

2015 Statewide Hurricane “Gibson” Exercise

Controller/Evaluator Handbook

May 19-21, 2015

The Controller/Evaluator (C/E) Handbook describes the roles and responsibilities of exercise controllers and evaluators, and the procedures they should follow. Because the C/E Handbook contains information about the scenario and about exercise administration, it is distributed to only those individuals specifically designated as controllers or evaluators; it should not be provided to exercise players. The C/E Handbook may supplement the Exercise Plan (ExPlan) or be a standalone document.

EXERCISE OVERVIEW

Exercise Name	2015 Statewide Hurricane “Gibson” Region 7 Full-Scale Exercise
Exercise Dates	May 19-21, 2015
Scope	This exercise is a full-scale exercise, planned for three days in duration across South Florida for Region 7, Florida Department of Health Department Operations Center, and the State Emergency Operations Center. Exercise play is limited to locations identified by the Planning Team and Coalitions with full or partial activation of the emergency operations centers, healthcare facilities, and select additional emergency support functions.
Mission Area(s)	Prevention, Protection, and Response
Core Capabilities	<ul style="list-style-type: none"> • Emergency Operations Coordination/Operational Coordination • Information Sharing/Operational Communication • Medical Surge/Public Health and Medical • Healthcare System Recovery/Health and Social Services
Threat or Hazard	Hurricane
Scenario	Hurricane “Gibson” is based on a modified version of Hurricane Okeechobee, which occurred in September of 1928. Hurricane Gibson is similar to Okeechobee as it too makes landfall in the Southeast of Florida and moves slowly across the state creating an extended wind event and flooding concerns statewide. Hurricane Gibson, however, will have a track shifted slightly westward across central Florida and exit the state in the north east near Jacksonville. Hurricane Gibson is a strong Cape Verde hurricane that slowly tracks westward across the Atlantic quickly becoming a large Category 4 storm wreaking havoc on the Caribbean. Gibson begins to impact Southeastern Florida with a hurricane warning Sunday evening on May 17.
Sponsor	Florida Department of Health Region 7 Coalitions

Participating Organizations	Florida Department of Health Region 7 Coalitions Florida Division of Emergency Management See Appendix B for a full listing	
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GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

Exercise Objective	Core Capability
1. HCC demonstrate coordination within the jurisdictional response framework during emergency operations.	Emergency Operations Coordination
2. HCC demonstrates they can communicate the status of the healthcare system during response	Emergency Operations Coordination
3. HCC engages in the jurisdictional resource management process to support healthcare system operations.	Emergency Operations Coordination
4. HCC demonstrates redundant means of communication for achieving and sustaining situational awareness.	Information Sharing
5. Report Essential Elements of Information	Information Sharing
6. Implement resource management processes to deliver appropriate levels of care to all patients as well as to provide no less than 20% immediate availability of staffed members' beds, within 4 hours of a disaster	Medical Surge
7. Monitor acuity, staff, beds; off-load and on-load patients, track patient movement.	Medical Surge
8. Implement a process to enhance its members' situational awareness to support activation of immediate bed availability through continuous monitoring.	Medical Surge
9. Implement resource processes to assist HCC members to ensure the delivery of essential healthcare services	Healthcare System Recovery

Table 1. Exercise Objectives and Associated Core Capabilities

Participant Roles and Responsibilities

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

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.
- **Simulators.** Simulators are control staff personnel who role play nonparticipating organizations or individuals. They most often operate out of the Simulation Cell (SimCell), but they may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., media reporters or next of kin) 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 evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guides (EEGs).
- **Observers.** Observers visit 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. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
- **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation.

- The exercise scenario is realistic and plausible and the events could occur as presented, containing sufficient detail from which to respond.
- There are no “hidden agendas”.
- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Emergency personnel who respond to incident scenarios will operate in accordance with existing plans, procedures and practices and will participate during this exercise.
- The exercise will be played in real time, but some events may require out of sequence play or may be accelerated to meet exercise time constraints and objectives.
- Player actions will employ real-world weather conditions, unless otherwise directed by Exercise Controllers.
- All information provided by Exercise Controllers and Simulators is to be considered valid.
- The goals and objectives of the exercise will be consistent with functional area operations and technical plans and procedures, whenever possible, as long as safety, cost effectiveness and prudence are not compromised.
- Real-world media will be coordinated, identified and escorted by a Media Coordinator or PIO.
- Real-world observers will be coordinated, identified and escorted by an Observer Coordinator or PIO.
- Surrogates may be playing in place of some key decision-makers. The surrogates, in most instances, will be junior to the principals they represent. Thus, the surrogates’ actions during the exercise may not depict the same actions that might be taken by their respective principals.
- Exercise players will react to the information and situations as they are presented in the same manner as if this had been a real event.

