

PREFACE

The *New England Public Health Laboratory Response Functional Exercise (FE)* is sponsored by the New Hampshire Homeland Security and Emergency Management. This Controller and Evaluator (C/E) Handbook was produced with input, advice, and assistance from the New England Public Health Laboratories Functional Exercise planning team, which followed the guidance set forth by the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP).

The C/E Handbook provides controllers and evaluators with general exercise information as well as detailed information about the exercise scenario and their specific duties and responsibilities. The information in this document is current at the date of publication, February 04, 2008, and is subject to change as directed by the *New England Public Health Laboratory Response Functional Exercise* planning team.

HANDLING INSTRUCTIONS

1. The title of this document is *New England Public Health Laboratory Response Functional Exercise (FE) Controller and Evaluator (C/E) Handbook*.
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4. For more information about the exercise, please consult the following points of contact (POCs):

Carole Totzkay-Sitar, MS, CHES

New Hampshire Department of Safety – Homeland Security and Emergency Management

E-mail: Carole.Totzkay-Sitar@hsem.nh.gov

Phone: (603) 223-3642

Maine

John A. Krueger

Chief, Health and Environmental
Testing Laboratory ME CDC,
Division of Public Health

E-mail:

John.A.Krueger@maine.gov

Phone: (207) 287-2727

Massachusetts

Julianne Nassif

Director, Environmental
Chemistry Laboratory, MA
State Laboratory Institute

E-mail:

Julianne.Nassif@state.ma.us

Phone: (617) 983-6651

New Hampshire

Sally Hartman

Chemistry Program
Manager, New Hampshire
Public Health Laboratories

E-mail:

shartman@dhhs.state.nh.us

Phone: (603) 271-4556

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Handbook

**US Environmental Protection
Agency**

Robert Maxfield

USEPA – New England Regional
Laboratory

E-mail:
Maxfield.Robert@epa.gov

Phone: (617) 918-8640

New England Public Health Laboratories
Functional Exercise (FE)
Centers for Disease Control and Prevention

Robert Kobelski

E-mail: rmk9@cdc.gov

Phone: (770) 488-4686

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CHAPTER 1: GENERAL INFORMATION

Introduction

This *New England Public Health Laboratory Response Functional Exercise (FE)*, is designed to establish a learning environment for players to exercise public health laboratory emergency response plans, policies, and procedures as they pertain to a public health water system contaminant. A FE is a complex event that requires detailed planning. To conduct this exercise, subject matter experts (SMEs) and federal agencies' representatives have taken part in the planning process and will take part in exercise conduct and evaluation.

This Controller and Evaluator (CE) Handbook was produced at the direction of New Hampshire Homeland Security and Emergency Management with input, advice, and assistance from the New England Public Health Laboratories Functional Exercise planning team. This exercise is evidence of the public safety partnerships among New Hampshire agencies and the New England states regarding the response to natural and technical disasters.

Confidentiality

The *New England Public Health Laboratory Response Functional Exercise* is an unclassified exercise. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance. All exercise participants may view the Exercise Plan (ExPlan), ***but this (C/E) Handbook is a restricted document intended for controllers and evaluators only.***

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and protect this material in accordance with current participating New England Public Health Laboratories' directives. Public release of exercise materials to third parties is at the discretion of the U.S. Department of Homeland Security (DHS), the State of New Hampshire, and the New England Public Health Laboratory Directors within the New England Environmental and Public Health Laboratory Director (NEEPHLD) organization, and the *New England Public Health Laboratory Response FE* Planning Team.

Exercise Summary

General

The *New England Public Health Laboratory Response FE* will be conducted over four days during normal business hours beginning at 8:00 am on Tuesday, February 5, 2008. Exercise play is scheduled until approximately 5:00 pm or when the Exercise Director and/or Senior Controller determine that the exercise objectives have been met at each venue.

Purpose

The purpose of this exercise is to evaluate player actions against current New England public health laboratories response plans and capabilities for a potential contamination event impacting a drinking water system.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and are assumed to be present before the exercise starts. The following general assumptions apply to this exercise:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Exercise simulation will be realistic and plausible and will contain sufficient detail from which players can respond.
- Exercise players will respond to information and situations as they are presented, in the same manner as if the simulated event were real.

Constructs and Constraints

Constructs are exercise devices that are designed to enhance or improve exercise realism.

Constraints are exercise limitations that may detract from exercise realism. Constraints may be the inadvertent result of a faulty construct, or they may pertain to financial and staffing issues.

