Long-Term Power Outage Preparedness in Wisconsin

October 2010

Long-Term Power Outage (LTPO) Preparedness in Wisconsin

*A special emergency planning effort
to better prepare our state, regions, and communities
for the threat of a long-term power outage (LTPO) event.*

**Additional project planning and local coordination was provided by the
following entities, with assistance from participating county and regional
emergency management offices.**
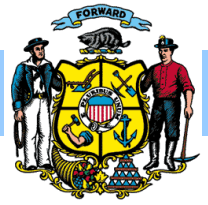
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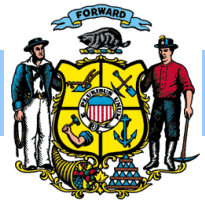
LONG-TERM POWER OUTAGE PREPAREDNESS IN WISCONSIN
EXECUTIVE SUMMARY

Project Purpose
A widespread loss of power for many days or even weeks is a very real risk for Wisconsin. Recent ice storm events (i.e., Montreal area in January 1998) provide examples of the potential impacts and devastation. This project was undertaken to improve the level of preparedness for such a long-term power outage (LTPO) event in Wisconsin.

Project Background
This project was initiated as a result of discussions at the 2008 Wisconsin Emergency Management Association conference. During a series of meetings in 2009, a planning team met to identify the project's scope. Project funding was secured by the Wisconsin Office of Justice Assistance through a Homeland Security grant. Designated planning entities coordinated project activities locally, largely organized by Wisconsin Emergency Management region. At the end of the project, the planning team and designated planning entities cooperated to prepare this report.

Planning Workshops
In early 2010, six planning workshop were held throughout Wisconsin to increase awareness about the 2009 Kentucky ice storm, LTPO risks to food distribution and fuel supplies, planning for a LTPO event, and the project tabletop exercises. A total of 487 persons attended these workshops representing a wide variety of groups, including elected officials, electric providers, long-term care facilities, health and social service agencies, fuel providers, and emergency responders.

Tabletop Exercises
Following the workshops, 668 persons attended the fourteen tabletop exercises conducted throughout the state. The tabletop exercises utilized a mock ice storm scenario resulting in widespread, long-term power loss. Participants tested communications, emergency operations, and response capabilities under the scenario, with particular focus on long-term care facilities, independent special-needs populations, and emergency fueling. A strength of the exercises was the broad representation of participants, many of whom had not participated in such an exercise in the past, such as care providers, county GIS personnel, and elected officials.

Summary of Lessons Learned
Interest in the project was high and participation grew as the project proceeded. The exercises demonstrated that many communities do not have a comprehensive understanding of what utilities, emergency power generators/hook-ups, communication systems, shelters, or other services might be available or limited during such an event.

More educational efforts and exercises covering LTPO risks and impacts are needed. Communication challenges would be significant during such an event and additional local planning and training for emergency communications is recommended. The exercises were valuable in strengthening awareness and partnerships between participants, while identifying opportunities to better prepare for the future.

Next Steps and Resources
Everyone has a role in preparing for a long-term power outage. This report recommends that:

- State of Wisconsin agencies should continue to take a lead role in raising awareness on this important topic, while working to increase access to needed data and model emergency plans.

- Counties and communities should consider modifying the standard operating guideline and preparedness checklist found within this report to reflect local circumstances, then integrating such guidelines into their own emergency plans.

- Long-term care facilities and other critical facilities should consider adding a long-term power outage component to their own emergency plans, including any necessary arrangements for employees, medical care, power generation, evacuation, etc.

- All stakeholders should continue to work cooperatively to conduct additional tabletop exercises at various levels (e.g., facility, community, county, region) and for additional operational periods. Emergency plans and guidelines should continue to be updated based on the results of future exercises. The tabletop exercise scenario used during this project is available for local use by contacting the Wisconsin Emergency Management Exercise Officers.

Section VII of this report provides a variety of resources available to assist with preparing for a LTPO event. These resources and copies of this report are also available at the Wisconsin Emergency Management webpage established for this project. The standard operating guideline and preparedness checklist are also available at this webpage in Microsoft Word format so these documents can be more easily customized for your community's particular circumstances.

I. PROJECT PURPOSE

What is a Long-Term Power Outage (LTPO)?

In the context of this project, a long-term power outage is a widespread event affecting numerous counties with a loss of power for many days, if not weeks. Such an event would be catastrophic in damage, and mutual aid would need to be called in from other states given the large area affected. For Wisconsin, a severe ice or winter storm is the most likely cause of a such a LTPO event, though other potential causes do exist.