Scenario Brief:

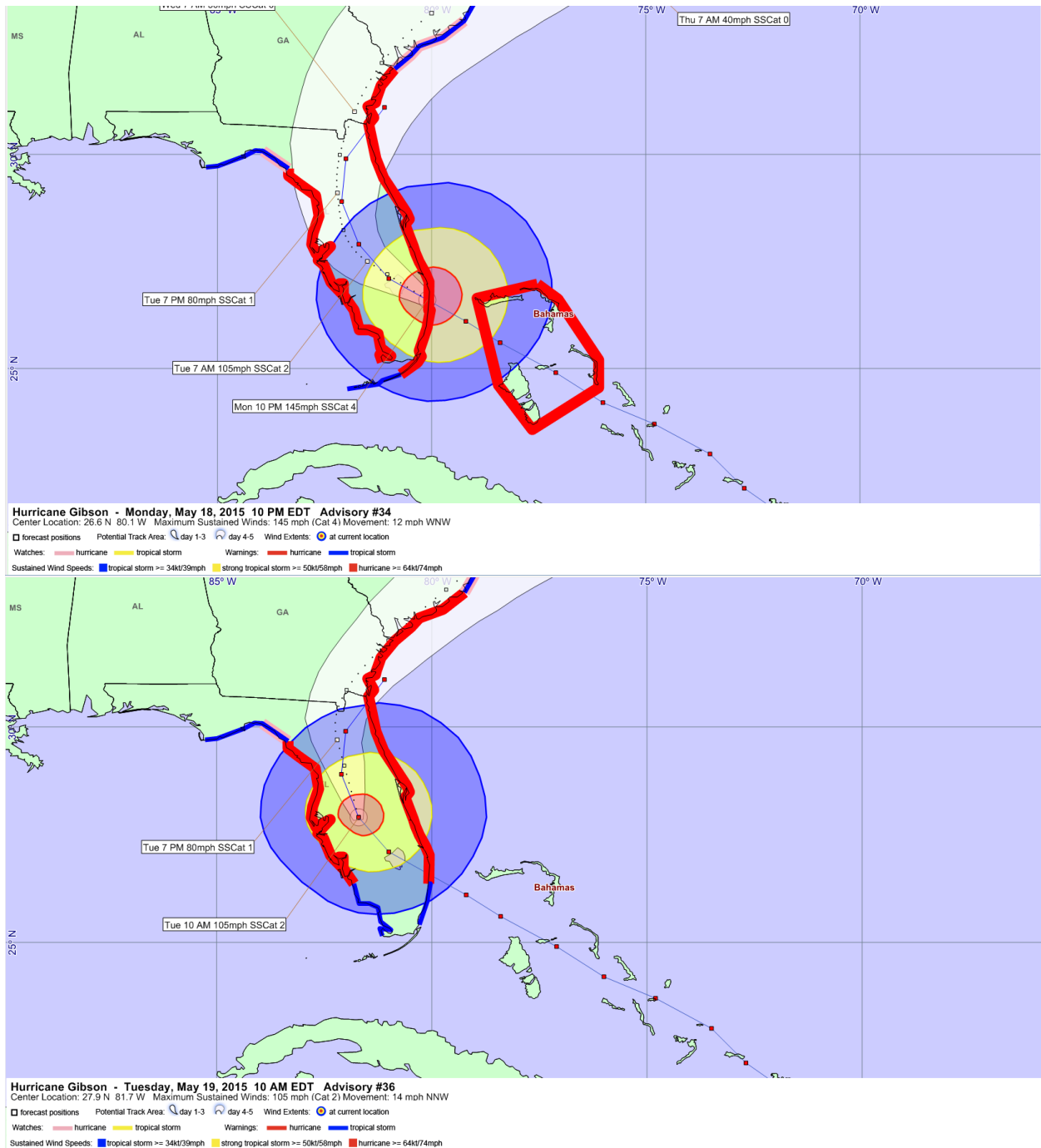
Hurricane Gibson is based on a modified version of Hurricane Okeechobee, which occurred in September of 1928. Hurricane Gibson is similar to Okeechobee as it too makes landfall in the Southeast of Florida and moves slowly across the state creating an extended wind event and flooding concerns statewide. Hurricane Gibson, however,

will have a track shifted slightly westward across central Florida and exit the state in the north east near Jacksonville.