Although there are constructs and constraints (also known as exercise artificialities) for any exercise, the Exercise Planning Team recognizes and accepts the following as necessary:

- Exercise communication and coordination will be limited to participating exercise venues and the Simulation Cell (SimCell).
- Only communication methods listed in their respective state public health laboratory communications directory will be available for players to use during the exercise.
- Participating agencies may need to balance exercise play with real-world emergencies.
- Real-world emergencies will take priority.

Target Capabilities

The National Planning Scenarios (NPS) and the establishment of the National Preparedness Priorities have steered the focus of homeland security toward a capabilities-based planning approach. Capabilities-based planning focuses on planning under uncertainty, since the next danger or disaster can never be forecast with complete accuracy. Therefore, capabilities-based planning takes an all-hazards approach to planning and preparation which builds capabilities that can be applied to a wide variety of incidents. States and urban areas use capabilities-based planning to identify a baseline assessment of their homeland security efforts by comparing their current capabilities against the Target Capabilities List (TCL) and the critical tasks of the Universal Task List (UTL). This approach identifies gaps in current capabilities and focuses efforts on identifying and developing priority capabilities and tasks for the jurisdiction. These priority capabilities are articulated in the jurisdiction's homeland security strategy and Multi-Year Training and Exercise Plan, of which this exercise is a component.

Although the capabilities listed here are from the priority capabilities identified in New Hampshire's Multi-Year Training and Exercise Plan, the *New England Public Health Laboratory Response FE* Planning Team agreed that they would provide the foundation for development of the exercise objectives and scenario. The purpose of this exercise is to measure and validate performance of these capabilities and their associated critical tasks. The capabilities are:

- Planning and Communications
- Public Health Laboratory Testing
- Environmental Health
- Medical Surge (Laboratory)
- Medical Supplies Management and Distribution

Exercise Objectives

The *New England Public Health Laboratory Response FE* Planning Team selected objectives that focus on evaluating emergency response procedures, identifying areas for improvement, and achieving a collaborative attitude. This exercise will focus on the following objectives:

1. Evaluate the ability of the New England Region public health laboratories to network laboratory testing capabilities for a chemical and biological threat.
2. Test the ability of the states to exchange laboratory data, including electronic data exchange when possible.
3. Evaluate the ability of the states and federal agencies (EPA and CDC) to work cooperatively and share resources and data in an incident response that includes different matrixes, regulatory mandates, analytical methods, and data formatting.
4. Evaluate the National Incident Management System (NIMS) for a multi-state, multi-agency incident involving the New England states, EPA, and CDC for a chemical and biological agent.

Exercise Participants

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise are as follows:

- **Players.** Players are agency personnel who have an active role in responding to such an emergency by performing their regular roles and responsibilities during exercise play. Players initiate actions that will control and mitigate the simulated emergency.
- **Controllers.** Controllers direct the pace of exercise play. They routinely include members of the Exercise Planning Team. Controllers are the only participants who provide information or direction to players. Controllers may employ compressed time to ensure exercise continuity and completion. All controllers will be accountable to the senior controllers. *A controller may also serve as an evaluator.*
- **Simulators.** Simulators are control staff personnel who role play nonparticipating organizations or individuals. Simulators function semi-independently under the supervision of the SimCell Lead Controller, enacting roles in accordance with

instructions provided in the Master Scenario Events List (MSEL). All simulators are ultimately accountable to the Exercise Director and Senior Controller.

- **Evaluators.** Evaluators provide feedback on designated functional areas of the exercise. They are chosen on the basis of their expertise in the functional area(s) they have been assigned to review during the exercise and their familiarity with local emergency response procedures. Evaluators assess and document participants' performance against established emergency plans and exercise evaluation criteria, in accordance with HSEEP standards. Evaluators have a passive role in the exercise and only note the actions of players; they do not interfere with the flow of the exercise.
- **Observers.** Observers view or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. A dedicated exercise controller will be assigned to manage observers.
- **Support Staff.** The exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise, such as registration and catering.

Exercise Implementation and Rules

The New England Public Health Laboratory Response FE planning team has established the following exercise implementation and rules for this exercise:

- The exercise will be initiated by venue controller/evaluators and start according to the Exercise Schedule (Appendix A).
- The Exercise Director/Senior Controller makes the decision to conclude the exercise, based on completion of operations and attainment of exercise objectives.
- Real-world emergency actions take priority over exercise actions.
- All communications (e.g., written, radio, telephone) during the exercise will begin and end with the phrase “**This is an Exercise!**”
- “**Real-world emergency**” will be the designated phrase to indicate that there is an emergency in the exercise area that requires immediate attention and may or may not stop exercise play.
- Exercise players will comply with real-world response procedures, unless otherwise directed by controller/evaluators. Player rules of conduct are outlined in the ExPlan.
- Exercise players who place telephone calls or initiate radio communications with the SimCell must identify the organization, agency, office, or individual with whom they wish to speak.