Though such events are very infrequent, the risk of a LTPO is very real and is one of the most significant natural disaster threats facing many of our communities. For example, the March 1976 ice storm was one of the worst natural disasters to hit Wisconsin. Ice accumulations of up to five inches were reported, and high winds of 60 mph made the situation worse. Up to 100,000 people were without power at the height of this storm.

photo courtesy of Mark Garland, Kentucky Div of Emgy Mgmt
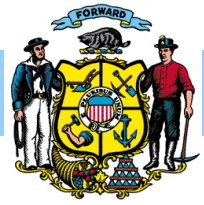
To our east and at a similar latitude, a January 1998 ice storm hit the Montreal area. The storm left over four million residents without power, with some areas without electricity for over three weeks. More recently, the January 2009 ice storm which hit Kentucky resulted in $616 million in damages, 36 fatalities, and 700,000 customers without power at its peak; 50,000 customers were still without power after two weeks and it took 38 days for full restoration. When considering the implications of the above two events for Wisconsin, note that our average winter temperature is 16.8º F.

Project Goals

Goal 1:   Improve regional and local capabilities to prepare for and respond to a long-term power outage (LTPO) event, with a special focus on three functional areas: (1) emergency fueling, (2) independent special-needs populations, and (3) long-term care facilities.

Goal 2:   Increase the knowledge of LTPO risks and potential impacts among local emergency responders, local officials, and other key stakeholders.

Goal 3:   Use the project findings to provide direction for future project or programmatic needs at the state and/or regional levels.

II. PROJECT BACKGROUND

Project Planning Team
The project grew out of discussions at the 2008 Wisconsin Emergency Management Association (WEMA) conference when a need for more preparedness was identified. Clark County Emergency Management and the Office of Justice Assistance took the initial lead by forming a planning team in January 2009. The planning team's membership grew as the project scope was fleshed out and included participation by representatives from Wisconsin Emergency Management, regional planning commissions, county emergency management departments, and Xcel Energy.

Project Grant and Local Coordination
Project grant funds totaling $281,000 from U.S. Homeland Security were secured and administered by the Wisconsin Office of Justice Assistance for the project.

For most of the state, a designated planning entity (DPE) was identified for each Wisconsin Emergency Management (WEM) Region. Rock and Dane Counties were approached separately with their own DPE due to the existence of another related project already underway. The DPEs provided local coordination for the workshop, tabletop exercises, and other project activities in their respective areas.

The designated planning entities for the project were:

WEM Region	Designated Planning Entity
North West	Barron County Management
West Central	West Central Wisconsin Regional Planning Commission
East Central	Safety Planning & Consulting, LLC
North East	North Central Wisconsin Regional Planning Commission
South East	Ozaukee County Emergency Management and Pre-Emergency Planning, LLC
South West	Grant County Emergency Management and EPTEC, Inc.
Rock and Dane Counties	Pre-Emergency Planning, LLC

The DPEs, working with their respective WEM region and/or local emergency management directors, applied for grant funds on behalf each region in November 2009. The official grant project period begin December 10, 2009, and ends on December 30, 2010. All but one Wisconsin county and most American Indian nations actively participated in the project.

Project Report Team
Following completion of all tabletop exercises, members of the original planning team and the designated planning entities began working together in September 2010 to discuss the recommended next steps and to prepare this report and the accompanying guidelines.

III. PLANNING WORKSHOPS

Six planning workshops were held during early 2010 to increase the awareness of LTPO risks and discuss challenges related to planning for a LTPO event. Invitations for the workshops were determined locally, typically with input from local emergency management offices.
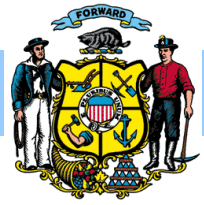

A total of 668 persons attended the workshops. Attendees at the workshops, as well as the tabletop exercises, represented a wide variety of potential stakeholders, such as emergency management personnel, elected officials, long-term care facilities, electric providers, public works, health and social services offices, fuel providers, emergency services, and voluntary organizations active in disasters.

Each planning workshop lasted approximately 5 to 6 hours with the following agenda items, though some location variation occurred:

Greeting & Opening	Office of Justice Assistance and/or the Designated Planning Entity
"The Kentucky Experience"	Mark Garland, Kentucky Emergency Management
Statewide Emergency Food Distribution	Kristin Gunther, Wisconsin DATCP
"Where's the Fuel?"	Pat O'Connor, Wisconsin Emergency Management
LTPO Planning, the Incident Command System, & Layout of the Tabletop Exercises	Rhonda Reynolds & Tom Grahek, Wisconsin Emergency Management

Downtown Kaukauna after an ice storm, likely in Feb. 1922.

IV. TABLETOP EXERCISES (TTXS)

A total of 14 tabletop exercises (TTXs) were conducted throughout Wisconsin with 487 participants. Like the workshops, invitations and participation in the TTXs were determined locally.