Hurricane Gibson is a strong Cape Verde hurricane that slowly tracks westward across the Atlantic quickly becoming a large Category 4 storm wreaking havoc on the Caribbean. Gibson begins to impact Southeastern Florida with a hurricane warning Sunday evening on May 17. Tropical storm force winds begin to impact the region on Monday morning, May 18, before making its landfall in Palm Beach, FL at 10pm on Monday May 18 as a Category 4 hurricane with sustained winds of 145 mph.

Gibson then tracks North-Northwestward, through central Florida, throughout the day on Tuesday as a very large and slowly weakening Category 2 storm. By late Tuesday morning Gibson is in the center of the state with sustained winds of 105 mph as a Category 2 storm. This will not only create an extreme storm surge threat and inland flooding concern for Southeast Florida and the Keys but an extreme wind event as well with up to 24 hours of sustained hurricane force winds barreling down on Southeast Florida.

By Wednesday Night at 1am the center of Gibson exits the state near Jacksonville, FL as a 75 mph Category 1 storm. At this point, Gibson tracks very slowly northeastward up the Atlantic coastline dumping copious amounts of rain throughout North Florida and creating an extreme wind hazard for Northeast Florida before slowly disbanding in the Carolinas.



EXERCISE LOGISTICS

General

Exercise Start, Suspension, and Termination Instructions

Exercise messaging will begin May 16, 2015 through messaging and weather bulletins; this exercise play prior to the start of the 'operations based' portion will be virtual and communicated through email or other identified web-based platforms to enhance the scenario narrative. Individual facilities have determined respective timelines and the schedule is included in this ExPlan detailing when each organization will participate from May 19-21, 2015. Play will proceed according to the events outlined in the MSEL, in accordance with established plans and procedures. The exercise will conclude upon the completion of operations and attainment of the exercise objectives, as determined by the Exercise Director. The Exercise Director will coordinate with local controllers and announce any exercise suspension or termination. The site controller will instruct participants to stop in place safely in any circumstance requiring suspension or termination. For a complete exercise schedule see Appendix B.

Site Access

Security

Safety and security is determined by the HCC members locally.

Media/Observer Coordination

Organizations with media personnel and/or observers attending the event should coordinate with the sponsor organization for access to the exercise site. Media/Observers are escorted to designated areas and accompanied by an exercise controller at all times. Sponsor organization representatives and/or the observer controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of media and/or observer presence.

Exercise Identification

All participants should wear their organization credentials during the exercise. Identification badges will be issued to the exercise staff provided

and clearly annotate the role of the exercise staff with a corresponding color.

Players	BLUE
Observers/	ORANGE
Controllers	RED
Evaluators	GREEN
Support Staff	BLACK
Simulation Cell	YELLOW

EVALUATION AND POST-EXERCISE ACTIVITIES

Exercise Documentation

Debriefings

Post-exercise debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning.

Hot Wash

At the conclusion of exercise play, controllers facilitate a Hot Wash to allow players to discuss strengths and areas for improvement, and allow evaluators to seek clarification regarding player actions and decision-making processes. All participants may attend; however, observers are not encouraged to attend the meeting. The Hot Wash should not exceed 30 minutes.

Controller and Evaluator Debriefing

Controllers and evaluators attend a facilitated C/E Debriefing immediately following the exercise. During this debriefing, controllers and evaluators provide an overview of their observed functional areas and discuss strengths and areas for improvement.

Participant Feedback Forms

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

After Action Reporting/Improvement Planning

Evaluation

Exercise Evaluation Guides

EEGs assist evaluators in collecting relevant exercise observations. EEGs document exercise objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs, coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the exercise and compile the AAR.

After Action Report (AAR)

The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. AARs also include basic exercise information, including the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and POC.

Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

After-Action Meeting

The After-Action Meeting (AAM) is a meeting held among decision- and policy-makers from the exercising organizations, as well as the Lead Evaluator and members of the Exercise Planning Team, to debrief the exercise and to review and refine the draft AAR and Improvement Plan (IP). The AAM should be an interactive session, providing attendees the opportunity to discuss and validate the observations and corrective actions in the draft AAR/IP.

Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by elected and appointed officials from the organizations participating in the exercise, and discussed and validated during the AAM.

PLAYER GUIDELINES

During the Exercise

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
- If you do not understand the scope of the exercise, or if you are uncertain about an organization's participation in an exercise, ask a controller.
- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise's trusted agents to balance realism with safety and to create an effective learning and evaluation environment.
- All exercise communications will begin and end with the statement **"This is an exercise."** This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.
- When you communicate with the SimCell, identify the organization or individual with whom you wish to speak.
- Speak when you take an action. This will ensure that evaluators are aware of critical actions as they occur.
- Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller or evaluator.