Site Access

Security

Designated security personnel will control entry to exercise venues and the SimCell. To prevent confusion and interruption of the exercise, access to the exercise venues and SimCell will be limited to exercise participants only. Players should advise their venue's controller or evaluator if an authorized person is present. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements.

Observer Coordination

Each organization with observers will coordinate with the exercise controller/evaluators for access to each exercise site. Observers will be escorted to an observation area for orientation and conduct of the exercise. All observers must remain within the designated observation area during the exercise. The venue controller/evaluators will explain the exercise program and answer questions for observers during lulls in the exercise.

Exercise Identification

All players and controller/evaluators participating in this exercise will wear their designated State employee identification badges as directed by their State's public health laboratory personnel procedures during this exercise.

CHAPTER 2: EXERCISE SCENARIO

Event #1

Plymouth, New Hampshire has an estimated population of 30,000. The largest body of water that flows near the town and the state university is the Pemi River. Several college dormitories and some family housing units are within 1000 feet of the shore line.

The snow came early this year. There have been record-breaking snow storms in December and January. A sudden warm spell settled over New Hampshire the last few days of January and into the beginning of February. The air disturbance triggered torrential rain. The warmth and rain caused major snow piles to thaw and rapid flooding of the Pemi River. The rain water and run-off has begun to enter private water supply systems.

On Sunday at 6:30 in the evening a family of four (two adults and two children) enter the Emergency Department of Spear Memorial Hospital located in downtown Plymouth. Both parents look frantic and extremely pale. The children, both under the age of five, are nearly unresponsive. The family has been experiencing vomiting and bloody diarrhea all day. Stool samples are obtained and sent to the hospital lab for testing.

At 8:00 pm a 77 year-old male, retired and living alone is brought in by ambulance. He has been experiencing diarrhea and severe abdominal cramping all day. The patient is admitted and treated for dehydration. A stool sample is sent to the hospital lab for testing.

Monday morning at 7:30, two college students report to the college health center complaining of severe abdominal cramping, dehydration, and vomiting. They are treated for the dehydration and sent back to the dorms with instructions to drink plenty of fluids and remain on clear liquids for 24 hours.

Major Events

- Plymouth: Patients reporting to Spear Memorial Hospital Emergency Department with symptoms of bloody diarrhea and severe dehydration.
- Sudden snow thaw and rain resulting in rain water and run-off entering the Plymouth town water supply system.

Event #2

Manchester, NH has an estimated population of 100,000. It is the second largest city in the state. Fifty percent of Manchester's water supply is provided by the Metropolis Water and Sewer Department (MWSD). MWSD supplies wholesale water to 15 local communities in the area and backup water to 10 other communities. MWSD receives its water from the river which flows through the heart of Manchester. The MWSD system supplies an average of 60 million gallons a day to approximately 200,000 customers in the metropolitan area.

The Manchester Garden Apartments and Town Houses were bought and modernized six months ago by a foreign investment company with questionable links to fringe groups and to the distain

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of local officials. The complex has since rented all of the apartments and town homes to singles, families, some seniors and a few young professionals. The complex obtains water from the MWSD.

This morning at 6:00 am three local college art students who reside together at the Manchester Garden Apartments arrive at the Emergency Department (ED) of Elliott Hospital. All complain of gastrointestinal distress; excessive urination; headache and dyspnea. Both women have vomited in the car on the way to the ED and twice during triage. The young man smells of vomit and urine. He states that he just can't control it. All have had their usual 12 ounce, black, double espresso's which were brewed at home around 5:00 am. The ED physician plans to admit both women and the young man. Blood and stool specimens were collected and sent to the hospital lab for testing.

At 7:30 am a 30 year-old female and prominent lawyer in Concord arrives at the ED of Catholic Medical Center Hospital accompanied by a male, 32 year-olds, and local high school guidance counselor. Both are tenants of the Manchester Garden Apartments and live in one of the town homes. Both patients present with symptoms of gastrointestinal distress; excessive salivation and tearing; vomiting and headache. The male is exhibiting signs of miosis. The woman claims they only ingested fresh, brewed black coffee before leaving for work.

