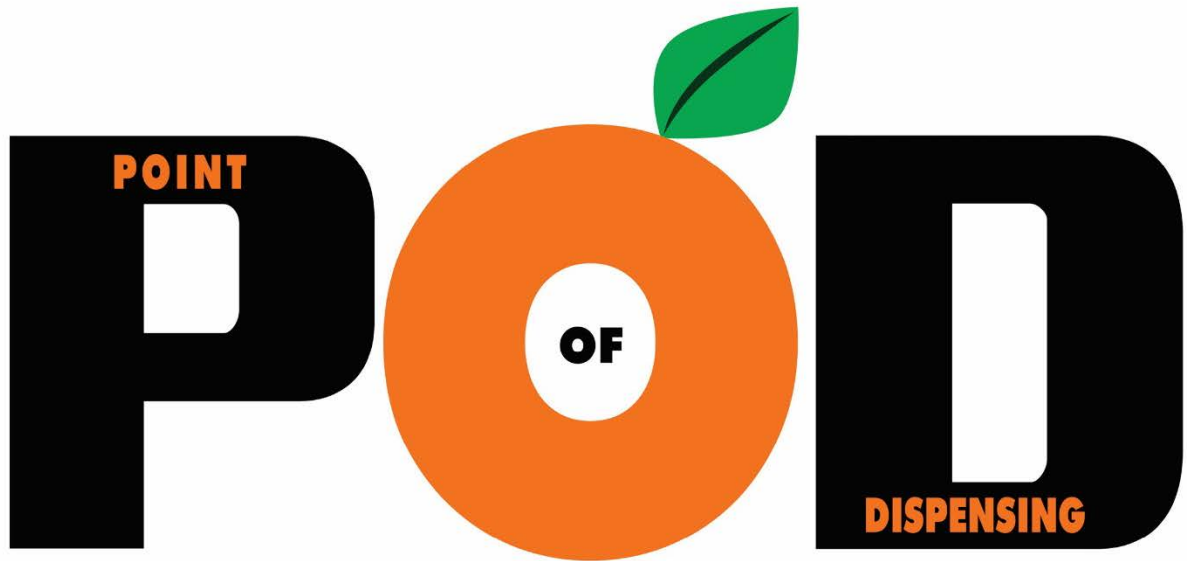


Controller and Evaluator Handbook



Multi-City Disaster Preparedness Exercise

— **October 18, 2018** —

Orange County Great Park, Irvine



PREFACE

The OCHCA POD Exercise (POD) Exercise is sponsored by the Orange County Health Care Agency (OCHCA). This Controller and Evaluator (C/E) Handbook was produced with input, advice, and assistance from the POD exercise planning team, which followed the guidance set forth in the Federal Emergency Management Agency (FEMA), Homeland Security Exercise and Evaluation Program (HSEEP).

The C/E Handbook is a supplement to the OCHCA POD Exercise Plan (ExPlan) and provides controllers and evaluators detailed information about the exercise scenario and their specific duties and responsibilities. Controllers and evaluators should refer to the ExPlan for basic information about the exercise, including participating agencies, schedules, briefings, and the responsibilities of various participants. The information in this document is current as of April 24, 2018, and is subject to change as dictated by the OCHCA POD Exercise planning team.

The OCHCA POD Exercise is an *unclassified exercise*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. *This document is intended for the exclusive use of exercise controllers and evaluators only.*

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and to protect this material in accordance with current jurisdictional directives. Public release of exercise materials to third parties is at the discretion of DHS and the OCHCA POD Exercise planning team.

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HANDLING INSTRUCTIONS

1. The title of this document is *Orange County Health Care Agency (OCHCA) Point of Dispensing Controller and Evaluator (C/E) Handbook*.
2. The information gathered in this C/E Handbook is *For Official Use Only (FOUO)* and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from OCHCA POD Exercise planning team is prohibited.
3. At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be stored in a locked container or area offering sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.
4. For more information, please consult the following points of contact (POCs):

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CHAPTER 1: GENERAL INFORMATION

Introduction

The OCHCA POD Exercise is a full-scale exercise (FSE) designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to bioterrorism. A FSE is a complex event that requires detailed planning. To conduct an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies have taken part in the planning process and will take part in exercise conduct and evaluation.

This Controller and Evaluator (C/E) Handbook was produced at the direction of the OCHCA with the input, advice, and assistance of the OCHCA POD Exercise planners. OCHCA POD Exercise is evidence of the growing public safety partnership between State and local jurisdictions for the response to the constant threat of terrorism our Nation and communities face.

Confidentiality

The OCHCA POD Exercise is an *unclassified exercise*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. 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. The Exercise Plan (ExPlan) may be viewed by all exercise participants, *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 Orange County directives.

Public release of exercise materials to third parties is at the discretion of the Federal Emergency Management Agency (FEMA) and the OCHCA POD Exercise Planning Team.

Exercise Summary

General

The OCHCA POD Exercise FSE is designed to establish a learning environment for players to exercise emergency response plans, policies and procedures as they pertain to mass dispensing/vaccination.

Purpose

This exercise is designed to strengthen the ability of agencies to effectively respond to a public health emergency by validating and exercising operational plans, policies and procedures; and identifying areas for improvement.

Scope

The OCHCA POD Exercise will take place at a designated POD site within the Orange County Operational Area (OA). OCHCA has pre-determined the locations of the POD site to encompass a south Orange County geographic representative: The Great Park in Irvine. OCHCA staff will distribute, coordinate and recover the supplies provided to the designated POD site in real time on exercise day. The site will staff and manage the POD in cooperation with host city personnel, neighboring city personnel, volunteer organizations and OCHCA personnel.

The scope of play for the exercise requires activation and operation of POD sites and requires POD staff to perform those duties outlined in the OCHCA's POD Field Operations Guide (FOG).

The use of the POD model allows for more efficient use of healthcare providers and resources; enables medical evaluation of potential clients; and provides opportunities for centralized data collection and law enforcement investigation.

Assumptions

The following general assumptions apply to the OCHCA POD Exercise:

- All personnel supporting POD activation and operations will operate in accordance with OCHCA's existing plans, procedures, and practices and will participate during this exercise.
- The goals and objectives of the exercise will be consistent with the POD site Incident Action Plan (IAP) and OCHCA's SNS Plan, whenever possible, as long as safety, cost effectiveness, and prudence are not compromised.
- The exercise will be conducted in a no-fault learning environment, in which systems and processes, not individuals, are evaluated.
- Exercise participants will react to the information and situations as they are presented, in the same manner as if this had been a real emergency incident.
- Emergency services personnel who respond to incident scenarios will operate in accordance with National Incident Management System (NIMS), Standardized Emergency Management System (SEMS), and Incident Command System (ICS) procedures and practices during this exercise.