The tabletop exercises were facilitated by the WEM Exercise Officer for most of the state, except in Rock and Dane counties which had contracted with an independent facilitator under a separate, but related grant.

Generally, the TTXs tested the following four capability areas for a mock county during the first 12-hour operational period of a LTPO event:

CAPABILITY 1: Communications
> **Objective:** Discuss the ability to establish and maintain communications essential to support response to a major incident.

CAPABILITY 2: Emergency Operations Center (EOC) Management
> **Objective**: To discuss the activation method and the roles of participants in the EOC personnel when assisting county personnel in support of their Emergency Plan during a major emergency or disaster.

CAPABILITY 3: Onsite Incident Command
> **Objective:** Discuss the ability to direct, coordinate, and control emergency response and fueling activities using the Incident Command System or other locally determined emergency response system.

CAPABILITY 4: Citizen Evacuation & Shelter-in-Place
> **Objective:** Discuss the ability of emergency response agencies to plan for and implement the evacuation or shelter-in-place of long-term care facilities and address the needs of independent special-needs populations during an emergency or disaster.

For many participants, this was their first experience in such an exercise, which was one of the strengths of the project. Representatives not normally involved in a public-sector exercise, but attending included county geographic information systems personnel, long-term care facilities, health/social services providers, fuel providers, and many elected officials and public works offices. Their involvement raised issues which may have otherwise been overlooked and fostered partnering for the future.

The TTXs were used by most participating county emergency management offices to meet their annual training and exercise requirements. An official After-Action Report was prepared for each exercise and reviewed with the emergency management directors. The results of these reports have been integrated into this document (*see Section V. Summary of Lessons Learned*) and the appendices.

For more information on the After-Action Report, please contact your county emergency management office. A directory of county emergency management directors can be found at: http://emergencymanagement.wi.gov/counties/county_directors.asp.
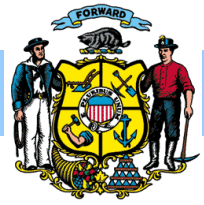
Workshop and TTX Dates and Locations

WEM Region	Activity Dates	Workshops		Tabletop Exercises	
		Location	Attendance	Location	Attendance
North West	Feb. 16, 2010	Hayward	90		
	April 22, 2010			Rice Lake	66
West Central	Feb. 17, 2010	Eau Claire	58		
	March 24, 2010			Eau Claire	61
	March 25, 2010			Black River Falls	46
East Central	Feb. 4, 2010	Green Bay	88		
	May 11, 2010			Fond Du Lac	38
	May 12, 2010			Waupaca	62
	May 13, 2010			Green Bay	56
North East	Feb. 14, 2010	Wausau	110		
	April 14, 2010			Wausau	59
	May 18, 2010			Rhinelander	58
South East	March 17, 2010	Port Washington	70		
	July 13, 2010			Bristol	31
	July 14, 2010			Summit	46
	July 15, 2010			Port Washington	23
South West	Feb. 18, 2010	Madison	71		
	May 5, 2010			Wisconsin Dells	49
	August 26, 2010			Fennimore	27
Rock & Dane Counties	August 11, 2010			Stoughton	46
Totals			487		668

V. SUMMARY OF LESSONS LEARNED

As previously discussed, the Long Term Power Outage preparedness project increased awareness of the risk and potential impacts of a LTPO event in Wisconsin. And through the project, we learned that when emergencies or disasters strike, the public looks to the local government for help, direction, guidance, and leadership.
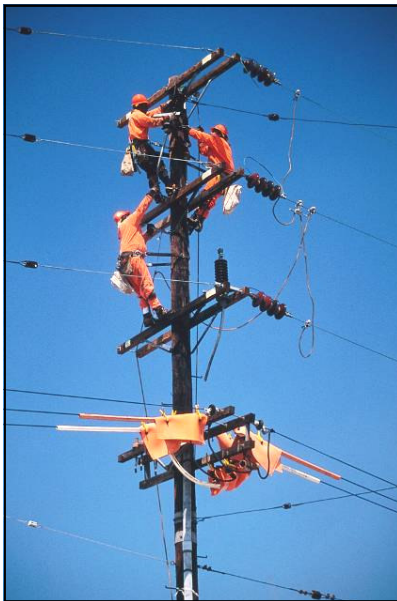
The tabletop exercises simulated the loss of electrical power to very large regions of the State of Wisconsin to extend for over twenty-one days. The exercises highlighted the inability of local communities to communicate emergency messages to the public because of failures in the communications system. Transportation systems will be disrupted because of the hazardous road conditions which will cause shortages in food, fuel, or the ability to open shelters. The inability of local agencies to get needed services to the special-needs population in our communities will be a critical draw on local resources. Food and fuel suppliers will be unable to provide needed services to our neighborhood stores, placing a strain citizens at home, long-term care facilities, and county resources.