Major Events

- Manchester: A foreign investment company with questionable relations to political fringe groups refurbishes an apartment / town home complex near the city water and sewer department.
- Patients arriving at Emergency Departments' of Elliot Hospital and Catholic Medical Center Hospital in acute gastrointestinal distress.

Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- All controllers, evaluators, and exercise staff members will serve as safety observers while the exercise is underway.
- Exercise participants must immediately report any safety concerns to the controller/evaluator at their venue. All persons associated with the exercise must stop play if, in their opinion, a real safety problem exists. After the problem is corrected, exercise play can be resumed.
- All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as appropriate Federal, State, and local environmental health and safety regulations.

Accident Reporting and Real Emergencies

For an emergency that requires assistance, use the phrase “**real-world emergency.**” The following procedures should be used in case of a real emergency during the exercise:

- Anyone who observes a participant who is seriously ill or injured will first advise the nearest controller/evaluator and then, if possible, render aid, provided the aid does not exceed his or her training.
- The controller/evaluator who is made aware of a real emergency will notify the Senior Controller and/or venue Security Officer and relay the location, condition, and requirements of the emergency.
- The SimCell will be notified as soon as possible if a real emergency occurs.
- If the nature of the emergency requires suspension of the exercise at the venue or function, all exercise activities at that facility will immediately cease. Exercise play may resume at that venue or function after the situation has been addressed.
- Exercise play at other venues and functions should not cease if one venue or function has declared a real-world emergency, unless they rely on the affected venue.
- If a real emergency occurs that affects the entire exercise, the exercise may be suspended or terminated at the discretion of the Exercise Director/Senior Controller. Notification will be made from the SimCell.

Alcohol and Drugs

Alcohol consumption and use of illegal drugs is strictly prohibited. If a controller/evaluator detects the presence of alcohol or drugs on a participant or if a participant is believed to be under the influence, the controller/evaluator will remove the participant from the exercise and report the participant to his or her supervisor for appropriate follow-on action.

Weapons Policy

Please see Appendix D for a detailed description of the weapons policy.

CHAPTER 3: CONTROLLER/EVALUATOR INFORMATION AND GUIDANCE

Exercise Control

Exercise Start, Suspension, and Termination Instructions

The *New England Public Health Laboratory Response Functional Exercise* will be conducted on Tuesday, February 5, 2008, beginning at 8:00 am. Exercise play is scheduled to run until 5:00 pm or until the Exercise Director/Senior Controller determines that exercise objectives have been met. The Exercise Director will suspend or terminate the exercise through the controller/evaluator communications network.

Controller Package

Controllers and evaluators will receive their exercise materials at the Controller and Evaluator Briefing. The controller package will consist of the C/E Handbook, EEGs, and other exercise tools (e.g., MSEL) as necessary. Controllers may reorganize the material so information that is critical to their specific assignment is readily accessible. Controllers must bring their packages to the exercise. Controllers may also bring additional professional materials specific to their assigned exercise activities.

Scenario Tools

The MSEL outlines benchmarks and injects that drive exercise play and provide realistic input to exercise players. It provides information that is expected to emanate from simulated organizations (e.g., nonparticipating organizations, agencies, and individuals who usually would respond to a situation). The MSEL consists of injects with the following pieces of information: inject time, intended recipient, responsible controller/evaluator, inject type, a detailed description of the event, and the expected player action. All injects will be delivered from the SimCell.

Communications Plan

All spoken and written communications will start and end with the statement “THIS IS AN EXERCISE!”

Controller Communications

Landline telephone will be the primary means of communication among the SimCell, controllers, and venues. A list of key telephone and fax numbers will be available in a Communications Directory before the exercise starts. Controller/evaluation communications will link control personnel at all play areas and will remain separate from player communications. In no case will controller/evaluator communications interfere with or override player communications.

Player Communications

Players will use routine, in-place agency communication systems. Additional communication assets may be made available as the exercise progresses. The need to maintain capability for a real-world response may preclude the use of certain communication channels or systems that usually would be available for an actual emergency situation. In no instance will exercise communications interfere with real-world emergency communications. Each venue will coordinate its own internal communication networks and channels.

Controller Instructions

Before the Exercise

- Review appropriate emergency plans, procedures, and protocols.
- Review appropriate exercise materials, including the exercise schedule, exercise scenario, and controller/evaluator instructions.
- Review the controller/evaluator package for your area of responsibility, including exercise objectives, MSEL injects, safety and security plans, and other supporting materials.

- Attend required briefings.
- Report to your exercise venue by 0800, meet with exercise staff, and present the Player Briefing.
- Obtain or locate necessary communications equipment, and test it to ensure that you can communicate with other controllers and the Senior Controller.

