

DPSSUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

Observation #	Observation	Recommendation	Lead	Action Plan	Target Completion Date
PREPAREDNESS					
Education					
#1	Lack of understanding of the NB emergency management structure and the responsibilities of the municipal, LSD and provincial levels.	It is recommended that NB EMO continue their program to educate municipal authorities on their mandated responsibilities. Also, 72 hour preparedness should be taught in schools along with basic fire safety.	DPS - EMO	NBEMO will continue to conduct the Basic Emergency Management (BEM) and Emergency Operations Centre (EOC) Manager courses for municipal authorities. As well, Regional Emergency Management Coordinators (REMCs) will continue to provide briefings to municipal and Regional Service Commission (RSC) officials, in addition to providing planning assistance.	On-going
Regional Emergency Management Capability					
#2	A number of the municipalities were not prepared for events such as the ice storm. The AAR of the 13 December 2010 Heavy Rainfall Event identified the requirement to support emergency management capability development in LSDs. The REMCs had commenced work in their assigned areas, but the ice storm hit before much could be accomplished.	It is recommended that NB EMO develop/enhance the regional emergency management plans as quickly as possible. The regional emergency management plans should be developed and exercised as soon as possible.	DPS - EMO	Regional emergency management plans have been completed in all 12 RSCs and all regional planning committees have been briefed. In close coordination with regional emergency planning committees, these plans will be adopted and validated through regional exercises during the next year.	Being Implemented
#3	While the concept of REMCs is universally accepted throughout the impacted areas, there is widespread resentment of the two planners assigned for those areas. The relationship between NB EMO and the LSDs in the affected areas has deteriorated, and without a determined effort, a comprehensive emergency management capability cannot be	It is recommended that a joint regional NB EMO – RSC emergency management working group be established to repair the relationships and to develop a regional concept of operations and plan that maximizes local capability and resources. The outcome should be a regional plan that is validated by an exercise within the next six months. The	<ul style="list-style-type: none"> • DPS – EMO • ELG • RSC EDs 	Joint EMO-Regional emergency planning committees have been established within each region. Validation exercises will be scheduled as coordinated regionally. The REMCs have been interchanged to allow for developmental opportunities.	Complete and On-going

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	developed.	reassignment of the REMCs to other regions should be considered.			
#4	Currently the planning approach in the regions is to complete a plan template provided by NB EMO. This approach does not ensure a comprehensive emergency management plan.	It is recommended that the emergency management plans be based on a regional threat, risk and vulnerability analysis (TRVA) and resource analysis. Capability based planning is also recommended.	DPS - EMO	Regional emergency plans are based on TRVAs conducted by Region, and local resources and mutual aid capacity are included in these plans.	Complete and On-going
RESPONSE					
General					
#5	The Christmas holiday had a negative impact on the response by government at all levels. In all but a few interviews, people mentioned that they would have reacted differently if it was not the holiday season.	It is recommended that supervisors at all levels ensure that all public employees are briefed that emergency management responsibilities take priority over all activities, with the exception of health care. This concept should be articulated in employees' job descriptions. Employees who refuse to execute their emergency management responsibilities should be disciplined.	<ul style="list-style-type: none"> • DMs • DPS - EMO 	This requirement has been emphasized in job descriptions and in follow-up discussions with employees whose duties include emergency management responsibilities.	On-going
Record Keeping					
#6	For the most part the NB EMO documentation from the response to the 2013 ice storm is complete; however, log keeping could be improved. The Operational Log Report does not indicate when the PEOC was activated, the level of activation or when it was deactivated. The log appears to be only a record of the emails sent and received and does not clearly indicate critical events/decisions, actions required or time	It is recommended that, for all PEOC operations, all members of the PEOC Team and REMCs maintain individual logs that are included in the Master PEOC Log. The PEOC Master Log should be a complete record of critical events and decisions, information sent and received, and actions required and completed. Record keeping should be included in information management during annual EOC refresher	DPS - EMO	PEOCs and REOCs will be directed to maintain formal event logs in Sentinel. This training is included in current EOC courses curriculum, and will be incorporated in EOC refresher training at all levels. Operations staff at PEOC and REMCs to action.	On-going