Constructs and Constraints

Constructs are exercise devices designed to enhance or improve exercise realism. Alternatively, constraints are exercise limitations that may detract from exercise realism. Constraints may be the inadvertent result of a faulty construct or may pertain to financial and staffing issues. Although there are a number of constructs and constraints (also known as *exercise artificialities*) for any exercise, the OCHCA POD Exercise planning team recognizes and accepts the following as necessary:

- An estimated 1,000 members of the public will move the POD sites to receive emergency preparedness items

- This POD exercise will be conducted as a simulated emerging infectious disease, pill dispensing response.
- Unified Command (UC) will be limited to only those sections and branches deemed necessary to exercise conduct and necessary for meeting the objectives as set forth by the exercise planning team.
- Only those communication methods listed in the *Orange County Health Care Agency's Communications Plan* will be available for participants to use during the exercise.
- The participating agencies may need to balance exercise play with real-world emergencies. It is understood that real-world emergencies will take priority.
- Surrogates may be playing in place of some key decision makers. The surrogates, in most instances, will be junior to the principals they represent. Therefore, the surrogates' actions during the exercise may not depict the same actions that might be taken by their respective principals.
- The POD Exercise will be played in real time. Some events, however, may require time jumps or may be accelerated to meet exercise objectives.
- All incidents and events are fictitious and are not based on any known threat to the Orange County OA.

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 of.

The capabilities listed in Appendix D have been selected by the OCHCA POD Exercise planning team from the priority capabilities identified in Orange County's Multi-Year Training and Exercise Plan. These capabilities provide the foundation for development of the exercise objectives and scenario, as the purpose of this exercise is to measure and validate performance of these capabilities and their associated critical tasks.

Exercise Objectives

The OCHCA POD Exercise planning team selected objectives focusing on evaluating emergency response procedures, identifying areas for improvement, and achieving a collaborative attitude. These objectives are designed to address the tasks set for within the Homeland Security Target

Capabilities List. A breakdown of these objectives with the tasks they set forth to address are include as Appendix D. This exercise will focus on the following objectives:

- Demonstrate the ability to utilize the Incident Command System within a Unified Command throughout the POD operational period.
- Demonstrate the ability to establish and maintain multi-agency and multi-jurisdictional communications throughout the POD operational period.
- Demonstrate the ability to efficiently manage and dispense "medication" to the public at a measurable throughput.
- Demonstrate the ability to coordinate and integrate internal and external logistical response resources throughout the operational period
- Demonstrate the ability to maintain security thought the operational period
- Demonstrate the ability to coordinate and organize multiple volunteer organizations throughout the operational period.

Exercise Participants

The following are the categories of participants involved in this exercise; note that the term "participant" refers to all categories listed below, not just those playing in the exercise:

- *Players.* Players are agency personnel who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Players initiate actions that will respond to and mitigate the simulated emergency.
- *Controllers.* Controllers set up and operate the exercise site; plan and manage exercise play; act in the roles of response individuals and agencies not playing in the exercise. Controllers direct the pace of exercise play and routinely include members from the exercise planning team. They provide key data to players and may prompt or initiate certain player actions to ensure exercise continuity. Controllers are the only participants who will provide information or direction to the players. Controllers may employ compressed time to ensure exercise continuity and completion. Any changes that impact the scenario or affect other areas of play must be coordinated through the lead controller, who will coordinate with the exercise director. All controllers will be accountable to the lead controller. A controller may also serve as an evaluator.
- *Evaluators.* Evaluators are chosen to evaluate and provide feedback on a designated functional area of the exercise. They are chosen based on 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 visit or view selected segments of the exercise. Observers do not play in the exercise, and do not perform any control or evaluation functions. Observers will view the exercise from a designated observation area and will be asked to remain

within the observation area during the exercise. VIPs are a type of observer, but are frequently grouped separately. A dedicated group of exercise controllers should be assigned to manage these groups.

- *Media Personnel.* Some media personnel may be present as observers pending approval by OCHCA personnel and exercise support team members. A dedicated group of site staff and/or PIOs should be assigned to manage these groups.
- *Support Staff.* Exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (i.e. registration, catering).

Exercise Implementation and Rules

- The Exercise Director will initiate exercise play by transmitting the STARTEX message via the Controller Communications Network.
- The decision to conclude the exercise will be determined by the Exercise Director based upon the completion of operations and attainment of the exercise objectives.
- Real-world emergency actions take priority over exercise actions.
- Exercise participants will comply with real-world response procedures, unless otherwise directed by control staff.
- All communications (written, radio, telephone, etc.) made during the exercise will begin and end with the phrase, “This is an exercise.”
- “Real-World Emergency” will be the designated phrase that indicates there is an emergency in the exercise area requiring immediate attention that may or may not stop exercise play.
- Exercise players will comply with real-world response procedures unless otherwise directed by controllers. Responder rules of conduct are outlined in the ExPlan.

Site Access

Security

The Irvine Police Department will provide primary security for the Orange County Great Park, with assistance from the 7 supporting cities (Aliso Viejo, Laguna Beach, Laguna Niguel, Lake Forest, San Clemente and Mission Viejo.). Players should advise their venue’s controller or evaluator if an unauthorized person is present. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements.

Observer Coordination

Each organization and site with observers will coordinate with OCHCA for access to the exercise site. Observers will be escorted to an observation area for orientation and conduct of the exercise. All observers will be asked to remain within the designated observation area during the

exercise. OCHCA representatives and/or the Observer Controller will be present to explain the exercise program and answer questions for the observers during the exercise.

Exercise Identification

Identification hats and badges will be issued to exercise staff. All exercise personnel and observers will be identified by agency uniforms or identification hats/badges distributed by the exercise staff. The chart below describes identification items.

Table 2.1 *Exercise Identification*

Group	Vest Color	Badge Color
Exercise Director	Burgundy	N/A
Time Study	Lime Green	
Controllers	White	Light Blue
Site Security	Standard Law Enforcement Uniform or Red Vest	N/A
Evaluators	White	N/A
Observers	None	Pink
Media Personnel	None	Press Pass
Exercise PIO	Yellow	N/A
Participants	Vest Color	Badge Color
Unified Command	Yellow	N/A
Operations	Red	N/A
Logistics	Orange	N/A
Planning	Blue	N/A

Logistics

This section specifies tasks to accomplish specific support exercise preparation, conduct, and/or evaluation. This plan includes notification of controllers, obtaining briefing rooms, communications requirements, meals, transportation, and facility security badging/access.