Simulation Guidelines

Because the exercise is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by simulators or controllers. A SimCell will simulate the roles and interactions of nonparticipating organizations or individuals.

After the Exercise

- Participate in the Hot Wash at your venue with controllers and evaluators.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.

- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

CONTROLLER INFORMATION AND GUIDANCE

Exercise Control Overview

Exercise control maintains exercise scope, pace, and integrity during exercise conduct. The control structure in a well-developed exercise ensures that exercise play assesses objectives in a coordinated fashion at all levels and at all locations for the duration of the exercise.

Exercise Control Documentation

Controller Package

The controller package consists of the C/E Handbook, activity logs, badges, and other exercise tools (e.g., MSEL) as necessary. Controllers must bring their packages and any additional professional materials specific to their assigned exercise activities.

Incident Simulation

Because the exercise is of limited duration and scope, certain details will be simulated. Venue controllers are responsible for providing players with the physical description of what would fully occur at the incident sites and surrounding areas. SimCell controllers will simulate the roles and interactions of nonparticipating organizations or individuals.

Scenario Tools

The MSEL outlines benchmarks and injects that drive exercise play. It also details realistic input to exercise players, as well as information expected to emanate from simulated organizations (i.e., nonparticipating organizations or individuals who usually would respond to the situation). The MSEL consists of the following two parts:

- **Timeline.** This is a list of key exercise events, including scheduled injects and expected player actions. The timeline is used to track exercise events relative to desired response activities.
- **Injects.** An individual event inject is a detailed description of each exercise event. The inject includes the following pieces of information: scenario time, intended recipient, responsible controller, inject type, a short description of the event, and the expected player action.

Exercise Control Structure

Control of the exercise is accomplished through an exercise control structure. The control structure is the framework that allows controllers to communicate and coordinate with other controllers at other exercise venues, the SimCell, or a Control Cell to deliver and track exercise information. The control structure for this exercise is shown in Figure 1.

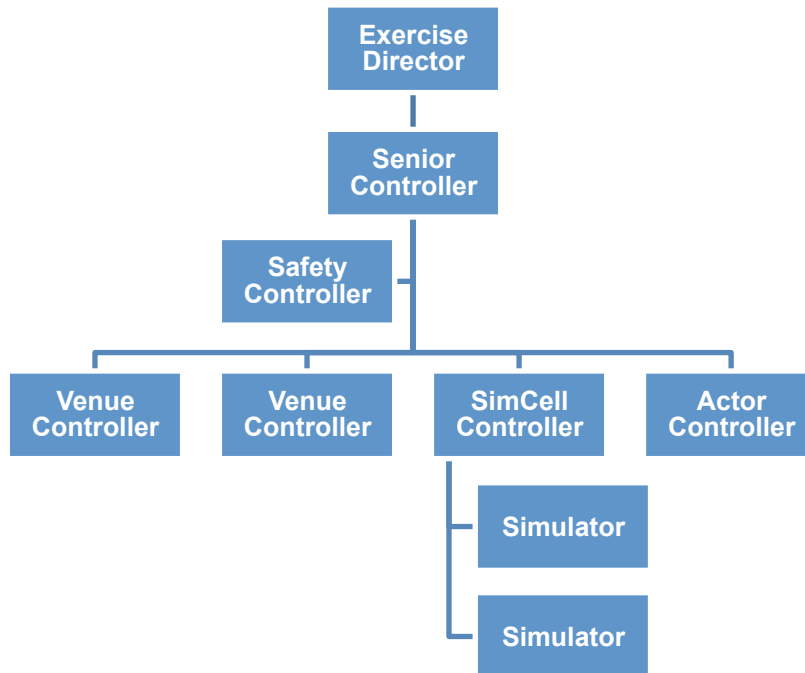


Figure 1. Sample Exercise Control Structure

Controller Instructions

Before the Exercise

- Review appropriate emergency plans, procedures, and protocols.
- Review appropriate exercise package materials, including the objectives, scenario, injects, safety and security plans, and controller instructions.
- Attend required briefings.
- Report to the exercise check-in location at the time designated in the exercise schedule, meet with the exercise staff, and present the Player Briefing.
- Be at the appropriate location at least 15 minutes before the exercise starts.
- Obtain, locate and test necessary communications equipment.