During the Exercise

- Wear your designated State employee identification badge.
- Avoid personal conversations with exercise players.
- Record all significant events you observe.
- Observe and record exercise artificialities that interfere with exercise realism. If exercise artificiality interferes with exercise play, report it to the Senior Controller.
- Begin and end all exercise communications with the phrase **“This is an exercise!”**
This precaution is taken so that anyone who overhears the conversation will not inadvertently mistake exercise play for an actual emergency.
- Do not prompt players regarding what a specific response should be, unless an inject directs you to do so. Clarify information as long as doing so does not provide coaching.
- Do not give information to players about scenario event progress or other participants’ methods of problem resolution. Players are expected to obtain information through their own resources.

After the Exercise

- Distribute copies of Participant Feedback Forms. After participants have completed these forms, collect and copy the forms; priority mail or fax them to the Senior Controller.
- All controllers are expected to conduct an informal debriefing at their venue and, in coordination with the venue evaluator, take notes on findings identified by exercise players. Do not discuss specific issues or problems with exercise players before the informal debriefing. At exercise termination, summarize your notes and prepare for the Controller and Evaluator Debriefing.

Assessment, Review, and Analysis of Exercise

Informal Debriefing

Immediately after completion of exercise play, controllers will facilitate an informal debriefing with players from their assigned location. This meeting is geared primarily toward participants and their supervisors. The debriefing is an opportunity for players to express their opinions about the exercise and their performance while the events are still fresh in their minds.

Controller and Evaluator Debriefing

Controllers, evaluators, and selected exercise participants will debrief on a facilitated Controller and Evaluator Debriefing conference call scheduled on February 8, 2008, at 2:00pm – 3:00pm. During this debriefing, these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. The majority of the Controller and Evaluator Debriefing will consist of writing After Action Reports (AAR) inputs.

Participant Feedback Forms

Participant Feedback Forms will be used to document participant information about the exercise. The controller/evaluators will distribute these forms during the informal debriefing. The forms will be collected afterward, along with attendance or participation rosters. Controller/evaluators should emphasize to players that these forms provide the opportunity for them to comment candidly on emergency response activities and exercise effectiveness.

After Action Conference

The After Action Conference is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate findings and recommendations in the draft AAR, and complete the Improvement Plan (IP). The After Action Conference will tentatively occur in early March, 2008 (exact date and time TBD).

CHAPTER 4: EVALUATOR INFORMATION AND GUIDANCE

General Information

The goal of exercise evaluation is to validate strengths and identify improvement opportunities for the participating organizations. Exercise evaluation for the *New England Public Health Laboratory Response Functional Exercise* will attempt to validate public health laboratory plans, procedures, and protocols of participating states and determine their level of capability with regard to the exercised target capabilities. Validation attempts to answer the following questions:

- Were established plans, procedures, and protocols followed during the exercise?
- Were plans, procedures and protocols effective?
- What level of capability for the plans, policies, and procedures establish?

This validation is accomplished by the following means:

- Observing exercise events and collecting supporting data
- Analyzing the data to compare performance against expected outcomes
- Determining what changes need to be made to procedures, plans, staffing, equipment, communications, organizations, and interagency coordination to ensure expected outcomes.

The evaluation results will provide an opportunity to identify ways to build on strengths and improve capabilities. Because jurisdictions are testing new and emerging plans, skills, resources, and relationships in response to a changed homeland security environment, every exercise or event can be expected to result in multiple findings and recommendations for improvement.

Exercise Evaluation

The *New England Public Health Laboratory Response Functional Exercise* uses Exercise Evaluation Guides (EEGs) formulated by the DHS and evaluation methodologies established in the HSEEP as the guide for conducting all exercise evaluation. The AAR/IP will be formatted so that it conforms to current DHS guidance.

After Action Report and Improvement Plan (AAR/IP)

The AAR/IP will be organized by capability, with a section of the AAR/IP devoted to each of the exercised capabilities. Specific issues and observations will be identified for each capability and activity, and recommendations for resolving issues will be provided, based on input from controllers, evaluators, and exercise planners.

Exercise Evaluation Guides (EEGs)

The content for the AAR/IP will be drawn from the EEGs. Each evaluator will be provided with EEGs that will give specific guidance about what data to collect during the exercise, how to record it, and how to analyze it before submission. The Senior Controller will compile all evaluator submissions into the first working draft of the AAR/IP.