Parking and Transportation

Controllers and evaluators will be responsible for transportation coordination to their respective exercise locations. Parking will be available at the exercise sites. Parking Staff parking is available in parking lot 1 and two rows of parking lot 2.

Lunch

Food and refreshments will be made available for the convenience of all exercise participants.

Restroom Facilities

Restroom facilities will be located onsite for use during the exercise.

Cleanup and Restoration

Following the exercise, controllers, evaluators, and players will begin cleanup operations to restore the area to pre-exercise conditions. All agencies will assist in these efforts.

Recording and Documenting Activities

Media camera crews and still photographers may be operating throughout the exercise. All participants should be advised of their presence and instructed to cooperate fully.

Public Affairs

This exercise enables players to demonstrate an increased readiness to deal with a terrorist incident. Any public safety exercise may be a newsworthy event. Special attention must be given to the needs of the media, allowing them to get as complete and accurate a story as possible while ensuring their activities do not compromise the exercise realism, safety, or objectives.

OCHCA and participating agencies are responsible for disseminating public information in advance of the exercise. The OCHCA Public Information Officer (PIO) will work with city and agency PIOs to prepare a pre-exercise news release for review by all partners. When finalized, the news release will be distributed to all partners.

Each venue will follow internal procedures and establish an appropriate plan to work with the media during the exercise. Media personnel will only enter the exercise play area with assigned escorts at all times.

CHAPTER 2: SCENARIO AND SUPPORTING DATA

Exercise Scenario

This exercise enables participants to assess current response capabilities in the event of a localized, or countywide, health emergency. The POD exercise will be conducted as an emerging infectious disease outbreak in order to identify the strengths, weaknesses, areas for improvement and additional training needs associated with pill dispensing. The exercise will focus on critical decisions and coordination of local assets necessary to respond to a.

Safety

All participating organizations recognize the importance of conducting an exercise of this magnitude as safely as possible. A Safety Plan will be an integral portion of the exercise planning process and will be included in the POD site Incident Action Plan (IAP).

General

Exercise participant safety takes priority over exercise events. Although the organizations involved in the OCHCA POD Exercise come from various response agencies, they share the basic responsibility for ensuring a safe environment for all personnel involved in the exercise. In addition, aspects of an emergency response are dangerous. Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. The following general requirements apply to the exercise:

- An exercise Safety Controller will be identified and be responsible for participant safety.
- All exercise controllers, evaluators, and staff will serve as safety observers while the exercise activities are underway. Any safety concerns must be immediately reported to the Safety Controller.
- Participants will be responsible for their own and each other's safety during the exercise. It is the responsibility of all persons associated with the exercise to stop play if, in their opinion, a real safety problem exists. Once the problem is corrected, exercise play can be restarted.
- All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as the appropriate Federal, State, and local environmental health and safety regulations.

Accident Reporting

All injuries, incidents, and accidents, regardless of severity, will be reported immediately to the nearest controller and/or staff supervisor. Anyone observing a participant who is seriously ill or injured will first advise the nearest controller and then render first aid, if possible, provided the aid given does not exceed his or her training. For an emergency that requires assistance, the phrase will be “**Real-World Emergency**” If the nature of the emergency requires a suspension of the exercise at the venue/function, all exercise activities at that facility will immediately cease.

Exercise play may resume at that venue/function once the “**Real-World Emergency**” situation has been addressed. If a real emergency occurs that affects the entire exercise, the exercise may be suspended or terminated at the discretion of the Exercise Director and Senior Controller.

Alcohol

Alcohol consumption will not be allowed during the exercise. If a controller detects the presence of alcohol on a participant or if a participant is believed to be under the influence, the controller will remove the participant from the exercise and report the participant to his or her supervisor for appropriate follow-on action.

Prescription Medication

Participants taking prescription medication will report this information through their chain of command. Supervisors should inform the exercise safety controller of the decision to allow such an individual to participate.

Illegal Drugs

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

Activity-Specific Safety Requirements

Security will control entry to the exercise sites/venues as well as provide internal support to the site if needed. Personnel responsible for site security will be highly visible on the field and will be identified with red vests (operations security), lime green vests (traffic/crowd control) or standard issued uniforms.

The Irvine Police Department will provide primary security for the site. Volunteer staff will provide crowd and traffic control security at all sites, if required. Site security plans for each POD site location will be developed and evaluated during the exercise.

To prevent confusion and interruption of the exercise, access to the exercise sites will be limited to exercise participants and previously identified observers and very important personnel (VIPs) only. Those personnel performing exercise site security are not direct participants in the exercise and will not be exposed (as part of the exercise) to any scenario-related play.

Participants should advise their facility’s controller or evaluator if an unauthorized person is present. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements.

CHAPTER 3: CONTROLLER INFORMATION AND GUIDANCE

Exercise Controller Organization

Controllers, evaluators, and personnel essential to the exercise are collectively referred to as the Exercise Staff Organization. Control of the exercise will be established through use of an Exercise Controller Organization. This organization will control all exercise activities at all exercise locations.

Exercise Control

Exercise Start, Suspension, and Termination Instructions

The OCHCA POD Exercise will be conducted October 18, 2018 from 1100 until 1830 Pacific Standard Time (PST). Exercise play is scheduled for 2 hours, 1600 to 1800 PST or until the Exercise Director and Senior Controller determines that the exercise objectives have been met. The Exercise Director will announce the start of the exercise. The Exercise Director will announce any exercise suspension or termination and will instruct participants to stop in place safely.

If an actual emergency occurs, the exercise may be suspended or terminated at the discretion of the Exercise Director, depending on the nature of the incident. The designated emergency phrase in case of a medical emergency is “**Real-World Emergency**.” The Exercise Director will announce restart of the exercise.

Controller Responsibilities

Table 3.1 details specific controller responsibilities.

Table 3.1 *Controller Responsibilities*

Controller Responsibilities	
Exercise Director	
<ul style="list-style-type: none"> Oversees all exercise functions Oversees and remains in contact with controllers and evaluators. Debriefs controllers and evaluators following the exercise. Oversees setup and cleanup of exercise and positioning of controllers and evaluators. Is the safety officer for his/her site. 	
Venue/Facility Security (Venue Supervisor)	
<ul style="list-style-type: none"> Establishes and maintains security at the exercise venue. Oversees the site security detail. Enforces site access procedures. Is the safety officer for his/her site. 	
Public Information Officers	
<ul style="list-style-type: none"> Provides escort for observers. 	

- Provides narration/explanation during exercise events as needed.
- Perform pre-exercise and post-exercise public affairs duties.
- May act as media briefer and escort at the exercise site.
- Is the safety officer for his/her site.

Venue Controllers

- Issues exercise materials to players as required.
- Monitors exercise timeline.
- Is the safety officer for his/her site.