During the Exercise

- Wear controller identification items (e.g., vest, shirt & badge).
- Avoid personal conversations with exercise players.
- If you have been given injects, deliver them to appropriate players at the time indicated in the MSEL (or as directed by the Exercise Director). **Note:** If the information depends on some action to be taken by the player, do not deliver the inject until the player has earned the information by successfully accomplishing the required action.
- When you deliver an inject, notify the Controller at your site and note the time that you delivered the inject and player actions.
- Receive and record exercise information from players that would be directed to nonparticipating organizations.
- Observe and record exercise artificialities that interfere with exercise realism. If exercise artificialities interfere with exercise play, report it to the Exercise Director.
- Begin and end all exercise communications with the statement, **“This is an exercise.”**
- Do not prompt players regarding what a specific response should be, unless an inject directs you to do so. Clarify information but do not provide coaching.
- Ensure that all observers and media personnel stay out of the exercise activity area. If you need assistance, notify the Exercise Director.
- 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 and pertinent documentation.
- All controllers are expected to conduct a Hot Wash at their venue and, in coordination with the venue evaluator, take notes on findings identified by exercise players. Before the Hot Wash, do not discuss specific issues or problems with exercise players.
- At exercise termination, summarize your notes from the exercise and Hot Wash, and prepare for the Controller and Evaluator Debriefing. Have your summary ready for the Exercise Director.

Controller Responsibilities

The following table details controller responsibilities. For controller assignment details, see [Appendix F].

Controller Responsibilities	
Exercise Director	<ul style="list-style-type: none"> Oversees all exercise functions Oversees and remains in contact with controllers and evaluators Oversees setup and cleanup of exercise, and positioning of controllers and evaluators
Senior Controller	<ul style="list-style-type: none"> Monitors exercise progress Coordinates decisions regarding deviations or significant changes to the scenario Monitors controller actions and ensures implementation of designed or modified actions at the appropriate time Debriefs controllers and evaluators after the exercise Oversees setup and takedown of the exercise
Safety Controller	<ul style="list-style-type: none"> Monitors exercise safety during exercise setup, conduct, and cleanup Receives any reports of safety concerns from other controllers or participants
Public Information Officer (PIO)	<ul style="list-style-type: none"> Provides escort for observers Provides narration and explanation during exercise events, as needed Performs pre-exercise and post-exercise public affairs duties May act as media briefer and escort at exercise site Serves as safety officer for his or her site
Venue Controller	<ul style="list-style-type: none"> Issues exercise materials to players Monitors exercise timeline Provides input to players (i.e., injects) as described in MSEL Serves as safety officer for his or her site
Simulation Cell (SimCell) Controller	<ul style="list-style-type: none"> Role plays as nonparticipating organizations or individuals Monitors exercise timeline Provides input to players (i.e., injects) as described in MSEL

Table 3. Controller Responsibilities

EVALUATOR INFORMATION AND GUIDANCE

Exercise Evaluation Overview

Exercise evaluation assesses an organization's capabilities to accomplish a mission, function, or objective. Evaluation provides an opportunity to assess performance of critical tasks to capability target levels. Evaluation is accomplished by the following means:

- Observing the event and collecting supporting data;
- Analyzing collected data to identify strengths and areas for improvement; and
- Reporting exercise outcomes in the AAR.

Evaluation Documentation

Evaluator Package

The evaluator package contains this C/E Handbook, EEGs, 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.

Exercise Evaluation Guides

EEGs provide a consistent tool to guide exercise observation and data collection. EEGs are aligned to exercise objectives and core capabilities, and list the relevant capability targets and critical tasks. Data collected in EEGs by each evaluator will be used to develop the analysis of capabilities in the AAR.

Each evaluator is provided with an EEG for each capability that he/she is assigned to evaluate. Evaluators should complete all assigned EEGs and submit to the Lead Evaluator at the conclusion of the exercise. The Lead Evaluator and Senior Controller compile all evaluator submissions into the first working draft of the AAR.

After Action Report/Improvement Plan

The main focus of the AAR is the analysis of core capabilities. For each core capability exercised, the AAR includes a rating of how the exercise participants performed, as well as strengths and areas for improvement.

Following completion of the draft AAR, elected and appointed officials confirm observations identified in the AAR, and determine which areas for improvement require further action. As part of the improvement planning process, elected and appointed officials identify corrective actions to bring areas for improvement to resolution and determine the appropriate organization with responsibility for those actions. Corrective actions are consolidated in the IP, which is included as an appendix to the AAR.

Evaluator Instructions

General

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

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 EEGs and other supporting materials for your area of responsibility to ensure that you have a thorough understanding of the core capabilities, capability targets, and critical tasks you are assigned to evaluate.
- Report to the exercise check-in location at the time designated in the exercise schedule, and meet with the exercise staff.
- Obtain or locate necessary communications equipment, and test it to ensure that you can communicate with other evaluators and the Exercise Director.

