



# LVCIL ILL WIND

Exercise Plan

April 30, 2015

The Exercise Plan (ExPlan) gives elected and appointed officials, observers, media personnel, and players from participating organizations information they need to observe or participate in the exercise. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.



## **EXERCISE OVERVIEW**

<b>Exercise Name</b>	LVCIL ILL WIND
<b>Exercise Dates</b>	April 30, 2015
<b>Scope</b>	This exercise is a tabletop exercise, planned for one hour at Northampton Community College, Fowler Center, Room 605. Exercise play is limited to a facilitated discussion with the panel members.
<b>Mission Area(s)</b>	Response and Recovery
<b>Objectives</b>	<p>Provide a process for LVCIL to validate emergency plans, policies, and procedures in a no fault, non-attribution environment.</p> <p>Evaluate individual capabilities, multiple functions, and/or activities within a function or interdependent groups of functions.</p> <p>Provide a process for participants to share best practices and lessons learned.</p>
<b>Threat or Hazard</b>	Utility Failure
<b>Scenario</b>	The first arriving employee opens the door and meets the overwhelming smell of raw sewage. Upon investigation, a broken sewer pipe is discovered in the basement with raw sewage on the floor.

**Point of  
Contact**

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## GENERAL INFORMATION

### 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.

### **Assumptions**

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

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- Exercise simulation contains sufficient detail to allow players to react to information and situations as they are presented as if the simulated incident were real.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

## EXERCISE LOGISTICS

### Safety

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

- A Safety Controller is responsible for participant safety; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Exercise Director will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.
- For an emergency that requires assistance, use the phrase **“real-world emergency.”** The following procedures should be used in case of a real emergency during the exercise:
  - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest controller, and, within reason and training, render aid.
  - The controller aware of a real emergency will initiate the “real-world emergency” broadcast and provide the Safety Controller, Senior Controller, and Exercise Director with the location of the emergency and resources needed, if any. The Senior Controller will notify the [Control Cell or SimCell] as soon as possible if a real emergency occurs.

### Fire Safety

Standard fire and safety regulations relevant to the Northampton Community College will be followed during the exercise.

## **POST-EXERCISE AND EVALUATION ACTIVITIES**

### **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 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.

### **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 After-Action Report (AAR).

#### **After-Action Report**

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.



## **PARTICIPANT INFORMATION AND GUIDANCE**

### **Exercise Rules**

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise players will comply with real-world emergency procedures, unless otherwise directed by the control staff.
- All communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement **“This is an exercise.”**
- Exercise players who place telephone calls or initiate radio communication with the SimCell must identify the organization or individual with whom they wish to speak.

### **Players Instructions**

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

#### **Before the Exercise**

- Review appropriate organizational plans, procedures, and exercise support documents.
- Be at the appropriate site at least 30 minutes before the exercise starts. Wear the appropriate uniform and/or identification item(s).
- Sign in when you arrive.
- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.

#### **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 procedure 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.

### **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.

### **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.

## **APPENDIX A: MASTER SCENARIO EVENTS LIST**

Inject #: 1

The first arriving employee opens the door and is met by the overwhelming smell of raw sewage. Upon investigation a broken sewer pipe is discovered in the basement with raw sewage on the floor.

Who will be contacted? (Include internal offices/external agencies):

What is the impact of this event to both your operation and any consumers that might be coming in?

What actions are required by your emergency plan?

Are there scripted messages already created for the known hazards that may affect your office?

Do you have a checklist or job aid to assist employees in ensuring that all relocation tasks are accomplished?

What plans or agreements do you have to use alternative office space in the event you cannot use your building?

Are employees trained in the procedures listed in your emergency plan?

How will you communicate with your employees and let them know you will not be open today?

What will happen to the employees who show up for work, not knowing about the emergency in the building?

How will you communicate with your consumers and let them know you will not be open today?

Is there a telework capability? Can your IT system support all the employees who will be teleworking simultaneously?

Inject #2

The building owner's property management company lets you know that you will not be able to occupy the building for one week as the mess is cleaned and the building repaired. Leadership convenes a meeting to discuss impacts of the scenario and what actions need to be taken.

Who will attend the meeting, by job title?

What are the impacts to your organization?

How will each division/unit continue to operate without use of the building?

How will you contact delivery services, USPS, FedEx, UPS, and where will you receive packages and mail?

How will you handle consumers with appointments scheduled during the week?

How will you handle consumers who show up at the building without appointments requesting services?

Do you have employees whose job will not need to be performed during the week the building is closed?

If so, will they be paid?

Can you process payroll without access to the building?

Are there vital paper business records in the building that can be potentially damaged by a building emergency?

Is there a backup for IT in the event there is damage to the server?

How will purchasing/procurement function and approve emergency purchases and expenses for this emergency without access to the building?

Do you have access to an emergency fund to pay for emergency needs if purchasing/procurement is not able to function?

How will you access consumer or business records if the server is down?

If the cleanup takes longer than expected what long term relocation plans do you have and how will they be implemented.

Inject #3

The property owner's representative notifies you that cleanup is complete and you will be able to reoccupy the building tomorrow.

What verification will you request from the property owner to ensure that the facility is clean and sanitary?

How will you transition employees from alternative work sites back to the building while still maintaining services?

Some employees are complaining of smelling raw sewage in the building, how will you assure them the building is clean and sanitary?

Is there a reconstitution checklist or job aid to ensure the staff completes all tasks needed to reoccupy the building?

How will the different departments and employees update business and consumer records to ensure continuity of the records during the time you were out of the building or without server access?