



Player Handbook



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FINAL



PREFACE

Where's WALDO is sponsored by Prince William County Amateur Radio Emergency Service (PWCARES). This Player Handbook was produced with input, advice, and assistance from the *Where's WALDO* exercise planning team, which followed the guidance set forth in the Federal Emergency Management Agency (FEMA), Homeland Security Exercise and Evaluation Program (HSEEP).

The Player Handbook is a supplement to the *Where's WALDO* Exercise Plan (ExPlan) and provides exercise players information about the exercise scenario. The information in this document is current as of the date of publication, September 3, 2009, and is subject to change as dictated by the *Where's WALDO* exercise planning team.

The *Where's WALDO* 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.

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 *Where's WALDO* exercise planning team.

The Player Handbook identifies the scope and concept of play and key exercise assumptions, artificialities, and simulations of the exercise.

It provides the exercise players with the basic information needed to participate.

The handbook establishes the scenario narrative consisting of background information leading to the start of the exercise and other information to maintain exercise flow.

The player handbook is used during the conduct of the player briefings/orientations.



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HANDLING INSTRUCTIONS

1. The title of this document is *Where's WALDO Player Handbook*.
2. The information gathered in this Player Handbook is *For Official Use Only (FOUO)* and should be handled as *Sensitive But Unclassified (SBU)* 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 Prince William County (PWC) Amateur Radio Emergency Service (ARES) (PWCARES) is prohibited.
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Table of Contents

Preface..... ii

Handling Instructions..... iv

Table of Figures..... vi

Chapter 1 : General Information 1-1

 INTRODUCTION 1-1

 CONFIDENTIALITY 1-1

 EXERCISE SUMMARY 1-1

 PRE-EXERCISE PLAYER ACTIVITY 1-2

 EXERCISE SIMULATION..... 1-4

 EXERCISE OBJECTIVES 1-5

 SITE ACCESS..... 1-5

 LOGISTICS 1-6

Chapter 2 : Scenario and Supporting Data 2-1

 EXERCISE SCENARIO 2-1

 GUIDELINES FOR EMERGENCY CALL-OFF 2-1

Safety and Security..... 2-2

Chapter 3 : Player Information and Guidance 3-1

 PLAYER PROCEDURES AND RESPONSIBILITIES..... 3-1

 REPORTING..... 3-2

 COMMUNICATIONS PLAN..... 3-3

 ADMINISTRATIVE SYSTEMS 3-4

Chapter 4 : Evaluation Information and Guidance 4-1

 GENERAL INFORMATION..... 4-1

 ASSESSMENT, REVIEW AND ANALYSIS OF EXERCISE..... 4-1

Player Exercise Evaluations 4-1

 EXERCISE REPORT 4-2

TABLE OF FIGURES

Figure 4-1 Primary Exercise Locations A-1



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Chapter 1 : GENERAL INFORMATION

Introduction

The *Where's WALDO* 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 Player Handbook was produced at the direction of the Prince William County ARES with the input, advice, and assistance of the *Where's WALDO* planners. *Where's WALDO* 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 *Where's WALDO* 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.

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 Prince William County, Virginia, directives.

Public release of exercise materials to third parties is at the discretion of the Prince William County ARES EC and the *Where's WALDO* Planning Team.

Exercise Summary

General

The *Where's WALDO* FSE is designed to establish a learning environment for players to exercise emergency response plans, policies and procedures as they pertain to bioterrorism.

Purpose

The handbook provides the exercise players with information required to participate effectively in the exercise. This information is also discussed at the player briefings/orientations conducted prior to the start of exercise play. The players are free to ask questions concerning their roles and responsibilities and the rules of exercise play.

The purpose of this exercise is to test targeted asset tracking via Amateur/Ham radio.



PWCARES will be reviewing different hardware devices and software for reliability, readability and coverage. Items to be tested include the following:

- Hardware:
 - Automatic Packet Reporting System (APRS)
 - Transceiver with attached GPS
 - MT-AIO
 - D-STAR
- Software:
 - UI-View
 - FindU/Google APRS

Pre-Exercise Player Activity

There are currently no other participating organizations involved with this exercise. Pre-positioning of exercise personnel and players will occur on Saturday, September 19, 2009. This will include the persons acting as the SNS as they are “delivered” to the designated receiving stations.

Scope

This will be a full-scale exercise of PWCARES.

The scope of the exercise is to test and determine the most viable method of targeted asset tracking.

The exercise will officially begin on Friday, 18SEP2009 at 1800 hours and will end on Saturday, 19SEP2009 at 1300 hours. The exercise will be played 1 hour on Friday for notification and call-up of available operators. Actually exercise play will take place on Saturday from 0700-1300 hours.