During the Exercise

- Wear evaluator identification items (e.g., badge).
- Stay in proximity to player decision-makers.
- Use EEGs to document performance relative to exercise objectives, core capabilities, capability targets, and critical tasks.
- Focus on critical tasks, as specified in the EEGs.
- Your primary duty is to document performance of core capabilities. After the exercise, that information will be used to determine whether the exercise capability targets were effectively met and to identify strengths and areas for improvement.

After the Exercise

- Participate in the Hot Wash, and take notes on findings identified by players. Before the Hot Wash, do not discuss specific issues or problems with participants. After the Hot Wash, summarize your notes and prepare for the Controller and Evaluator Debriefing. Have your summary ready for the Lead Evaluator.

- Complete and submit all EEGs and other documentation to the Lead Evaluator at the end of the exercise.

Using Exercise Evaluation Guides

Terminology

The EEGs are structured to capture information specifically related to the evaluation requirements developed by the Exercise Planning Team. The following evaluation requirements are documented in each EEG:

- **Core capabilities:** The distinct critical elements necessary to achieve a specific mission area (e.g., prevention). To assess both capacity and gaps, each core capability includes capability targets.
- **Capability target(s):** The performance thresholds for each core capability; they state the exact *amount* of capability that players aim to achieve. Capability targets are typically written as quantitative or qualitative statements.
- **Critical tasks:** The distinct elements required to perform a core capability; they describe *how* the capability target will be met. Critical tasks generally include the activities, resources, and responsibilities required to fulfill capability targets. Capability targets and critical tasks are based on operational plans, policies, and procedures to be exercised and tested during the exercise.
- **Performance ratings:** The summary description of performance against target levels. Performance ratings include both Target Ratings, describing how exercise participants performed relative to each capability target, and Core Capability Ratings, describing overall performance relative to entire the core capability.

Documenting Observations

For each EEG, evaluators provide a target rating, observation notes and an explanation of the target rating, and a final core capability rating. In order to efficiently complete these sections of the EEG, evaluators should focus their observations on the capability targets and critical tasks listed in the EEG.

Observation notes should include *if* and *how* quantitative or qualitative targets were met. For example, a capability target might state, “*Within 4 hours of the incident...*” Notes on that target should include the actual time required for exercise players to complete the critical tasks. Additionally, observations should include:

- How the target was or was not met;
- Pertinent decisions made and information gathered to make decisions;
- Requests made and how requests were handled;
- Resources utilized;
- Plans, policies, procedures, or legislative authorities used or implemented; and
- Any other factors contributed to the results.

Evaluators should also note if an obvious cause or underlying reason resulted in players not meeting a capability target or critical task. However, the evaluators should not include recommendations in the EEGs. As part of the after-action and improvement planning processes, elected and appointed officials will review and confirm observations documented in the AAR and determine areas for improvement requiring further action.

Note: Observation notes for discussion based exercises will focus on *discussion* of the how critical tasks would be completed, rather than actual actions taken.

Assigning Ratings

Based on their observations, evaluators assign a target rating for each capability target listed on the EEG. Evaluators then consider all target ratings for the core capability and assign an overall core capability rating. The rating scale includes four ratings:

- Performed without Challenge (P)
- Performed with Some Challenges (S)
- Performed with Major Challenges (M)
- Unable to be Performed (U)

Definitions for each of these ratings are included in the EEG.

Placement and Monitoring

Evaluators should be located so they can observe player actions and hear conversations without interfering with those activities. In certain conditions, more than one evaluator may be needed in a particular setting or area. For specific evaluator assignments, see [Appendix F]. For exercise site maps highlighting key locations, see [Appendix D].

APPENDIX A: EXERCISE SCHEDULE

May 19, 2015										
Organization	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm
Miami-Dade EOC										
Westchester General										
University of Miami Hospital										
Miami Beach Community Health Center										
Aventura Hospital and Medical Center										
Jackson Memorial Hospital										
Monroe Coalition										
May 20, 2015										
Broward EOC										
Memorial Hospital Miramar										
Memorial Hospital Pembroke										
Memorial Hospital Regional South										
Memorial Hospital Regional										
Memorial Hospital West										
May 21, 2015										
Palm Beach EOC										
JFK Medical										
VA Hospital West Palm Beach										