However, the project did show that significant opportunities and resources already exist to increase LTPO preparedness in our communities. Perhaps most importantly, the project demonstrated the importance of creating public-private partnerships with non-typical emergency responders, like the electric utilities, long-term care facilities, city/county public works agencies, local businesses, or food and fuel suppliers. The creation of such partnerships in advance of a LTPO event will only speed the process of recovery if such a disaster ever strikes our region.

The following are common findings from the fourteen tabletop exercises conducted throughout Wisconsin during the part year:

1) Interest and participation levels on this topic were high. The project provided context for related discussions and activity at various levels. For example, some counties have included LTPO events as part of hazard mitigation plans, expanded their GIS databases, or have conducted emergency power generator surveys. Associations of electric providers and municipal utilities have showed significant interest in the project. And some long-term care facilities are reaching out to their local governments for model LTPO emergency plans.

2) More educational efforts on the risks and impacts of a LTPO event are needed. We must increase awareness that the potential exists for widespread, long-term power loss which may last for weeks, not just a couple of days. The TTXs also demonstrated that there was not a firm understanding among many participants of what utilities, communication systems, shelters, and other services would be available during a LTPO event.

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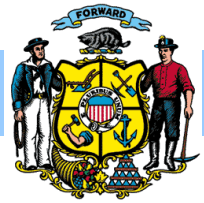
3) There was significant interest expressed in expanding the scope of the TTXs to include different operational periods, keeping in mind that the TTXs under this project focused on a single county for the initial 12-hour period once the ice storm struck.

- What actions should take place in the 12-hour period prior to the storm, since some advanced notice is likely?

- What happens in the next 12-48 hours, especially once the wet snow begins to fall (per the scenario) and begins to take down more trees, closes more roads, breaks power lines, etc.?

- How do the county-level EOC and plans/procedures relate to regional, state, and federal response, command and control, and authority during such an event?

The findings and recommendations of this report should be amended to reflect the findings from additional TTXs.

4) Communication challenges were a key barrier identified during the TTXs. The extent of the impacts on communication systems during a LTPO event was not fully known or explored in the limited time available. Additional communication planning and training for Public Information Officers is needed, including pre-established messages for use during such an event.

5) Data collection on which shelters, long-term care facilities, emergency fueling sites, and other critical facilities have emergency power generators or hook-ups needs to be performed in advance of the LTPO event.

6) Many long-term care facilities and other private sector entities have expectations that the county or local government will "step in" and meet their needs during an event. For many (if not most) long-term care facilities representatives who participated, the project offered their first glimpse into how an emergency response system would work and raised the awareness of all parties involved of the unique risks and needs of these critical facilities.

photo courtesy of Mark Garland, Kentucky Div of Emgy Mgmt

7) The participation of electric providers during the project and TTXs increased local government awareness of related issues and established a foundation for future communication. Related issues discussed during the TTXs included prioritization for road clearing, equipment staging areas, and joint information centers.

8) The involvement of geographic information systems (GIS) personnel from the counties and American Indian nations during the TTXs was a significant and unique strength of this project and opened the eyes of many participants about the role GIS can play in emergency planning and response. Many counties lack the resources to fully develop many of the data sets, however. Opportunities also exist to increase the consistency and access of GIS data for emergency planning purposes.

The above common findings and other lessons learned from the project been integrated into the recommended next steps in the following section and are also reflected in **Appendix A: LTPO Standard Operating Guideline** at the end of this document.

photo courtesy of U.S. Army

VI. NEXT STEPS

Everyone has a role and responsibility in preparing for a long-term power outage or other emergency. And only through cooperation and communication can we hope to be adequately prepared to respond to such an event.

This section summarizes some key next steps for LTPO preparedness, building from the lessons learned. These general recommendations focus primarily on the public sector and the three functional areas (i.e., independent special-needs populations, long-term care facilities, and emergency fueling) which were the center of attention during the tabletop exercises. As such, this list of recommendations should not be considered exhaustive and will need to be occasionally updated as progress is made and conditions change.

State-Level Recommendations

The following recommendations may be best organized at a state level, though counties, communities, and the private-sector should have an active role during implementation. Some of the following activities could also be implemented locally.

1) As part of the project, it was recommended that a state-level LTPO-preparedness webpage be developed to include this project report, an editable version of the Standard Operating Guideline, and educational materials which would be available for download. Wisconsin

Emergency Management has agreed to create and host this webpage concurrently with the release of this report.

2) Expand the scope of the tabletop exercises for additional operational periods and functional units. More fully anticipate the different functional units which may be created/stood-up during a LTPO event. Develop additional plans or guidelines to cover other key functional units as suggested during the TTXs, such as the command group, PIO, transportation, and liaison with electric providers.