Exercise locations will include, but are not limited to: Battlefield Shelter, Freedom Shelter, Stonewall Jackson Shelter, Prince William County American Red Cross Chapter House, Broad Run/Airport VRE Station, Lorton VRE Station, Woodbridge VRE Station, Potomac Hospital, Prince William County Hospital, GMU/Freedom Center, NOVA Woodbridge, Manassas Airport, Manassas Mall, Potomac Mills Mall, PWC EOC and Prince William County.

On Friday, 18SEP2009, the exercise will be initiated by an activation of PWCARES through the Prince William County Alert Network (PWCAN). The initial call-up will consist of an alert message stating ARES is on “Stand-by” status, expecting to be activated shortly.

There will be an exercise hot wash following the drill. This will be held back at the EOC at on Saturday, 19SEP2009, at 1400 hours. Player, Controller, Evaluator, Simulator and Observer comments will be taken and discussed. From these, an After-Action Report will be issued and reviewed at the next scheduled ARES meeting listed below.



There will be a post-exercise meeting held on Saturday, 21NOV2009 at 0900 hours at the EOC to discuss the exercise and after-action reports.

Concept of Play

With the continuing threat of Pandemic Influenza, Biological, Chemical and other hazardous agents, Prince William County could very well have need of Strategic National Stockpile (SNS) assets from the Centers of Disease Control (CDC). Emergency Management personnel will require real-time targeted asset tracking and various status data of the SNS to ensure safety and integrity of the shipment, the transport/TARU teams, Points of Distributing (POD) site personnel and the citizens of Prince William County.

Prince William County Emergency Management, Prince William County Health Department and Virginia State Health Department personnel will need to know the whereabouts of the shipments, as well as other vital data regarding it. By using PWCARES, Prince William County Emergency Management personnel are using a system that requires no infrastructure nor does not require a fixed location to operate from and provides the security that only PWCARES and Prince William County Emergency Management personnel will know where the shipments are located.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, hence, are assumed to be present before the start of the exercise. The following general assumptions apply to the *Where's WALDO*:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Exercise simulation will be realistic and plausible, containing sufficient detail from which to respond.
- 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.

The following assumptions must be made in order to ensure that the exercise is as realistic as possible. It is intended that exercise events progress in a logical and realistic manner and that all exercise objectives be achieved during exercise play.

- Exercise participants are well versed in their own agency response plans and procedures.
- The term "participants" includes planners, controllers, simulators, evaluators, and players.
- Players and controllers will use real-world data and information support sources.
- Players will respond in accordance with existing plans, policies, and procedures. In the absence of appropriate written instructions, players will be expected to apply individual initiative to satisfy response and recovery requirements.
- Implementation of disaster response plans, policies, and procedures during the exercise will depict actions that would be expected to occur under actual response conditions and, therefore, will provide a sound basis for evaluation.
- Actions to direct unit, personnel, or resource deployments will result in simulated



movement during the exercise unless live deployment in real time is stipulated to achieve an exercise objective.

- Real-world response actions will take priority over exercise actions.

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 *Where's WALDO* planning team recognizes and accepts the following as necessary:

- Exercise communication and coordination will be limited to the participating exercise venues and the simulation cell (SimCell).
- Only those communication methods listed in the Communication Directory will be available for players 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.
- The exercise will be played in near-real time; however, to meet exercise objectives, some events may be accomplished by participants before the exercise, and other events may be accelerated in time to ensure their consideration during play.
- Many alert, notification, initial activation, and emergency response procedures, as well as some early response actions, will be a part of the exercise.
- Responses obtained by players from simulations may not be of the quality or detail available from the real organization or individual.
- During the exercise, actions may occur to direct unit, personnel, or resource deployments, and subsequent movement of resources may be played; however, these actions may be simulated with no live movement occurring in the exercise.
- Some personnel and equipment may be pre-positioned at exercise locations rather than moved in real-time during the exercise, and they will enter play at predetermined times from their pre-positioned locations. When this exercise artificiality occurs, it will be referred to in exercise documentation as exercise pre-positioning to differentiate it from the live deployments that will be evaluated.

Exercise Simulation

Simulation during exercises is required to compensate for nonparticipating individuals or organizations. Although simulations necessarily detract from realism, they provide the means to facilitate exercise play.

Exercise Simulations will include, but are not limited to the following items:

- Deployment of the Strategic National Stockpile (SNS).
- Deployment of SNS Technical Advisory Response Unit (TARU).
- Deployment of Police and other security personnel.
- Deployment of Virginia and Prince William County Health Department personnel.