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	completed. Further, it is not clear whether each member of the PEOC team or the REMCs maintained individual logs	training.			
Communications					
#7	The first public advisory was issued by NB EMO on 20 December 2013. The next advisory was not issued until 23 December 2013. Also, there was no advisory issued on 25 December 2013. During an emergency event such as the ice storm, in particular where the impacts were so widespread, regular and timely public advisories are important, both to ensure the public receives the information they need and to maintain public confidence in government.	It is recommended that public advisories be issued at least daily during the response to an emergency event.	<ul style="list-style-type: none"> • DPS – EMO/Comms • ECO 	Daily advisories are now issued whenever the PEOC is activated.	On-going
#8	All impacted communities voiced suspicion that NB EMO was not involved in the response due to the Christmas holidays. A large number of officials are under the belief that the PEOC was not activated until 27 December 2013. The perception caused widespread loss of confidence in the NB EMO and, by extension the government of New Brunswick (GNB).	It is recommended that NB EMO develop a procedure to liaise with affected communities early in an emergency event. Timely situation reports should be issued whenever the PEOC is activated.	DPS - EMO	This procedure <u>is</u> already an established practice. It is an Standard Operating Procedure (SOP) for REMCs to contact municipalities within their respective Regions whenever an emergency situation is developing, in order to determine if support is required, if municipalities are activating EOCs. The NBEMO Operations Manager will ensure that PEOC Situation Reports are sent to impacted municipalities through the applicable REMC throughout the duration of the response.	On-going
#9	During the response to the ice storm, NB EMO and municipal officials could not utilize	It is recommended that the ability to access local radio stations during an emergency be	DPS - EMO	In accordance with a recent CRTC ruling, all provincial radio stations are now mandated to	March 31 st , 2015

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	the local radio stations for public messaging. Most of the radio stations are remotely controlled from as far away as Toronto.	implemented as soon as possible.		carry emergency public advisories. This system (the National Public Alerting System) is currently in the final stages of implementation and testing by NBEMO. As well, NBEMO will continue to publish Public Alerts for broadcast on the Weather Network and Meteo-Media with the system currently in place.	
#10	Social media communications are restricted by GNB policy to twitter only. People in the rural areas of the impacted areas relied heavily on Face Book for their emergency information. By policy NB EMO is not authorized to use that system.	It is recommended that the policy prohibiting the use of Face Book be reviewed and if possible revoked.	<ul style="list-style-type: none"> • DPS – EMO/Comms • ECO 	There is no official policy governing government's social media use. NBEMO has a well-established Twitter presence and will immediately work to establish an equivalent Facebook page, as well as to investigate how GNB's corporate Facebook page can be better used during events.	April 1, 2014
#11	GNB advisories must be released simultaneously in both official languages. EOC translators worked quickly, but translation does cause a delay in the release of the advisories.	It is recommended that the use of "Google Translate" be assessed to see if it could be used during urgent situations to produce emergency advisories. If acceptable, the "Google Translate" version could be released as a draft with the EOC version to follow as the official document.	<ul style="list-style-type: none"> • DPS – EMO/Comms • ECO 	The use of Google Translate is not an option. Translation requirements are a necessity. GNB has recently restructured communications which will include a communication team being deployed to emergency operations which will include translation capabilities.	Complete
#12	As a result of the fractured approach to public messaging (e.g., some work done by a backup person and some done from home) and the lack of attendance in the PEOC, the Communications Officer's situation awareness was lacking and the flow of public information was less than it should have been. It was also reported that neither the DPS	Government operational requirements must take precedence over holidays. Employees tasked with essential emergency management functions should never be allowed to work from home. The DPS Communications Officer and his/her alternate should be trained on emergency public communications as soon as possible.	<ul style="list-style-type: none"> • DPS – EMO/Comms • ECO 	Operational requirements do take precedence over holiday periods. GNB has recently restructured communications functions creating teams to support urgent requirements. During emergency events and upon activation of the PEOC, DPS Communications Officer and a supporting communication team will work from the Emergency Operations Centre	Complete

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	Communications Officer or his alternate have received emergency public communications training			for the duration of the activation.	
Operational Coordination					
#13	Coordination of the restoration of Rogers Wireless' telecommunication services was problematic. NB EMO could not contact a Rogers' representative to coordinate restoration priorities and provincial support	It is recommended that NB EMO develop a procedure to talk to people responsible for restoration of services during an emergency at Rogers, and all telecommunications companies operating in NB.	DPS – • EMO/ • Security Directorate	A formal practice for assessment and coordination amongst government and critical infrastructure owners/operators has been established within the PEOC business processes and cycle.	Complete and On-going
Impact Analysis					
#14	In previous emergency events impacting on NB, DPS Security Directorate analysts have conducted an assessment of the possible impacts from the emergency events. This proven capability was not fully utilized during the ice storm.	It is recommended that it be a standard operating procedure to employ a security analyst to conduct an impact analysis during all emergencies.	DPS – • EMO/ • Security Directorate	This practice has been adopted as a Standard Operating Procedure (SOP).	Complete and On-going
Executive Management					
#15	The Deputy Ministers' Security and Emergency Management Committee was not activated in response to the ice storm. The acting Deputy Minister (DM) was not aware of the DMs' Committee and its activation was not recommended/requested by NB EMO.	It is recommended that the Deputy Ministers' Security and Emergency Management Committee be automatically activated during all emergencies.	DPS - DM	This practice has been adopted as a Standard Operating Procedure (SOP).	
Elected Officials' Role					
#16	There were reports that a Member of the Legislative Assembly (MLA) was spreading misinformation about the response. This did not happen. However, tweets became increasingly critical of NB EMO as the emergency continued. This led to the	It is recommended that the Premier work with the opposition parties to obtain an agreement on the Canadian tradition of supporting the government actions until the emergency is terminated.	• DPS – DM/ ADM • ECO	A briefing will be organized for all three official political party elected caucuses. DPS and NBEMO will provide information on NBEMO structure, legislative requirements, operational capabilities, response protocols, planning and preparedness. An overview of	January 2015