For specific controller assignments, please see Appendix C.

Controller Package

Controllers and evaluators will be issued their exercise materials on exercise day. The controller package will consist of the activity logs, badges, and other exercise tools as determined as necessary. Controllers may reorganize the material so the information critical to their specific assignment is readily accessible. Controllers may also bring additional professional materials specific to their assigned exercise activities.

Communications Plan

All spoken and written communication will start and end with the statement, "THIS IS AN EXERCISE."

Controller Communications

The principal method of communications for controllers during the exercise will be an 800 MHz Radio. A list of key telephone and fax numbers, and radio call signs will be available as a Communication Directory before the start of the exercise. Controller communications will link control personnel at all play areas and will remain separate from the player communications. In no case will controller 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 would usually be available for an actual emergency incident. *In no instance will exercise communication interfere with real-world emergency communications.* Each venue will coordinate its own internal communication networks and channels.

Controller Instructions

Before the Exercise

- Review the appropriate exercise documentation.
- Review appropriate exercise package materials including the objectives, scenario, injects or implementers, safety and security plans, and evaluator instructions.
- Attend required briefings.
- Review the exercise objectives and controller package for your area of responsibility.

During the Exercise

- Report to the exercise check-in location at the time designated in the exercise Schedule of Events and meet with exercise staff and present Player Briefing.
- Be at the appropriate location at least 2 hours before the start of the exercise.
- Obtain or locate necessary communications equipment and test it to ensure satisfactory communication between controllers and the Exercise Director.
- Wear controller identification (distinctive vest & badge). Controller vests and badges will be issued on site by the Senior/Safety controller.
- During exercise play, avoid personal conversations with any exercise players.
- Receive and record exercise information from players that would be directed to non-participating organizations.
- Record all significant events observed.
- Observe and record exercise artificialities that interfere with exercise realism. If artificiality interferes with exercise play, report it to the Exercise Director.
- Begin and end all exercise communications with the phrase, "This is an exercise." This precaution is taken so anyone overhearing the conversation will not inadvertently mistake exercise play for an actual emergency.
- During the exercise, do not prompt a player regarding what a specific response should be. Clarify information as long as it does not provide coaching.
- Ensure all observers and media personnel stay out of the exercise activity area during the exercise. If you need assistance, notify the Exercise Director.
- Do not give information to the players regarding scenario event progress or resolution of problems encountered by others. Players are expected to obtain information through their own resources.

- The Exercise Director will notify you when the exercise has been suspended or terminated. The exercise will be terminated when the Exercise Director determines that all exercise objectives have been met or enough time has elapsed for objectives to have been demonstrated.

Following the Exercise

- Distribute and collect copies of Player Feedback Forms and pertinent documentation from the Documentation Unit Leader. This information should be given to the Exercise Director. Coordinate this task with the evaluator in your area.
- The Lead Evaluator will conduct a Player Hotwash at their venue and take notes on findings identified by exercise players. Before the Hotwash, if controllers or evaluators are asked for their impressions of how things went, specific issues or problems should not be discussed. At exercise termination, summarize your notes and prepare for the Controller and Evaluator Debriefing.

Assessment, Review and Analysis of Exercise

Player Hotwash

Immediately following the completion of exercise play, the Lead Controller will facilitate a Hotwash with players from their assigned location. This meeting is primarily geared toward participants and their supervisors. The Hotwash is an opportunity for players to voice their opinions on the exercise and their own performance while the events are still fresh in their minds. At this time, evaluators can also seek clarification on certain actions and what prompted players to take them. All participants may attend, however observers are not encouraged to attend this meeting. The Hotwash should not last more than 30 minutes. Evaluators should take notes during the Hotwash and include these observations in their analysis.

Controller and Evaluator Debriefing

Controllers, evaluators, and selected exercise participants will attend a facilitated Controller and Evaluator Debriefing on October 24, 2018, 0900 – 1100 PST. During the debriefing these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. Evaluators should take this opportunity to complete their Exercise Evaluation Guides (EEGs) for submission to the lead evaluator as well as begin the analysis process outlining the issues to be included in the After Action Report (AAR).

Evaluations

All evaluations are preliminary and may be revised based on information from other evaluators, controllers, or players. If an evaluator or controller did not observe specific aspects of an organization's performance, exercise players may be asked to comment. These aspects should be indicated in the evaluation as being provided by players.

Player Feedback Forms

Participant Feedback Forms will be used for documenting participant information about the exercise. These forms will be completed online after the exercise.

Exercise Report

An exercise AAR/IP will be prepared to document evaluation of overall exercise performance. This AAR/IP will cover the schedule, scenario, players' activities, evaluations, issues, opportunities, and best practices. The AAR will contain the following:

- A brief summary with introductory and general statements noting exercise scope, purpose, objectives, players, and an overall performance assessment
- Assessments for each capability observed
- Issues and recommendations as suggested by controller, evaluator, or player comments

A draft AAR will be provided to participating organizations for comment before the After Action Conference is held.

CHAPTER 4: EVALUATOR INFORMATION AND GUIDANCE

General Information

The goal of exercise/event evaluation is to validate strengths and identify improvement opportunities for the participating organization(s). In OCHCA POD Exercise, evaluation will attempt to validate plans, procedures, and protocols of Orange County and the participating agencies, and determine their level of capability in regard to the exercised Target Capabilities. Validation attempts to answer the questions:

- Were established plans, procedures, and protocols followed during the exercise?
- Did the agencies do what they said they were going to do?
- Were the plans, procedures, and protocols effective?
- What level of capability do the plans, policies, and procedures establish?

This is accomplished by:

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

The evaluation results will serve as an opportunity to identify ways to build on strengths and improve capabilities. Since 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

POCHCA POD Exercise uses the EEGs formulated by DHS and the evaluation methodologies established in HSEEP as the guide for conducting all exercise evaluation. The resultant AAR/IP will be formatted so that it conforms to the current DHS guidance.

After Action Report and Improvement Plan

The AAR/IP will be organized by capability, with a section of the AAR/IP being devoted to each of the exercised capabilities. For each capability and sub-ordinate activity, the Lead Evaluator will provide an assessment of how well the executing agency or personnel performed, to include best practices and areas for improvement. Specific issues and observations will be identified for each capability and activity, and recommendations for resolving issues will be provided, based on the input of the controllers, exercise planners, and evaluators.

Finally, the Lead Evaluator will assign a performance rating for each capability (or activity) based on standard criteria. The ratings represent various degrees of capability. Definitions of performance ratings for each capability or activity will be provided.