Each EEG provides a list of subordinate activities and tasks that players are expected to perform during the exercise to demonstrate the specified capability. These tasks, which are drawn primarily from the UTL and the TCL, will be divided into critical tasks (tasks that are required to demonstrate the capability) and supporting tasks (tasks that enhance performance but are not required). Evaluators' observations regarding these tasks will be referenced in the AAR/IP.

Evaluator Responsibilities

Player performance must be observed and analyzed against plans, policies, procedures, and practices, using criteria established by the Exercise Planning Team. Evaluators document player performance by using EEGs and information obtained during the informal debriefing. The evaluations, documentation, and debriefing discussion(s) provide important information that substantiates exercise conduct and performance. The AAR/IP will summarize the overall results of the exercise and provide a comprehensive assessment of capabilities and plans that were demonstrated. Specific evaluator activities include the following.

Before the Exercise

- Review appropriate plans, procedures, and protocols.
- Attend required evaluator training and other briefings.

- Review appropriate exercise materials, including the exercise schedule and evaluator instructions.
- Review the EEG's and other supporting materials for your area of responsibility.
- Report to your exercise check-in location at 8:00 am, meet with exercise staff members.

During the Exercise

- Wear your designated State employee identification badge.
- Avoid personal conversations with exercise players.
- Do not prompt players with specific responses or interfere with player performance in anyway.
- Your primary duty is to document player performance. After the exercise, that information will be used to determine whether the exercised capabilities and plans were effectively implemented or demonstrated and to identify strengths and improvement items.

After the Exercise

- Participate in the informal briefing and take notes on findings identified by players. Do not discuss specific issues or problems with exercise players before the informal debriefing. After the informal debriefing, summarize your notes and provide them to the lead controller at your venue or prepare them for the Controller and Evaluator Debriefing.

Documenting the Exercise

Evaluators must keep accurate records and notes because these records will form the basis for evaluation of player performance. Evaluation is valuable because it provides constructive feedback (positive and negative) to improve the effectiveness of an organization's response to emergencies. Accurate and detailed documentation is critical to facilitate a full record of all the events in an exercise and to understand player actions.

Evaluators will document the exercise using the appropriate EEGs for actions in their area. The EEGs are provided separately as part of the evaluator package. Evaluators should document key activities and issues that require a timely response for later analysis.

Evaluators should review their forms and notes immediately after the exercise to ensure an accurate reconstruction of events and activities for discussion at the Controller and Evaluator Debriefing. Evaluation materials, including notes and forms, become part of the exercise documentation. Checklists and evaluation forms must be completed as thoroughly and accurately as possible.

Evaluator Package

Evaluators will receive their materials for review at the Controller and Evaluator Briefing. The evaluator package contains this C/E Handbook, EEGs, MSEL and other items as necessary. Evaluators should bring the package to the exercise. They may reorganize the material so information that is critical to their specific assignment is readily accessible. Evaluators may bring additional professional materials specific to their assigned activities.

Controller and Evaluator Briefing

This briefing will assist in preparing evaluators for performance of their functions and will include a detailed review of exercise events and activities. This briefing is the time for evaluators to ask questions and ensure that they completely understand their roles and responsibilities. Evaluator questions should be addressed and information clarified so that controllers and evaluators feel confident that they can perform their assignments effectively.

Evaluator Instructions and Guidelines

General

Evaluators should avoid personal conversations with players. Evaluators should not give information to players about scenario event progress or other participants' methods of problem resolution. Players are expected to obtain information through their own resources.

Evaluation Basics

Remember, your experience and expertise are your most important tools. Experienced evaluators use the following techniques for effective evaluation:

- Use EEGs to confirm that evaluation objectives are met.

- Take detailed notes concerning significant activities observed, including the time they were initiated or completed.
- When more than one evaluator is assigned to an area, divide responsibilities to ensure detailed evaluation of player activities.
- Stay in proximity to player decision makers.
- Focus on critical tasks, as specified in the EEGs.

Recording Important Events

Although numerous events may occur simultaneously, evaluators do not need to record all the action. Knowing which events are important helps evaluators eliminate superfluous data and provide the kind of information that is most useful for evaluation. Important events that evaluators should record include the following:

- Initiating scenario events
- Actions of players in relation to the event
- Key decisions made by managers and the times these decisions are made
- Deviations from plans and implementing procedures
- Times when significant actions are completed
- Equipment and technology used

What to Look For

Individuals who prepare the exercise report will analyze the results provided by all evaluators to achieve an integrated evaluation of exercised plans and capabilities. Their analysis will focus on the timing of events, decisions made, and actions taken. To assist in that analysis, you should focus on the following areas:

- Timeliness in actions
- Communication among players and organizations
- Direction and coordination of activities
- Monitoring and assessing events
- Command and control
- Creative player problem-solving, potentially beyond current plans and implementation procedures

- Plans or procedures that affect player efforts
- Equipment and technology issues in relation to player efforts

Placement and Monitoring

Evaluators should be located so they can observe player actions and hear conversations without interfering with activities. In certain conditions, more than one evaluator may be needed in a particular setting or area. For specific evaluator assignment's, please see Appendix C.