- Weather information and forecasts for September timeframe.
- Simulation of nonparticipating organizations, media, victims and evacuees will be at the direction of the exercise controllers.

Exercise Objectives

The *Where's WALDO* exercise planning team selected objectives that focus on evaluating emergency response procedures, identifying areas for improvement, and achieving a collaborative attitude. This exercise will focus on the following objectives:

1. **Incident Command System (ICS)/Unified Command:** Evaluate the local decision-making process, the capability to implement the ICS, and the effective transition to a Unified Command in response to a request for Targeted Asset Tracking. Examine the communities' ability to employ various ICS functions.
2. **Emergency Operations Center (EOC) Operation:** Exercise the communities' ability to activate, staff, and operate local EOCs in response to a request for Targeted Asset Tracking.
3. **Communications:** Assess the ability to establish and maintain multi-disciplinary/jurisdictional communications network during a response to a terrorist incident.
4. **Targeted Asset Tracking:** Assess the capability and adequacy of agency plans for responding to a request for Targeted Asset Tracking. This includes issues of Asset identification, tracking security, information control and coverage.

Site Access

Security

The Prince William County EOC staff will provide access control to exercise areas within the EOC to ensure that unauthorized non-participants are denied access and that authorized non-participants transiting the exercise area to reach other work areas do so without deviating from established routes or reasonable travel times. Potomac and Prince William Hospital security staff will provide security and site access at each hospital respectively. Red Cross Chapter House site access is for approved individuals and is at the discretion of the Prince William Chapter of the American Red Cross. 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.

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

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.

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 except for DRS and PODs.

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.



Chapter 2 : SCENARIO AND SUPPORTING DATA

Exercise Scenario

U.S. Department of Health and Human Services ([HHS](#)), in conjunction with the Centers for Disease Control (CDC) and the World Health Organization ([WHO](#)) Epidemic and Pandemic Alert and Response ([EPR](#)), have been monitoring unusual Morbidity and Mortality Weekly Reports ([MMWR](#)) of Influenza for the last several weeks and have determined that the DC Metropolitan area is in the midst of a pandemic threat. To receive Strategic National Stockpile (SNS) assets, the affected state's governor's office will directly request the deployment of the SNS assets from CDC or Health and Human Services (HHS). HHS, CDC and other federal officials will evaluate the situation and determine a prompt course of action. These are caches of pharmaceuticals, antidotes, and medical supplies designed to provide rapid delivery of a broad spectrum of assets for an ill defined threat in the early hours of an event.

The Strategic National Stockpile ([SNS](#)) has been requested and 12-hour "Push Packages" containing Mass Antibiotic Dispensing anti-viral pharmaceuticals are being staged for delivery to the affected areas. The 12-hour Push Packages have been configured to be immediately loaded onto either trucks or commercial cargo aircraft for the most rapid transportation. Concurrent to SNS transport, the SNS Program will deploy its Technical Advisory Response Unit (TARU). The TARU staff will coordinate with state and local officials so that the SNS assets can be efficiently received and distributed upon arrival at the site.

HHS will transfer authority for the SNS materiel to the state and local authorities once it arrives at the designated receiving and storage site. State and local authorities will then begin the breakdown of the 12-hour Push Package for distribution. SNS TARU members will remain on site in order to assist and advise state and local officials in putting the SNS assets to prompt and effective use.

Quarantine Stations, through the Centers for Disease Control ([LINK](#)), have been established at Dulles International Airport. This Quarantine Station covers the jurisdictions of Washington, DC and includes all ports in the District of Columbia, Maryland, Virginia, and West Virginia.

Guidelines for Emergency Call-Off

Pat Collins and/or any of the PWC EOC Executive Staff, any on the PWC Executive Staff and/or any of the PWC ARES Executive Staff (ECIC/AECs) may unilaterally suspend play or end the exercise at any time when it appears that a real-world emergency may hamper exercise play or jeopardize the safety of exercise participants. Participating organizations also have the option of withdrawing any of their players from the exercise at any time to address matters or concerns directly related to their emergency response missions.

When any event occurs that requires (1) the withdrawal by a participating organization from the exercise or (2) the application of major resources by a participating agency to a real-world event, the Executive Staff will review the impact of such actions on the exercise. If determined appropriate, the Leadership Staff will recommend to the exercise manager that the exercise be



temporarily suspended or ended. If appropriate, the exercise manager will announce the decision to suspend or terminate exercise play and an “EMERGENCY EXERCISE SUSPENSION or TERMINATION” message number “EM” will be transmitted to all participating organizations.