Exercise Evaluation Guides

The content for the AAR/IP will be drawn from the EEGs. Each evaluator will be provided with an EEG that will provide specific guidance on what data to collect during the exercise, how to record it, and how to analyze it prior to submission to the Lead Evaluator. The Lead Evaluator and his/her counter-part Lead Controller will compile all evaluator submissions into the first working draft of the AAR.

Each EEG provides a list of sub-ordinate activities and tasks that players are expected to perform during the exercise in order to demonstrate the given capability. These tasks, drawn primarily from the Universal Task List (UTL) and the Target Capabilities List (TCL), will be divided into Critical Tasks (those tasks that are required in order to demonstrate the capability) and Supporting Tasks (those tasks that enhance performance, but are not required). The observations of the evaluators regarding the level of performance of these tasks will inform the performance ratings assigned by the Lead Evaluator in the AAR/IP.

Evaluator Responsibilities

Player performance must be observed and analyzed against plans, policies, procedures, and practices using criteria established before the event. Evaluators document the player performance using EEGs as well as information obtained during the Player Hotwash. The evaluations, documentation, Hotwash, and debriefing discussion(s) provide important information that substantiates exercise/event conduct and performance. An AAR will be written that summarizes the overall results of the exercise and provides a comprehensive assessment of the capabilities and plans that were demonstrated. Specific evaluator activities include the following.

Before the exercise:

- Review the appropriate exercise documentation.
- Attend required Evaluator Training and other briefings.
- Review appropriate event materials including the event plan and evaluator instructions.
- Review the EEGs and other supporting material for your area of responsibility.
- Report to the event location at the time designated in the Schedule of Events. Report arrival to check-in and meet with event staff.
- Be at the appropriate location at least 2 hours before the start of the event.
- Wear evaluator identification (distinctive vest & badge). Vests and badges will be issued by the Senior/Safety Controller at the exercise site.

During the exercise, the evaluators' primary duty is documenting player performance. After the event, that data will be used to determine whether the exercised capabilities and plans were effectively implemented or demonstrated and to identify strengths and improvement items.

Documenting the Event

It is essential that evaluators keep accurate records and notes because these will form the basis for evaluation of performance. The value of evaluation is its ability to provide constructive feedback (positive and/or 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/event and to understand player actions.

Evaluators will document the event by 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 those that require a timely response for later evaluation.

Evaluators will review their forms and notes immediately following the event 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 event documentation. Checklists and evaluation forms must be completed as thoroughly and accurately as possible.

Evaluator Package

Evaluators will receive their materials for review via email and will be issued their packet on exercise day. The evaluator package contains the EEGs and other items as necessary. Evaluators may reorganize the material so the information critical to their specific assignment is readily accessible. Evaluators may bring additional professional materials specific to their assigned activities.

Evaluator Instructions and Guidelines

General

During the exercise, evaluators should not interact with players in such a way that interferes with player performance and/or results in prompting players regarding what a specific response should be. Evaluators should generally avoid personal conversations with any player. Evaluators should not give information to the players regarding event progress or resolution of problems encountered by others. Players are expected to obtain information through their own resources.

Evaluation Basics

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

- Use the EEGs to confirm that evaluation objectives are met
- Take detailed notes concerning significant activities observed, including the time they were initiated and/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 EEG

Recording Important Events

Although numerous events may occur simultaneously, evaluators do not need to record all the action. Knowing which events are important eliminates superfluous information and provides the kind of data most useful for evaluation. Important events 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 implementation procedures
- Times when significant actions are completed
- Equipment used

What to Look For

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

- Timeliness in actions
- Communication among players and organizations
- Direction and coordination of field 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 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 those activities. Certain conditions may warrant more than one evaluator being located in a setting or area.

For specific evaluator assignments please see Appendix C.

For exercise site maps highlighting key locations, please see Appendix B.

Post-Exercise Activities

The Lead Evaluator will notify you when the evaluation of the event has been suspended or terminated. The evaluation will be terminated when the Exercise Director determines that all objectives have been met or enough time has elapsed for objectives to have been demonstrated.

All evaluators are expected to participate in a Player Hotwash and take notes on findings identified by players. Before the Hotwash, if evaluators are asked for their impressions of how things went, specific issues or problems should not be discussed. At event termination, summarize your notes and prepare for the Controller and Evaluator Debriefing. Have your summary ready for the Lead Evaluator.

Assessment, Review and Analysis of Exercise

Player Hotwash

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

Controller and Evaluator Debriefing

Controllers, evaluators, and selected exercise participants will participate in a facilitated Controller and Evaluator Debriefing conference call on October 24th 0900 – 1300 PST. During the debriefing these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. Evaluators should take this opportunity to complete their Exercise Evaluation Guides (EEGs) for submission to the lead evaluator as well as begin the analysis process outlining the issues to be included in the After Action Report (AAR).

Evaluations

All evaluations are preliminary and may be revised based on information from other evaluators, controllers, or players. If an evaluator or controller did not observe specific aspects of an organization's performance, exercise players may be asked to comment. These aspects should be indicated in the evaluation as being provided by players.

Participant Feedback Forms

Participant Feedback Forms will be used for documenting participant information about the exercise. These forms will be completed online after the exercise.

After Action Review

The After Action review is an opportunity for jurisdiction officials to review the results of the evaluation analysis, validate the findings and recommendations in the draft AAR, and begin development of the IP. The After Action Review is tentatively scheduled for December 27th, 2018 and will be conducted remotely.

Exercise Report

An exercise AAR/IP will be prepared to document evaluation of overall exercise performance. This AAR/IP will cover the schedule, scenario, players' activities, evaluations, issues, opportunities, and best practices. The AAR will contain the following:

- A brief summary with introductory and general statements noting exercise scope, purpose, objectives, players, and an overall performance assessment
- Assessments for each capability observed
- Issues and recommendations as suggested by controller, evaluator, or player comments

A draft AAR will be provided to participating organizations for comment before the After Action Conference is held.