Assessment, Review, and Analysis of Exercise

Informal Debriefing

Immediately after completion of exercise play, controllers will facilitate an informal debriefing with players from their assigned location. This meeting is geared primarily toward participants and their supervisors. The informal debriefing is an opportunity for players to express their opinions about the exercise and their own performance while the events are still fresh in their minds. At this time, evaluators can seek clarification regarding certain actions and what prompted players to take them. All participants may attend with exception of the observers. The informal debriefing will not last more than 30 minutes. Evaluators should take notes and include these observations in their analysis.

At the conclusion of the informal debriefing, evaluators/controller will briefly discuss the major strengths and areas for improvement that were demonstrated during the exercise.

Evaluators/controller will participate on the Controller and Evaluator Debriefing on Friday, February 8th; type up their notes and send them to the Senior Controller no later than Monday, February 11, 2008.

Controller and Evaluator Debriefing

Controllers, evaluators, and selected exercise participants will participate on a facilitated Controller and Evaluator Debriefing conference call on February 8, 2008, at 2:00pm – 3:00pm. During this debriefing, these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. The majority of the Controller and Evaluator Debriefing will consist of writing After Action Reports (AAR) inputs.

Participant Feedback Forms

Participant Feedback Forms will be used to document participant information about the exercise. The controller/evaluators will distribute these forms at the end of each exercise day. The forms will be collected afterward, along with attendance or participation rosters. Controller/Evaluators should emphasize to players that these forms provide the opportunity for them to comment candidly on emergency response activities and exercise effectiveness.

After Action Conference

The After Action Conference is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate findings and recommendations in the draft AAR, and complete the Improvement Plan (IP). The After Action Conference will tentatively occur in early March, 2008 (exact date and time TBD).

APPENDIX A: EXERCISE SCHEDULE

Date	Time	Activity	Personnel
Wednesday, Jan 30 th	1:00 – 2:00 pm	Lab Directors Summary	Participating Lab Directors PH Exercise Director
Thursday, Jan 31 st	1:00 – 3:00 pm	Controller/Evaluator Briefing	PH Exercise Director Participating States' Controller/Evaluators
Monday, Feb 4 th		CDC Priority Mails Lab Samples to PRL and MSLs	CDC Laboratory
Tuesday, Feb 5th		Phase I Contaminant Identification	All
Tuesday, Feb 5 th	8:05 am	Communication Check	SimCell NH & MSL venues Controller/Evaluators
Tuesday, Feb 5 th	8:15 am	Scenario Briefing by venue C/Es	All
Tuesday, Feb 5 th	8:30 am	Start of Exercise	All venues
Tuesday, Feb 5 th	5:15 pm	End of Exercise & Completion of Participant Feedback Form	All players at venues
Wednesday, Feb 6th		Phase II Surge / Data Transfer	All
Wednesday, Feb 6 th	8:15 am	Communication Check	SimCell NH and MSL venues Controller/Evaluators
Wednesday, Feb 6 th	8:30 am	Continued Play	All venues
Wednesday, Feb 6 th	11:30 am	Completion of Chem Exercise & Completion of Participant Feedback Form	All players at NH PHL venue
Wednesday, Feb 6 th	5:00 pm	End of Exercise & Completion of Participant Feedback Form	All MSL players at venues

Date	Time	Activity	Personnel
Thursday, Feb 7th		Phase II Continued Play	All
Thursday, Feb 7 th	8:30 am	Communication Check	SimCell NH & MSL venues Controller/Evaluators
Thursday, Feb 7 th	9:00 am	Continued Play	All venues
Thursday, Feb 7 th	11:30 am	Completion of Chem Exercise & Completion of Participant Feedback Form	All MSL players at venues
Thursday, Feb 7 th	11:45 am	Completion of Bio Exercise & Completion of Participant Feedback Form	All players at NH PHL venue
Friday, Feb 8th		Phase II Continued Play	All
Friday, Feb 8 th	8:05 am	Communication Check	SimCell NH & MSL venues Controller/Evaluators
Friday, Feb 8 th	8:30 am	Continued Play	All venues
Friday, Feb 8 th	11:50am	Completion of Bio Exercise & Completion of Participant Feedback Form	MSL venues All players at venues
Friday, Feb 8 th	2:00 – 3:00 pm	Controller/Evaluators Debriefing	Controller/Evaluators (mandatory), Exercise Planning Team members (optional)
Thursday, Feb 14th	1:00 – 3:00 pm	Formal Hotwash	All players at venues