3) Make available through the Public Service Commission maps and/or GIS data of electric lines for emergency planning and response purposes. Having such information on the 9-1-1 grid was a priority identified by the county emergency management directors in the west-central Wisconsin region, given the many different electric providers in that area.

4) Re-visit existing model emergency plans and guidelines for long-term care facilities during a LTPO event and amend if needed. Increase the awareness of the availability of these models among care providers and county Aging and Emergency Management offices.

5) Periodically re-evaluate the findings, recommendations, resources, and guidelines of this report and update as needed.

Regional, County, and Local Community Recommendations
The following are general next steps recommended for consideration and implementation at the regional, county, and local level. Each region, county, and community should consider local circumstances, then modify and amend these recommendations as needed.

1) Review **Appendix A: LTPO Standard Operating Guideline** and its accompanying mission forms. Modify these documents and integrate them into local emergency plans and procedures. The model guideline provides recommendations for both pre-event and during an event. Sections are also included from training, exercises, and related resources/forms. The guideline is available for download at the project webpage in a Microsoft Word format so it can be modified and amended. Use a format which best works for your community.

2) Additional recommendations for local action can be found within **Appendix A: LTPO Standard Operating Guideline** and **Appendix B: LTPO Community/County Preparedness Checklist**. The checklist is an alternative format provided for convenience, though there is significant redundancy between the two documents

3) Conduct additional LTPO exercises at the county or community level. The tabletop exercise used during this project is available for use locally with assistance from the Wisconsin Emergency Management Exercise Officers.

Private-Sector Recommendations

Though the exercises focused on public-sector preparedness, many of recommendations in the guideline and checklist also have implications for private businesses and facilities. Related key recommendations identified during the tabletop exercises include:

1) Get to know the county and/or community emergency management coordinator and other key emergency personnel in advance of such an event. Exchange plans, issues, ideas, and any expectations. Identify ways to communicate should a LTPO occur.

2) Develop a plan for such an event. Your plan should realistically reflect the limitations that the public-sector will be facing; don't assume that help will be immediately available. Include any barriers which will be facing your employees, including transportation, communication, and child care.

> **75% of companies without business continuity plans fail within 3 years of a disaster.**
> **– Crisis Management International**

3) Make arrangements for emergency power generation and emergency fueling if needed. As learned during the workshops from the fires and deaths in Kentucky during their LTPO event, use extreme caution and proper ventilation when using gas-powered generators.

4) Practice or exercise emergency plans and procedures, and invite key vendors, responders, or other stakeholders to participate. Even a brief tabletop exercise can yield additional barriers and opportunities.

photo courtesy of Mark Garland, Kentucky Div of Emgy Mgmt

VII. LTPO PREPAREDNESS RESOURCES

There are a wide variety of resources available at the state, regional, and local levels to assist in preparing for a long-term power outage event. This section highlights a few of these to help get started, but is by no means complete.

For general information on preparing for a long-term power outage and other materials related to this project, please visit the project webpage at the Wisconsin Emergency Management website:

http://emergencymanagement.wi.gov/training/exercise.asp

At a local level, county emergency management offices often take the lead role in disaster preparedness. Contact your county office to find out more on related plans and activities in your area. A directory of county emergency management directors is available at the Wisconsin Emergency Management website:

http://emergencymanagement.wi.gov/counties/county_directors.asp

And for those particularly interested in emergency planning for long-term care facilities, facility directories, model plan templates, and general planning information can be found at the following three webpages:

http://www.dhs.wisconsin.gov/bqaconsumer/directories.htm
http://www.dhs.wisconsin.gov/rl_dsl/EmergencyPreparedness/EmergencyTemplates.htm
http://www.countyofdane.com/emergency/longtermcare.aspx
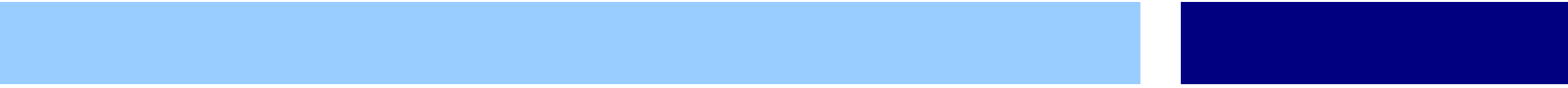
Some additional key resources to remember include local utility and fuel providers, volunteer and other service organizations, ARES/RACES and HAM radio groups, local officials, and a variety of governmental programs.

photo courtesy of Mark Garland, Kentucky Div of Emgy Mgmt

One of the critical lessons learned from this project is the importance of involving a broad spectrum of stakeholders planning for a long-term power outage event.   We must work cooperatively to identify challenges and opportunities as part of our preparedness activities.