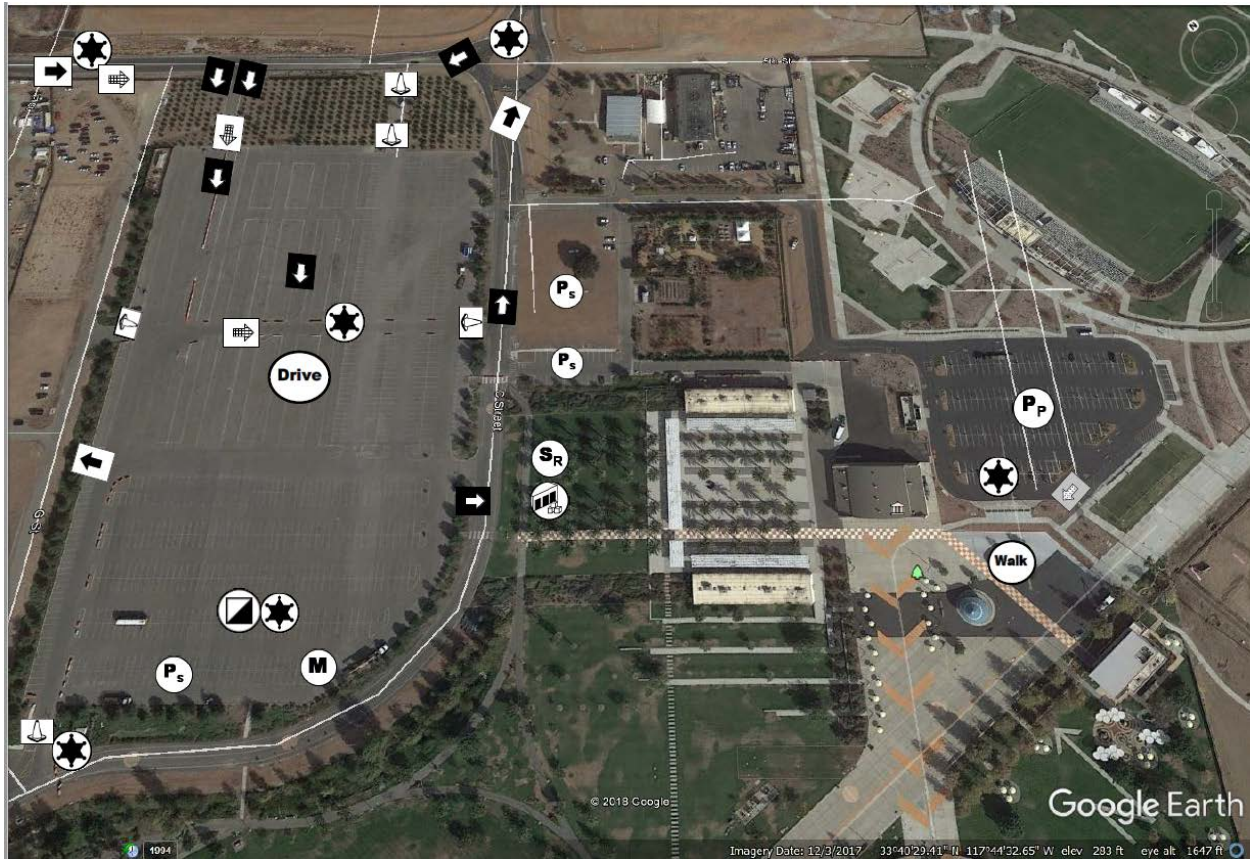
APPENDIX A: SCHEDULE OF EVENTS

2018 POD Exercise Series - Timeline of Events

Time (PST)	Personnel	Activity	Location	
Exercise Planning Conferences				
July 25, 2018 0900 – 1100	Key POD Site Planning Team	Initial Planning Conference	Great Park – Visitors Center, Irvine	
August 22, 2018 0900 – 1100		Midterm Planning Conference	Great Park – Visitors Center, Irvine	
September 12, 2018 0900 – 1100		Final Planning Conference	Great Park – Visitors Center, Irvine	
Warehouse Operations & Distribution				
October 10, 2018 0900 -1100	Drivers & Escorts	Logistics Distribution Escort & Security Transfer	1 Civic Center Plaza, Irvine	
October 3, 2018 – Controller and Evaluator Brief				
1000-1200	Exercise controllers and evaluators	Controller and Evaluator Briefing	Health Strategic Operations Center	
October 18, 2018 – Mass Dispensing				
	Personnel	Activity	Location	
Pre-Event Operations	1100	Staff Registration Team, Logistics Section, Exercise Directors, Logs, Registration Evaluators	Staff Registration Begins Begin Site Setup Logistics Section Briefing	Staff Registration Area Controller/Evaluator Registration Area
	1120	Command Section	Command Registration	Staff Registration Area
	1130 – 1200	All Remaining POD Staff, Team Lead, Controllers & Evaluators	All POD Staff, Controller & Evaluator Registration	Staff Registration Area Controller/Evaluator Registration Area
	1200 – 1215	Command Staff & Section Chiefs	Planning Meeting & IAP Dissemination	Incident Command Post
	1215 – 1315	All POD Staff	General All-Staff Briefing DSW Swearing In Lunch	General Briefing Area
	1315 – 1330	Section Chiefs, Branch Directors, Group Supervisors, Team Leaders	Section/Branch/Position Briefings	Assigned work location
	1330-1530	All POD Staff	Complete Site Set up	Assigned work location
	1530	All POD Staff Section Chiefs Supervisory Staff	Work Location Report Communications Plan Radio Call Down	Assigned work location
Event	1600	All	Event starts	Irvine- Great Park
	1800	All	Event ends	Irvine- Great Park
Post-Event Operations	1800 – 1830	All General/Support POD Staff	Site demobilization, clean up, & logistics procurement	POD Sites
	1800 – 1830	Unified Command, Section Chiefs, Branch Directors, & Group Supervisors	Staff Debrief, Hotwash	General Briefing Area
	1830	All POD Staff	Check out & Player Evaluations	Staff Registration
October 24, 2018 - Controller and Evaluator Debrief				
0900 - 1100	Exercise controllers and evaluators	Controller/Evaluator Debrief	Teleconference	
December 27, 2018 – After Action Report Review, January 24, 2019 – Final After Action Report				