APPENDIX B: EXERCISE PARTICIPANTS

Draft – to be fully completed later

Participating Organizations
State
Florida Department of Health
Florida Division of Emergency Management
Regional
County
Broward County Emergency Management
Florida Department of Health in Broward County
Florida Department of Health in Miami-Dade County
Florida Department of Health in Monroe County
Florida Department of Health in Palm Beach County
Miami-Dade County Emergency Management
Monroe County, Florida Department of Health in
Palm Beach County Emergency Management
Hospitals
To be completed
Coalitions
Broward County Healthcare Coalition
Miami-Dade County Healthcare Preparedness Coalition
Monroe County ESF-8 Workgroup
Palm Beach County HERC
Contract Support
Emergency Response Educators and Consultants, Inc. (EREC)

APPENDIX C: COMMUNICATIONS PLAN

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

Communications Plan

Player Communication

Players will use routine, in-place agency communication systems. 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. Each venue will coordinate its own internal communications networks and channels. For the SimCell, the Fdohsimcell2@gmail.com email address may be used to clarify injects. Phone numbers will also be established on the first day of play to reach SimCell participants to clarify injects.

Player Briefing

The Exercise Director will provide specific scenario details to the participants via WEBEX on **TBD, 2015 from [1 hour]**.

For participating HCC members unable to attend the scheduled briefing, a player briefing presentation will be available by request and all questions or concerns should be directed to Sarah Cox, (850) 245-4444 x 2050.

Public Affairs

This exercise enables players to demonstrate an increased readiness to deal with a hurricane. 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. Florida Department of Health and participating agencies are responsible for disseminating public information in advance of the exercise.

APPENDIX D: EXERCISE SITE MAPS

Coalition Members can use this section for their maps.

APPENDIX E: EXERCISE SCENARIO

Scenario Identified Impacts

The incidents listed below represent the issues that were identified as a direct result from the initial impacts of Hurricane Gibson and were verified by trusted sources. All incidents and subsequent damages are simulated.

Major Events

- May 19, 2015: Miami Dade and Monroe Counties
 - Patient surge of transfers from bordering counties
 - Anticipated 200+ patients to be relocated
 - Communication disruption from downed cell towers and cable lines
 - Respiratory issues reported in Special Needs Shelter
- May 21, 2015: Palm Beach County
 - Lake Okeechobee surge upwards to nine feet
 - Potential chemical exposure from an unknown source in a locally owned business reported
- Throughout exercise (impacts the entire region):
 - Select healthcare facilities have not reported after initial landfall
 - Standing water contains raw sewage and unknown oil slick
 - Storm surge inland of up to five miles along the coast
 - Tornado warnings throughout the counties
 - Flooding and high winds has left debris across roadways and standing water on roadways has not receded mostly in low lying areas
 - Staffing shortages in healthcare facilities
 - Power outage throughout the counties due to weather impacts on the power plant

Projected Impacts

The incidents listed below represent early projections of the severity of impacts from Hurricane Gibson on all aspects of the region and are only estimates. All estimates of damages are simulated.

- Power
 - The Turkey Point Nuclear Power Plant manually shut down the power grid to Units 3 and 4 on May 18, 2015 due to the impending hurricane declaring an Unusual Event emergency
 - Both Unit 3 and 4 are currently running off of on-site generators with an internal fuel supply
 - Storm surge, high winds and flooding can compromise the generators and cause rolling blackouts throughout the region

- Select healthcare facilities already powered by generators
 - Anticipated 2 weeks for complete restoration of power to the region
- Status of Water Utilities
 - Boil water notices throughout the region
 - Reports of raw sewage contamination
 - Reports of oil like substance in standing water
- Phones/Internet
 - Cell service out throughout the region, satellite phones are operable
 - Internet is disrupted and only working on stand-alone satellite providers
 - Repeaters on many towers are damaged and limiting the range of radio communication
- Poor roadway conditions
 - Low visibility, current driving visibility is 10 feet
 - Flooding of roadways
 - Some roads washed out
 - Major highways are closed due to flooding
 - Turnpike closed at major interchanges
 - I-95 closed at major interchanges
 - Okeechobee Highway closed at interchange with I-95 and the Turnpike
 - Major/minor bridges closed
 - Traffic signals not operational
 - Debris filled roadways
- Interruption of healthcare services
 - Primary Care facilities closed
 - Assisted living facilities and nursing homes trying to relocate patients that were not evacuated
 - Surge in Emergency Departments
 - Infrastructure of many facilities damaged and temporary relocation is necessary
 - Some facilities reporting flooding in lower levels, with surge continuing to rise
 - Staffing shortages, employees not showing up for shifts
 - Supply and maintenance halted due to poor driving conditions
 - Off-site linen services unavailable
 - Pharmaceutical deliveries unavailable
 - Biomedical waste pick-ups unavailable
 - Maintenance for equipment unavailable
 - Food delivery is unavailable

