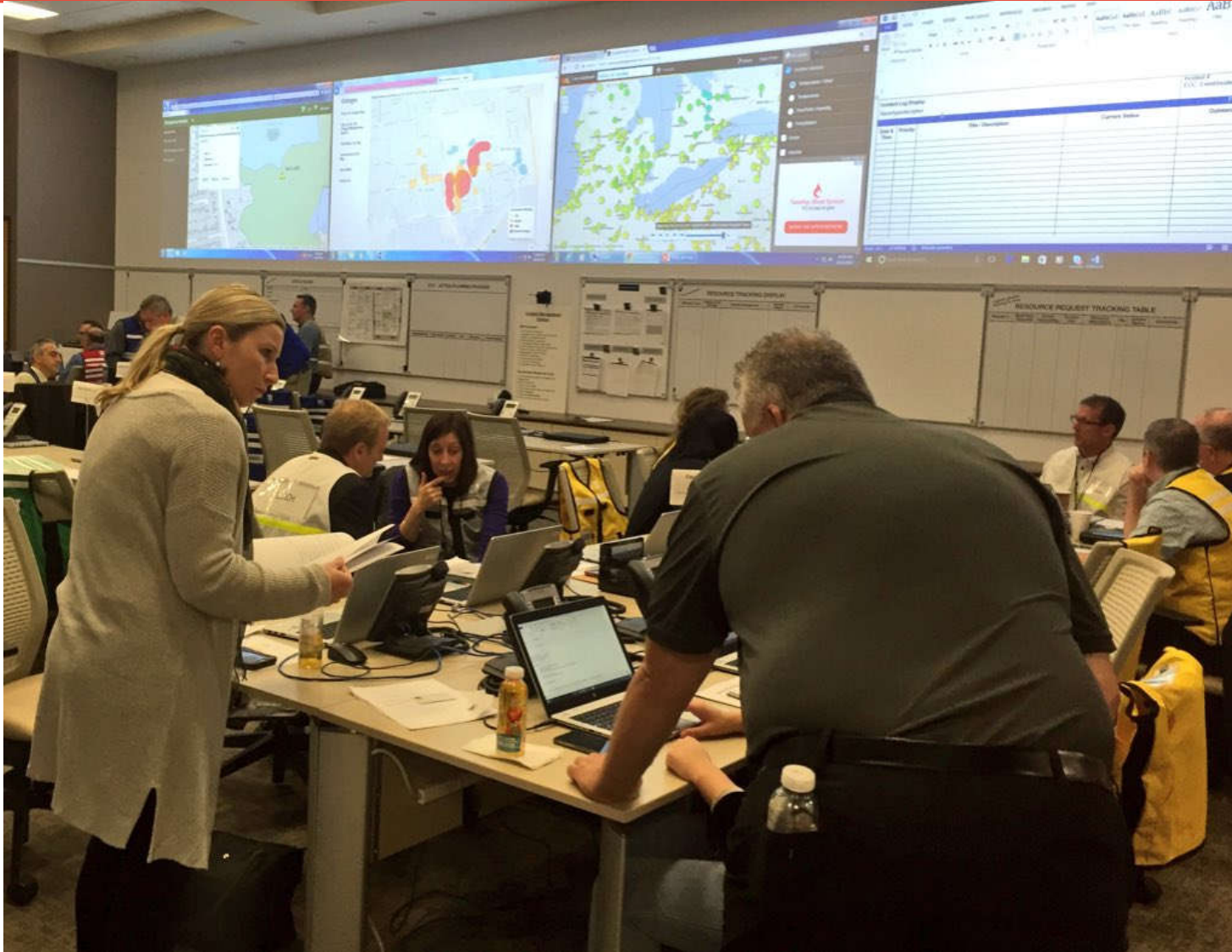


# BYRON EOC: Loud & Semi-chaotic



- Microphone for Operations Section Chief, constant status updates & reports
- Pre-exercise training in severe weather by Geoff Coulson, Environment Canada

# EOC Hi Res Projection – great info displays



- Maps,
- Event Summary
- Support Info



# Byron Library Media Centre



Information Centre for Media

Mayor (speaking)

Police Chief

Fire Chief

Communications Specialists

Media = source & sink for info

# Exercise Play

- 30 participants (Fanshawe student actors) triaged and transferred from the Fire Tower to Victoria Hospital
- 30 participants at University Hospital
- 25 participants at the Reception Centre
- 100 participants triages at Westminster Ponds. Required comprehensive search and rescue by Police Public Order Unit, London Search and Rescue, Auxiliary Police and MLEMS triage, Police Canine, Police Marine, Police Drone
- Communication between all sites and EOC
- EOC fully activated

# Tidbits from the Day – High Alert

Fire treated the “collapsed building” as a training exercise, and did high angle rescues, lowering stretchers from ladder truck





# Tidbits – Realistic medical treatment for victims!



**Elective Surgery  
cancelled**

**NO DUFF  
Called for  
Waiting  
Ambulances**

**XRAY  
Clinic  
impacted**

# Participant Breakdown

8 exercise directors (2 per site): CHOCC, EOC, Fire Tower, W. Ponds

Directing Staff (players):

EOC – 2 (80)

EOC Coaches – 4

EOC Evaluators – 2

CHOCC – 2 (14)

Fire Tower – 7 (29)

Westminster Ponds – 9 (110)

London Health Sciences Ctr – 2 (VH=15, UH=45)

Fanshawe College – 180

Amateur Radio – 2

- Public Order Unit
- London Police Auxiliary
- London Search and Rescue
- ML EMS
- Police Canine Unit
- Police Marine
- Salvation Army
- Police Drone Team
- St Johns
- Real Media

**Over 600 participants in total**

# The Ham Radio Observations

After watching how things work inside the EOC. I had these observations:

- in real situation, the absent City Social Services contact, or a backup, would be found quickly.
- EOC was loud, and at times very loud, concrete walls not helping
- large reliance on cell phones, which may not work in real emergency
- telephone handsets at each workstation weren't used much
- EMS and Fire reported problems with portable radios
- "Communications" was repeatedly reported as biggest problem
- everyone in EOC wanted to get status info from Operations team, leading to microphone on section Chief during status updates
- I had many informal information requests for radio messages, which I might not have had if I'd been hidden in a radio room



# The Ham Radio Suggestions

## Need to address sound levels in EOC

- measure it in future exercises
- consider sound baffling on concrete walls
- encourage local phone use for conversations over 4 feet

## Ask participants to plan for case where cell phones don't work

- maybe declare them unusable in future exercise, & collect them

## Evaluate implementing a Ham “Shadow Net” for more robust communications

- it has proven itself to be effective in Western Canada

## Evaluate desirability of having a Ham present in EOC

- there are pros and cons either way

# The End

Thank you for your attention.

I'd be glad to answer any questions