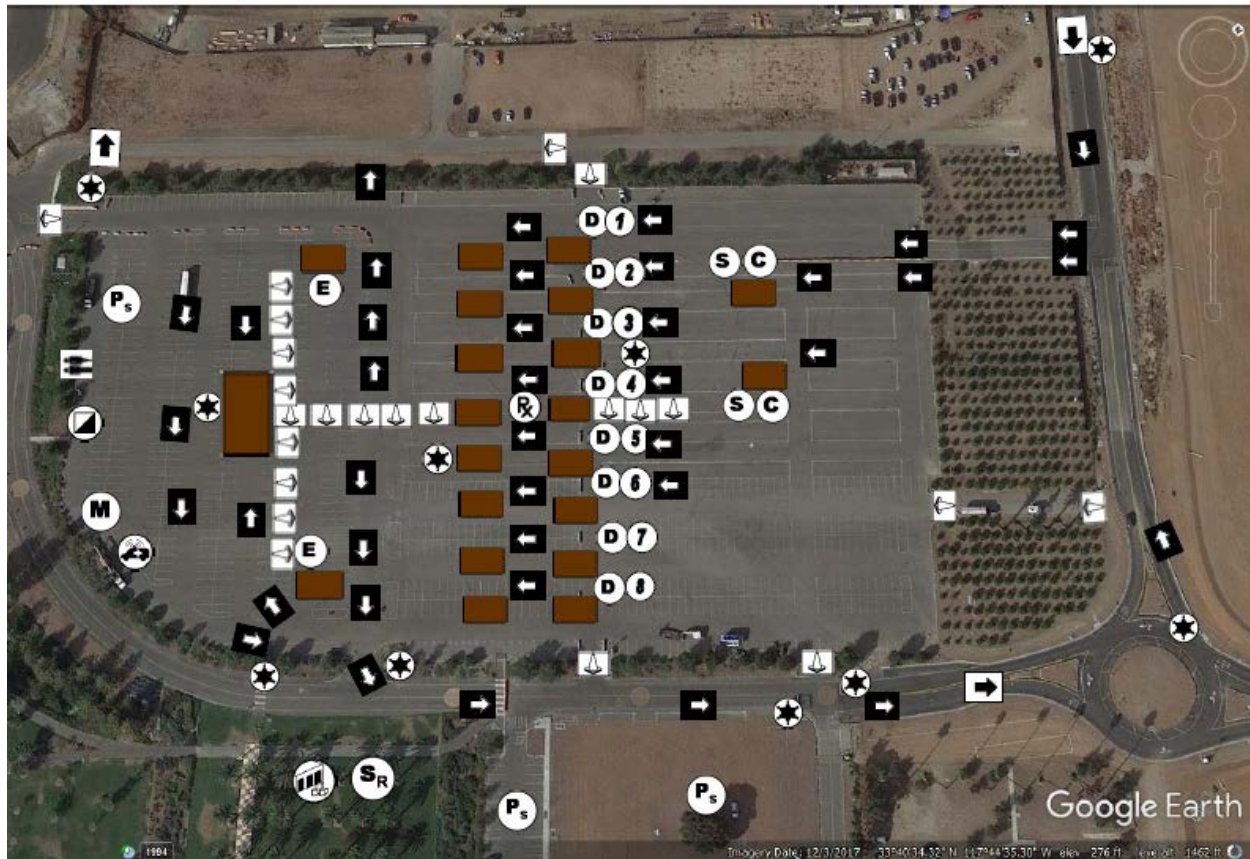
APPENDIX B: SITE MAPS

Orange County Great Park - Irvine



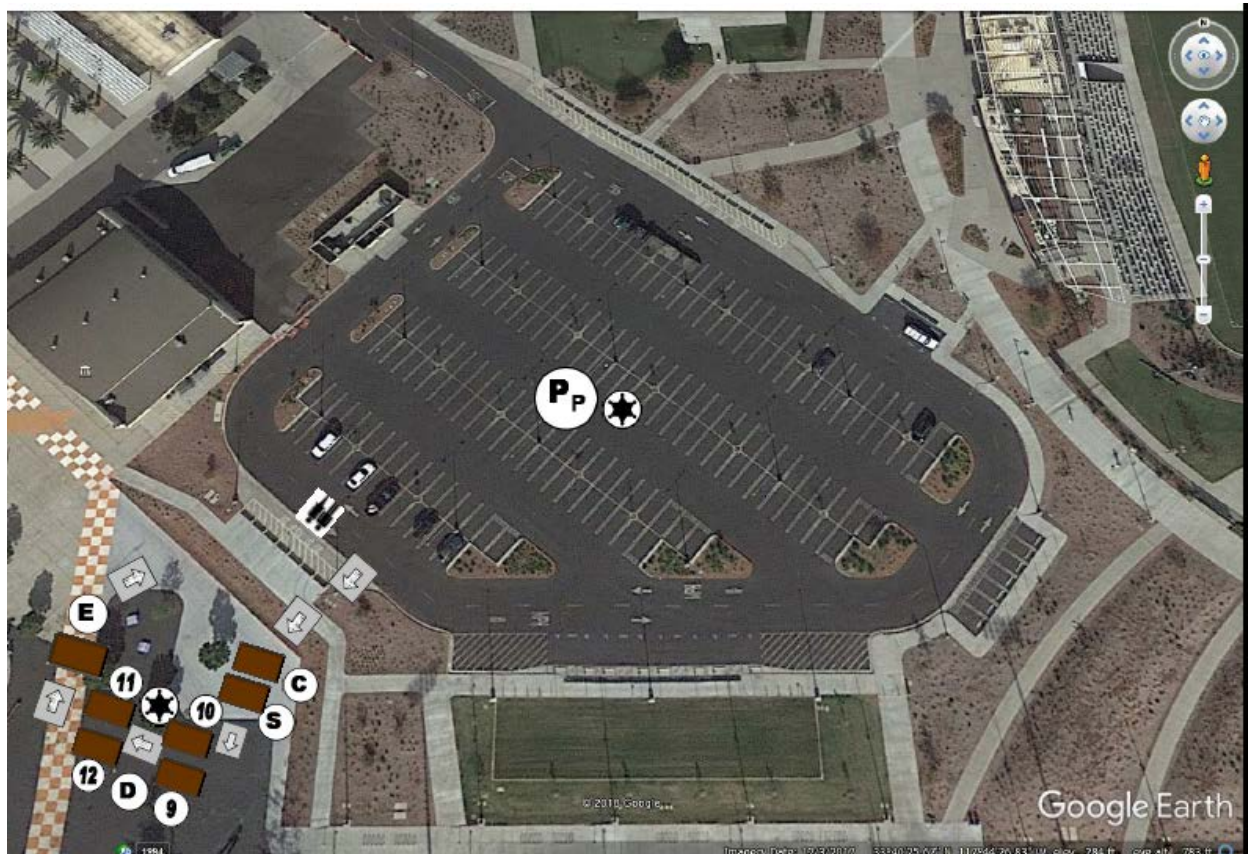
MAP A
Aerial View of Site

Orange County Great Park – Irvine



Ariel View of Drive-Through POD

Orange County Great Park – Irvine



























View of POD Site Interior Walk Thru

Orange County Great Park – Irvine

POD SITE MAP DISCRIPTION

City: Irvine
Site: Irvine Great Park
Address: 6950 Marine Way, Irvine 92618

Map Icon	Consideration		
	Site Access Main access	The main ingress point will be off of Ridge Valley and follow the signs. Egress will be via Corsair Street for drive through lanes 1-4 who are not going to the AlertOC booth and C St to Bosque for lanes 1-4 who are going to the AlertOC booth and for lanes 5-8.	
	Drive through	The drive through will be held in Parking Lot N2. Participants will travel south through the parking lot to check in/screening and then to dispensing. Participants will either continue to Alert OC sign ups (in the southern section of the parking lot) or exit onto Corsair or C St.	
	Walk through	Walk through participants will park in Parking Lot N4 and walk southwest to the walkway. Participants will proceed to check in, screening and dispensing tables. Participants will either continue to Alert OC sign ups or exit.	
	Medical Delivery Route	Medical delivery will enter the site via the main ingress.	
		Drive Through 	Walk Through 
	Public Parking		Public parking will be in Parking Lot N4.
	Station Location(s)		
	a. Check-in	a. Rows directly before dispensing	a. Southwest section of the walkway below parking lot N4
	b. Screening	b. Rows directly before dispensing	b. Southwest section of the walkway below parking lot N4
	c. Dispensing	c. Mid-section of Parking Lot N2	c. Southwest section of the walkway below parking lot N4 – (4 Lanes)
	d. Exit	d. Southeast driveway onto Corsair and southwest driveway onto C St.	d. Southwest section of the walkway below parking lot N4
	e. Adult Line	e. Lanes 1-8	e. Lanes 9-12
	f. Family/ Vulnerable populations line	f. Lanes 1-8	f. Lanes 9-12
	Restroom facilities	Portable toilets will be staged in the southern section of Parking Lot N2.	Portable toilets will be staged in Parking Lot N4
	Security personnel 1. Perimeter 2. Interior 3. Medications	1. 1 @ each ingress/egress 2. 2 @ drive through dispensing, 1 @ ICP 3. 1 @ Rx dispensing area	1. 1 @ walk through entrance 2. 1 @ dispensing area
	Traffic/Crowd Control	Please refer to map for barricade locations.	Please refer to map for barricade locations.
Operation Considerations			
	Incident Command Post	Southern section of Parking Lot N2	
	Medical Storage Area	Dispensing area in Parking Lot N2	
	Staff Parking	Parking Lot 1 and two rows of lot N2	
	Staff Registration Area	Palm tree area near Palm Court	
	Staff Break Area	Palm tree area near Palm Court	
	EMS & First Aid Stations	Northeast section of Parking Lot N2	
	Media Staging Area	Southeast section of Parking Lot N2, with Joint Information Center	

APPENDIX C: CONTROLLER AND EVALUATOR ASSIGNMENTS

2018 POINT OF DISPENSING EXERCISE CONTROLLER/EVALUATOR ASSIGNMENTS & COMMUNICATIONS DIRECTORY

Name	Role	800 MHz	Phone Number
City of Irvine – Site			
Alison Kellman	Exercise Directors	1 SLV-TA-HCA	
Jason Azuma/Maria Nava (5-6pm)	Safety Controller, Drive-Through	1 SLV-TA-HCA	
Justin Newton	Safety Controller, Drive Through	1-SLV-TA-HCA	
Maria Nava	Safety Controller, Walk-Through	1 SLV-TA-HCA	