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	deepening distrust and lack of confidence in NB EMO. To maintain confidence in government it is essential that all members of the government, including elected officials, support the responders and emergency management officials during the response phase of any emergency.			the Security Directorate will also be provided. Actions related to recommendation #16 will also be incorporated with the goal of ensuring all elected officials are fully informed on a regular basis during times of emergencies.	
#17	The MLAs were not informed of government actions in response to the emergency. This caused frustration for the MLAs in the affected areas, who were inundated with queries from the public.	It is recommended that the Executive Communications Office be tasked with keeping the MLAs fully informed through an emergency.	• DPS – DM/ADM	ADM of Public Security and Corrections at DPS will provide regular situation reports (sitreps) to all elected officials during emergency events when PEOC is activated.	Complete and On-going
Military Assistance					
#18	There was controversy surrounding the involvement of the military in response operations. A number of mayors, CEOs and a local MLA believed very strongly that the military should have been called in to assist.	It is recommended that communities/LSDs include guidance in their emergency management plans on the use of military resources during an emergency and it should be reinforced during elected officials' training.	DPS - EMO	The process and authorization procedure to access military assistance is now detailed in regional and provincial plans and will be reinforced during municipal course training.	Complete and On-going
Community Support					
#19	J.D. Irving Limited, a privately owned conglomerate company headquartered in Saint John, NB, provided outstanding support to the people impacted by the ice storm. They provided firewood, potable water and kerosene at no expense to governments or the people.	It is recommended that GNB formally and publicly acknowledge J.D. Irving Limited's generous contribution to the ice storm response efforts.	DPS - EMO	There were several private corporations that provided assistance during this emergency. The government did recognize their contributions informally and also by way of public recognition through media advertisements that ran in January 2014 in the Telegraph Journal, Daily Gleaner and Acadie Nouvelle. It is standard practice that assistance provided by private corporations is acknowledged.	Complete
Firefighters					
#20	The employment of volunteer firefighters in	It is recommended that the firefighters'	• ELG	Since this event ELG and DPS has received	Complete

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	<p>non-traditional roles, such as checking on residents, during an emergency was endorsed by all of the Fire Chiefs that were interviewed. There was widespread concern about firefighters' insurance coverage when completing non-firefighting tasks during an emergency. It was also reported that during prolonged events firefighters face financial hardships when they leave work to help their communities.</p>	<p>insurance coverage be reviewed and upgraded as required. Paying volunteer firefighters when they are involved in prolonged emergency operations should be considered. The Natural Resources' pay structure for volunteers fighting forest fires is a good model.</p>	<ul style="list-style-type: none"> • DPS – OFM 	<p>assurances from the insurance provider and WorkSafe NB that if the Local ELG Service Manager, Fire Marshal or EMO provides direction to local fire departments to act in EMO operations capacity they would be covered.</p> <p>ELG will take the recommendation of paying volunteer firefighters under advisement.</p>	
#21	<p>A couple of fire departments reported that their volunteers were over-worked to the point that they were very close to being “burnt out.” They felt that it was their responsibility to look after their communities and were reluctant to ask for outside help. Non-affected fire departments responded quickly to relieve their counterparts when the need was known.</p>	<p>No recommendation required</p>	<ul style="list-style-type: none"> • ELG • RSC EDs 	<p>No action required. Observation noted.</p>	
RECOVERY					
General					
#22	<p>Other than restoration of the electric grid, no physical recovery was required. However, there is a requirement for all stakeholders to rebuild trust. The relationship between the communities/LSDs and NB EMO has deteriorated to the point that all NB EMO's actions are interpreted as wrong.</p>	<p>It is recommended that all stakeholders make a concerted effort to regain the trust. This may be accomplished by forming emergency management working groups to work through the differences and to develop regional specific emergency management plans. It is also recommended that the Charlotte County</p>	<ul style="list-style-type: none"> • DPS – EMO • ELG • RSCs 	<p>Within all Regions, emergency planning committees have been established by REMCs. The Charlotte County plan has been prepared and briefed to the RSC, the local planning committee and all other stakeholders.</p> <p>On November 19, 2014, the Minister of</p>	<p>Complete and On-going</p>

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		plan be developed for as soon as possible.		Public Safety, along with senior officials of DPS and representatives from ELG, met with the local RSC 10 Emergency Management Committee to improve relationships and to provide clarity on roles and responsibilities.	