Once a disaster strikes is not the time to first begin a partnership.

APPENDIX A:

LTPO
STANDARD OPERATING
GUIDELINE

I.   **Purpose.**

The purpose of this guideline is to provide direction to agencies which have responsibility for emergency management and emergency response during an incident that results in a loss of electric power for an extended period of time.

II.   **Scope.**

This guideline may apply to any public or private agency, during any incident that results in an extended period of electric power distribution failure, regardless of the cause of the incident.

III.   **Definitions and Acronyms.**

A. ATV: All Terrain Vehicle. A small vehicle that travels on low pressure tires, with a seat that is straddled by the operator, and is controlled by a handlebar that is designed to handle a wide variety of terrain.

B. CBRF: Community Based Residential Facility. A place where five or more adults reside who are not related to the operator or administrator, who do not require care above intermediate level nursing care and, who receive care, treatment or services that are above the level of room and board, but includes no more than three hours of nursing care per week per resident.

C. EOC: Emergency Operations Center. A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation.

D. LTCF: Long Term Care Facility. A residential setting for the provision of long-term care services including medical, nursing, rehabilitative, attendant, activity and social support services along with nutrition and shelter

E. LTPO: Long Term Power Outage. An incident that results in the failure of the electric power distribution system for an extended period of time.

F. PIO: Public Information Officer. A position in the Incident Management System that has the responsibility for collection and dissemination of relevant information to the news media and general public, under the direction and approval of the Incident Commander.

IV. **Guideline.**

A. Pre-Incident.

Prior to a LTPO incident, the authority having jurisdiction should engage in planning that includes:

1. Create and maintain of a database of emergency shelters. This database should consist of:

   a) Locations that have emergency generators.

   b) Locations that do not have emergency generators.

   c) Locations that have a pre-wired connection for an emergency generator, but do not have a generator on site.

   d) Research and keep a record of the size of the generator(s) needed to operate at sites that do not currently have emergency power capability.

2. Create and maintain a database of fueling sites. This database should consist of:

   a) Privately-owned gas stations that have emergency generators.

   b) Privately-owned gas stations that have pre-wired generator connections, but do not have emergency generators on site.

   c) Privately-owned gas stations that have Memorandums of Understanding (MOUs) with the authority having jurisdiction during times of emergency or disaster.

   d) Government-owned fueling stations that have emergency generators.

   e) Government-owned fueling stations that have pre-wired generator connections, but do not have emergency generators on site.

3. Establish a database of Long Term Care Facilities (LTCFs) in the community. This database should consist of:

   a) Adult Family Homes (AFHs).

   b) Community Based Residential Facilities (CBRFs).

c) Elderly housing and independent living units.

d) Hospice Care Facilities.

e) Veterans Homes.

f) Rehabilitation Facilities.

g) Residential Care Apartment Complex (RCAC).

h) Skilled Nursing Facilities (SNFs, nursing homes).

4. Identify the public and private agencies that currently maintain databases of people that would be classified as Special-Needs Populations located in the jurisdiction. Make contact and establish professional relationships with agency administrators and managers.

5. Develop partnerships with public and private Geographic Information System (GIS) providers to develop maps and databases that include these layers of information:

a) Fueling stations equipped with generators or gravity feed that will be available to the public, to private sector response agencies, and to emergency responders.

b) Types of fuel available at the fueling stations.

c) Types and locations of emergency shelters.

(1) Shelters equipped with emergency generators.

(2) Shelters equipped with emergency generator connection, but do not have generator on site.

d) Long term care facilities.

e) Hospitals and other health care facilities.

f) Electric utility command posts.

g) Fire stations and other public safety facilities.

6. Develop a set of pre-scripted messages for use by the Public Information Officer (PIO) and/or the Office of Emergency Management.

7. Develop a Communications Plan to deliver emergency messages to the public and media. The plan should take into account the fact that electric power may not be available to the target audience, thereby disrupting the normal flow of information.

8. Develop sample contracts, Memorandums of Understanding (MOUs), and invoices that the jurisdiction would use during an emergency or disaster situation.

9. Develop a relationship with the electric provider(s) in your jurisdiction. Review the utility's emergency response plan to determine resources (food, fuel delivery, shelter, etc.) that would be needed during an emergency deployment.

B. During a LTPO Incident.

1. Develop alternate methods to alert and communicate with Emergency Operations Center (EOC) staff during an electrical power outage.

2. Establish a working command structure for the power outage event in the EOC.

3. Establish a communications link with the non-typical emergency responders that may be involved in a long term power outage.

   a) Healthcare providers that work with the special-needs populations.

   b) Long Term Care Facility staff.

   c) Emergency shelter workers.

   d) Food stations.

   e) Warming stations.

   f) Meals on Wheels providers.

   g) Non-traditional forms of transportation.