APPENDIX B: PARTICIPATING AGENCIES AND ORGANIZATIONS

<i>State</i>
New Hampshire Department of Public Health Services (DPHS) – Public Health Laboratories
New Hampshire Department of Safety (DOS) – Homeland Security and Emergency Management
<i>Region</i>
Maine - Health and Environmental Testing Laboratory
Massachusetts - State Laboratory Institute
Rhode Island - Department of Health, Center for Preparedness - State Health Laboratories
Connecticut - Department of Public Health, Laboratory Services Section
Vermont - Public Health Laboratory
<i>Federal</i>
Federal Bureau of Investigation - New England Region
Centers for Disease Control and Prevention
Environmental Protection Agency
Association of Public Health Laboratories

APPENDIX C: CONTROLLER & EVALUATOR ASSIGNMENTS

Venue	Name	Role
New Hampshire	Denise Bolton	Biological C/E
	Morgan Cram	Chemical C/E
Maine	Audrey Littlefield	Biological C/E
	Rick Danforth	Chemical C/E
Vermont	Joyce Oetjen	Biological C/E
	Bryan Wemple	Chemical C/E
Massachusetts	G. Scott Gordon	Biological C/E
	Lori Cavaleri	Chemical C/E
	Margaret (Peggy) DiNatale	Chemical C/E
Connecticut	Robert Howard	Biological C/E
		Chemical C/E
Rhode Island	Alysia Mihalakos	Biological C/E
		Chemical C/E
Simulation Cell (SimCell)	Julianne Nassif	
	Jane Finnigan	
Exercise Director & Senior Controller	Carole Totzkay-Sitar	

APPENDIX D: EXERCISE SCHEDULE

The U.S. Department of Homeland Security (DHS) makes every effort to provide a safe and secure environment at all DHS-sponsored exercises for participants, observers and VIPs, control and evaluation staff, volunteers, and the general public.

Exercise planners and controllers plan for and promulgate control measures with regard to weapons, whether they are introduced as simulated devices during exercise play or are used by law enforcement officers during their normal scope of duty.

For the purpose of this policy, a weapon includes any firearm; knife; explosive device; less-than lethal weapon, tool, or device; or any other object that is capable of causing bodily harm.

Qualified personnel with legal authority to carry weapons (e.g., law enforcement, security, military) who have an assigned exercise role (e.g., responder, tactical team) and have the potential for interaction with other exercise participants will NOT carry loaded weapons in the exercise play area. They may continue to carry their weapons only after they have been properly cleared and rendered safe (i.e., no ammunition in chamber, cylinder, breach, or magazines) and marked or identified in a conspicuous manner (e.g., bright tape visible around the stock or holster). Use of an area clearly marked as “off limits” and with assigned armed personnel to secure weapons in a container, vehicle, or other security area is acceptable and should be consistent with host jurisdiction weapons security policies.

Qualified personnel with legal authority to carry weapons (e.g., law enforcement, security, military) who provide real-world perimeter security for the exercise and have no assigned or direct interaction with exercise participants may continue to carry loaded weapons as part of their normal scope of duty.

All other personnel with no legal authority to carry weapons will not bring, introduce, or have in their possession any weapon of any type in any area associated with the exercise. Safety briefings specifying provisions and policies regarding weapons will be provided to all exercise participants before the exercise starts.

Simulated explosive devices, such as flash bangs, pyrotechnics, flares, and smoke grenades, will be handled and detonated only by qualified exercise staff or bomb technicians.

Aggressive behavior will not be tolerated during exercise conduct, except in matters of self-defense. Examples of aggressive behavior include excessive speeding; uncontrolled animals (e.g., K-9s, horses); use of defense products (e.g., mace, pepper spray, stun guns, tasers, batons); and forceful use of operational response equipment or tools (e.g., pike poles, hose lines used at full stream on victims).

Exceptions to this policy specifying special mitigating circumstances must be directed in writing to the DHS 30 days before the exercise.

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**New England Environmental and Public Health
Laboratories**

***PUBLIC HEALTH LABORATORY RESPONSE
FUNCTIONAL EXERCISE***

CONTROLLER AND EVALUATOR HANDBOOK