Kirstin Wong	Safety Controller, Walk-Through	1 SLV-TA-HCA	
Tammi McConnell	Joint Information Center, Controller	1 SLV-TA-HCA	
Lance Charnes	Lead Controller/Evaluator	1 SLV-TA-HCA	
Evaluators & Target Capability Area			
Jason Dempsey & Nicola Harwood	Emergency Operations Coordination		
Lisa Arnold	Information Sharing- Operations	1 SLV-TA-HCA & TAN-3	
Ruth Clark & Maryle Olivier	Information Sharing – Joint Information System (JIC)	1 SLV-TA-HCA & TAN-3	
Richard King & Vicki Osborn (Walk)	Medical Countermeasures Dispensing		
Rebecca Siddiqui & Valentine Kamara (Drive)	Medical Countermeasures Dispensing		
Patrick Munongo & Becky Miller	Medical Materiel Management and Distribution		
Michael Toledo	Responder Safety and Health		
Lisa Alford	Volunteer Management		
Kelly Asch	Throughput Time Study Lead, Drive Through	None	
Irma Chavando	Throughput Time Study Lead, Walk Through	None	

EXERCISE DIRECTOR NOTE: AN ADDITIONAL 800 MHZ RADIO HAS BEEN PROVIDED TO YOU THAT WILL ALLOW FOR COUNTYWIDE COMMUNICATION. THIS RADIO HAS BEEN MARKED WITH **RED TAPE** AND WILL BE ASSIGNED TO CHANNEL **1 SLV-1-HCA**.

APPENDIX D: OBJECTIVES AND TASK TARGET CAPABILITIES

OBJECTIVE: Demonstrate the ability to utilize an onsite Incident Command System within a Unified Command throughout the operational period(s).

CAPABILITY 3: Emergency Operations Coordination

Activities:

- Implement Incident Action Plan and ICS processes (Establish and Maintain Command, Control and Coordination)
- Mobilize Critical Resources
- Mobilize Public Safety and Security Response
- Coordinate demobilization of site
- Assess the Incident Scene and Secure the Area
- Control Traffic, Crowd, and Scene

OBJECTIVE: Demonstrate the ability to establish and maintain multi-agency and multi-jurisdictional communications throughout the operational period(s).

CAPABILITY 6: Information Sharing

Activities:

- Implement and Maintain Communication Plans
- Ensure that Interoperable Communication Systems Are Established
- Ensure the Capacity to communicate across ICS Sections
- Exchange information to determine a common operating picture

OBJECTIVE: Demonstrate the ability to efficiently manage and dispense ‘medication’ to the public at a measurable throughput.

CAPABILITY 8: Medical Countermeasures Dispensing

Activities:

- Mobilize and Establish Point of Dispensing Site
- Conduct Point of Dispensing Check-in, Screening Dispensing and Exit Functions
- Demobilize Point of Dispensing Site to Pre-Incident Status

OBJECTIVE: Demonstrate the ability to coordinate and integrate internal and external logistical response resources throughout the operational period(s).

CAPABILITY 9: Medical Materiel Management and Distribution

Activities:

- Mobilize Critical Resource Logistics and Distribution
- Transport, Track, and Manage Resources
- Maintain and Recover Resources
- Demobilize Critical Resource Logistics and Distribution

OBJECTIVE: Demonstrate the ability to maintain security throughout the operational period(s).

CAPABILITY 14: Responder Safety and Health

Activities:

- Identify responder safety and health risks
- Monitor responder safety health actions
- Identify safety and personal protective needs

OBJECTIVE: Demonstrate the ability to coordinate and organize multiple volunteer organizations throughout the operational period.

CAPABILITY 15: Volunteer Management

Activities:

- Notify and coordinate volunteers
- Organize, assemble and dispatch volunteers
- Demobilize volunteer