      (1) ATV Clubs.

      (2) Snowmobile Clubs.

(3) Search and Rescue Clubs.

h) Department of Public Works and County Highway Departments.

i) Electric utilities.

4. Develop and prioritize a list of agencies and/or personnel that are eligible for emergency fueling.

5. Create a list of needs:

a) Emergency responders.

b) EOC.

c) Non-typical responders.

d) Special-needs populations.

e) General population.

6. Develop a call-in system the public can use to obtain factual information throughout the incident.

7. Management of volunteers.

a) Develop a volunteer assets tracking system.

b) Develop a list that consists of the type(s) of volunteers that are needed and the time they will be needed.

c) Develop a method to contact local groups or service organizations to enlist their volunteer assistance.

d) Develop a system to train volunteers in their duties and limitations.

C. Training.

Develop ongoing training for key public officials and staff members. Training should include individual's roles, responsibilities, and authority during a disaster situation or a declared State of Emergency.

D. Exercises.

1. Periodically exercise emergency plans so that the abilities of public officials and staff members are objectively evaluated. An After Action Report and Improvement Plan should be a product of the exercises.

2. Evaluate and exercise any newly-developed or modified plans.

3. Evaluate the ability of non-typical responders to work in an Incident Management System.

E. Resources (sample documents attached).

1. Mission Forms.

a) Emergency Fueling.

b) Independent special populations.

c) Special-needs populations.

- END -

MISSION FORM (EOC)

Incident Name: Long Term Power Outage	Ops Period:	Time:	Date:

UNIT / GROUP INFORMATION		

Unit/Group Name: Emergency Fueling	ESF Branch:	Section: Logistics

Unit/Group Leader:	Contact Information:
	Telephone 1: FAX:
Organization:	Telephone 2: Radio:
	Email:

MISSION/OBJECTIVES	

Mission: Provide fuel for the emergency response vehicles during the long term power outage.	Objectives: During the first operational period, prepare a plan for emergency fueling.

CRITICAL TASKS

Critical Tasks:
1. Determine the number and locations of service stations with generator power.
2. Determine the number of emergency vehicles that will need fuel.
3. Determine alternative sources of fuel.
4. Work with the Finance / Logistics Sections to develop a payment plan.
5. Distribute a fueling plan to all agencies and vehicle operators.
6. Identify the fueling locations that do not have generators, but are "generator ready".
7. Identify the size and type of generators required for fueling.

APPROVAL	

Prepared by: (Name / Date)	Approved by: (EOC Director)

DEMOBILIZATION / CLOSEOUT	

Date / Time Closed:	EOC Director Signature:
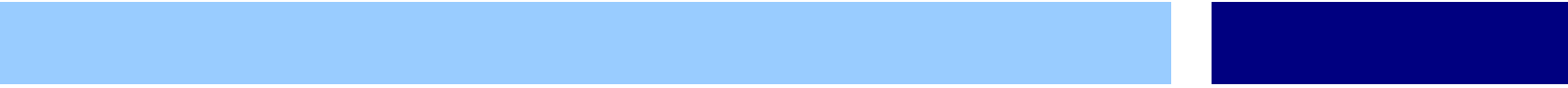
MISSION FORM (EOC)

Incident Name: Long Term Power Outage	Ops Period:	Time:	Date:

UNIT / GROUP INFORMATION		
Unit/Group Name: Independent Special-Needs Populations	ESF Branch: Special Populations	Section: Operations
Unit/Group Leader:	Contact Information: Telephone 1: FAX:	
Organization:	Telephone 2: Radio: Email:	

MISSION/OBJECTIVES	
Mission: Provide for the life safety for at-risk residents during the long term power outage.	Objectives: 1. Conduct outreach to at-risk residents during each ops period. 2. Assess the number of residents that may need shelter. 3. Determine the need for food, medicine, water, sanitation. 4. Provide critical information to each resident each ops period.

CRITICAL TASKS
Critical Tasks: 1. Provide the EOC PIO with a list of what information is needed from the population. 2. Develop a method of allowing the residents to contact the EOC 3. Determine the need for shelter. 4. Determine transportation requirements. 5. Determine the need for food, water, medicine, sanitation.