- Natural Hazards
 - Water spouts reported over parts of North Miami and West Palm Beach
 - Tornado warnings impact the entire region
 - Winds in excess of 75mph
 - Scattered thunderstorms to impact the region throughout the week
 - Lightning detection equipment has registered frequent strikes throughout the region
- Transportation
 - Some EMS units disabled from initial impact
 - Public and private ambulance services are overwhelmed with transportation request
 - Many facilities utilize the same ambulance services
 - Air transportation hindered due to residual storm hazards
 - Fuel shortage and resupply has not been determined yet

APPENDIX F: CONTROLLER AND EVALUATOR ASSIGNMENTS

[Note: This is a sample list of controller and evaluator assignments. The positions should be modified based on the type and scope of the exercise. For example, if the exercise will not include a Simulation Cell, then a controller does not need to fulfill that function. Both controllers and evaluators may be assigned to a second area if play has been completed in the first.] *Coalition Members can use this section for their own use.*

Name	Role	Position
		Exercise Director
	Controller	Senior Controller
	Controller	Safety Controller
	Evaluator	Lead Evaluator
Exercise Venue Name		
	Controller	Site safety officer
	Controller	[Function/venue] controller
	Controller	[Function/venue] controller
	Evaluator	[Function/venue] evaluator
	Evaluator	[Function/venue] evaluator
Exercise Venue Name		
	Controller	Site safety officer
	Controller	[Function/venue] controller
	Controller	[Function/venue] controller
	Evaluator	[Function/venue] evaluator
	Evaluator	[Function/venue] evaluator
Simulation Cell (SimCell)		
	Controller	Lead SimCell controller, Master Scenario Events List (MSEL) manager
	Controller	[Function/organization] simulator
	Controller	[Function/organization] simulator

APPENDIX G: ACRONYMS

Acronym	Term
A	
AAR	After Action Report
AO	Area of Operation
ArcGIS	Geographic Information System used by DOH
AHCA	Agency for Healthcare Administration
ALFs	Alternate Living Facilities
APD	Agency for People with Disabilities
B	
BPR	Bureau of Preparedness and Response
BPHL	Bureau of Public Health Laboratories
C	
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosives
CCOC	Command Control Operations Center
CDC	Center for Disease Control
CEMP	Comprehensive Emergency Management Plan
CERC	Crisis and Emergency Risk Communication
CHD	County Health Department
COOP	Continuity of Operations Plan
D	
DEM	Division of Emergency Management
DOD	Department of Defense
DOH	Department of Health
DHS	Department of Homeland Security
DHHS	Department of Health and Human Services
DPC	Disaster Preparedness Coordinators (Consultants)
E	
ECO	Emergency Coordinating Officer
EH	Environmental Health
EM	Emergency Management
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EMAC	Emergency Management Assistance Compact
ESF	Emergency Support Function
ESS	Emergency Status System
F	

Acronym	Term
FDEM	Florida Division of Emergency Management
FDENS	Florida Department of Health Emergency Notification System
FDOH	Florida Department of Health
FEMA	Federal Emergency Management Agency
FLNG	Florida National Guard
FNRMS	Florida Notification of Responders Management System
FOB	Forward Operating Base
G	
GIS	Graphical Information System
H	
HAZMAT	Hazardous Materials
HAvBED	Hospital Available Beds for Emergencies and Disasters
HFAT	Healthcare Facility Assessment Team
HSEEP	Homeland Security Exercise Evaluation Program
I	
IAP	Incident Action Plan
ICS	Incident Command System
IMB/U	Information Management Branch/Unit
IP	Improvement Plan
IRMS	Inventory Resource Management System
IRT	Incident Response Team
IT	Information Technologies
J	
JIC	Joint Information Center
JIS	Joint Information System
M	
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
N	
NIMS	National Incident Management System
NRF	National Response Framework
P	
PDF	Portable Document Format
PIO	Public Information Officer
PHEP	Public Health Emergency Preparedness
POC	Point of Contact
R	
RDSTF	Regional Domestic Security Task Force
S	

Acronym	Term
SEOC	State Emergency Operations Center
SERVFL	State Emergency Responders and Volunteers of Florida
SERT	State Emergency Response Team
SITREP	Situation Report
SLRC	State Logistical Resource Center
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedure
SpNS	Special Needs Shelter
SRCC	State Regional Coordination Center