APPROVAL	
Prepared by: (Name / Date)	Approved by: (EOC Director)

DEMOBILIZATION / CLOSEOUT	
Date / Time Closed:	EOC Director Signature:

MISSION FORM (EOC)

Incident Name: Long Term Power Outage	Ops Period:	Time:	Date:

UNIT / GROUP INFORMATION		

Unit/Group Name: CBRF	ESF Branch: Special Populations	Section: Operations
Unit/Group Leader:	Contact Information: Telephone 1: FAX:	
Organization:	Telephone 2: Radio: Email:	

MISSION/OBJECTIVES	

Mission: Provide for the life safety of special populations during the long term power outage.	Objectives: 1. Assess the needs of nursing homes/CBRFs during each operational period. 2. Provide suitable shelters, if needed. 3. Provide appropriate transportation, if needed. 4. During each operational period provide each facility with a status report.

CRITICAL TASKS

Critical Tasks:
1. Obtain the following information from each facility:
   a. Point of contact.
   b. Number of residents.
   c. Do they have emergency power? If so, how long can they operate?
   d. Do they have food, medicine, water, sanitation?
   e. Do they need alternative shelter for the residents? When? What are the transportation needs?
   f. Can the facility provide next of kin contact information?
2. Provide the EOC PIO a summary of activities for each operational period.

APPROVAL	

Prepared by: (Name / Date)	Approved by: (EOC Director)

DEMOBILIZATION / CLOSEOUT	

Date / Time Closed:	EOC Director Signature:

APPENDIX B:

LTPO
COMMUNITY/COUNTY PREPAREDNESS CHECKLIST

LONG-TERM POWER OUTAGE (LTPO)
COMMUNITY/COUNTY PREPAREDNESS CHECKLIST

Background

The following is a checklist of suggestions to assist a local community and/or county to better prepare for a LTPO event. These suggestions were largely compiled from the lessons learned during a series of statewide tabletop exercises conducted in 2010. In addition to a general category, suggestions are also included for the three functional units covered by the exercises—assisted living facilities, independent special populations, and emergency fueling. Many of these suggestions can be further adapted for additional functional units.

General Preparedness

☐ Create a strong emergency communication plan. Establish a committee or work group which identifies alternative ways of communicating with the public and critical services during emergency conditions the loss of power. Evaluate communication barriers, including what facilities will be functional, how long will battery systems last, etc.

☐ Develop a strong Public Information Officer (PIO), including related training and build relationships with key contacts prior to an event.

☐ Develop a plan on how to handle volunteers that will be needed or that will contact the EOC during an event. Include policies/procedures for the handling of any donations of cash or materials.

☐ Anticipate the functional units which may be needed as part of an ICS system during a LTPO. Identify potential group leaders for each unit and involve them in NIMS training and exercises.

☐ Work with local electric providers to identify adequate staging areas for equipment and potential housing.

☐ Involve G.I.S. personnel in NIMS training and exercises. Support the development of maps and data which would be valuable during an emergency event.

☐ Work with the American Red Cross to identify and address potential shelter, warming, and food needs, including shelter for homeless, special-needs populations, responders, utility workers, etc. Shelter locations should be mapped if possible.

☐ Develop a mission form/action plan for public notification and activities to be undertaken prior to an approaching ice storm or potential LTPO event.

☐ Develop a stranded-motorist response plan, with policies for the closure of major highways and designated shelters.

☐ Compile forms, materials, approved vendor lists, and copies of pertinent contracts/agreements which will be needed by the Finance/Administration section during a LTPO event and keep this information handy in the designated EOC.

Long-Term Care Facilities[1]

☐   Map the location of each facility, using G.I.S. technology, if available.

☐   Inventory and obtain the following information from each facility:
     a. Point of Contact during an emergency event
     b. Number of residents
     c. Will they have emergency power and heat? For how long?
     d. Will they have food, medicine, water, staff, and sanitation?
     e. Will they need alternative shelter for the residents?
     f. What are their anticipated transportation and child care needs?
     g. Can the facility provide next-of-kin contact information?

☐   Review the state licensing list annually and update the mapping and inventory with new or closed facilities as needed. Update the other inventory information every two years, or more frequently if needed.

☐   Establish a committee or work group of emergency management personnel and facility managers to discuss emergency planning.

Independent Special-Needs Populations

☐   Work with local Aging offices and other such service providers to develop and maintain a list of independent special-needs populations. Identify any special medical or transportation needs. If resources are available, map the locations of these persons.

☐   Work with the American Red Cross to identify emergency shelters with power-generation capability which would be available during a LTPO event and have the ability to accommodate persons with special needs.

Emergency Fueling

☐   Identify and map the fueling locations with contact information for each.

☐   Identify those fueling location with emergency generator power. Identify those which are "generator ready" and the size/type of generators which would be required for fueling.

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[1] The State of Wisconsin defines and licenses most of these facilities. Definitions and directories for these facilities can be found at: http://www.dhs.wisconsin.gov/bqaconsumer/directories.htm Communities may also decide to also identify and plan for smaller, unlicensed facilities which would need to be locally identified.