Exercise play suspension due to a “Real World Emergency” will be at the direction of the Executive Staff. If exercise play suspension is determined to be appropriate, the exercise suspension message number “RWE” will be transmitted to all participating organizations.

Exercise play resumption will be at the direction of the Executive Staff. If exercise play resumption is determined to be appropriate, the Exercise Resumption message number “ER” will be transmitted to all participating organizations.

Safety and Security

General

Exercise participant safety takes priority over exercise events. Although the organizations involved in the *Where's WALDO* 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. 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. The notification will be made from the SimCell.

The incident site should be controlled by designated safety personnel in accordance with the exercise safety plan or annex. The number of safety personnel will vary with the scope and complexity of the exercise and the physical layout of the site. If certain activities at the site are considered dangerous, site safety personnel should have the authority to alter, suspend, or terminate those activities. An emergency medical team should also be available for injuries that may occur during the exercise. Observers should be escorted by safety or other staff members and be restricted to pre-designated areas.

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.

Exercise play resumption will be at the direction of the Executive Staff. If exercise play resumption is determined to be appropriate, the Exercise Resumption message number “ER” will be transmitted to all participating organizations.

There is no special security issues involved with the exercise, locations or equipment.

It is the responsibility of all participants to ensure that every effort is made to provide a safe and secure environment at all sponsored exercises for its participants, observers/VIPs, control/evaluation staff, volunteers, and the general public.

Aggressive Behavior

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

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.

Explosives and Pyrotechnics

Simulated explosive devices, such as ‘flash bangs’, pyrotechnics, flares, smoke grenades, etc. will be handled and/or detonated only by qualified exercise staff or bomb technicians. Eye and ear protection should be worn by any persons in the area explosive devices.



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.

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. If you use or have any of, but not limited to, the following medical items:

- Allergies/Allergic reactions to medications
- Bee Sting kit
- Epi-Pen
- Nitroglycerine
- Pace Makers
- Rescue Inhaler

This is not designed nor intended to disqualify you from participating in this exercise, but merely to notify the Exercise Safety Controller in the event something happens to you.

Weapons

Federal and contractor exercise planners and controllers shall plan for and promulgate control measures with regard to weapons, whether introduced as a simulated device during exercise play or utilized by law enforcement officers in their normal scope of duties. For the purpose of this policy, a weapon shall include all firearms, knives, less than lethal weapons/tools/devices, and any other object capable of causing bodily harm.

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

Qualified personnel (law enforcement, security, military, etc.) with legal authority to carry weapons that are utilized to provide “real world” perimeter security for the exercise and have no



assigned or direct interaction with exercise participants may continue to carry loaded weapons as part of their normal scope of duty.

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

Activity-Specific Safety Requirements

The Prince William County EOC staff will provide access control to exercise areas within the EOC to ensure that unauthorized non-participants are denied access and that authorized non-participants transiting the exercise area to reach other work areas do so without deviating from established routes or reasonable travel times. Potomac and Prince William Hospital security staff will provide security and site access at each hospital respectively. Red Cross Chapter House site access is for approved individuals and is at the discretion of the Prince William Chapter of the American Red Cross. 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.

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.

Operations

All generating devices will be located in areas in which exhaust gases will not pose any potential for exposure to exercise participants (i.e., located far enough away from buildings to avoid buildup of carbon monoxide inside). In addition, hearing conservation measures will be followed.

Weather Considerations

Actual weather conditions will be used during the exercise; however, wind conditions may be simulated as deemed necessary.

Heat Stress

Heat stress is defined by the following conditions presented in order of increasing severity: heat rash, heat cramps, heat exhaustion, and heat stroke (hot, dry skin). Ambient temperature, ambient humidity, work activity, type/level of PPE, and physical fitness/acclimatization of exercise participants mainly influence heat stress. Generally, exercise participants who will be at the highest risk are personnel required to wear PPE and perform heavy work activity during the warmest times of day.

Heat stress can be controlled by drinking plenty of water (available at the site), avoiding alcohol (before and during exercise), complying with proper work / rest regimens, and maintaining the core body temperature below 100.4°F. The Safety Officer is responsible for assessing exercise participants for heat stress potential and taking prompt corrective action to mitigate dangerous



heat stress conditions. Heat stress is generally monitored and controlled according to American Conference of Government Industrial Hygienists (ACGIH) criteria.

Exercise participants who experience a significant heat stress condition (e.g., heat exhaustion and heat stroke) should immediately stop working, inform a Safety Officer, and report to the on-site medical responders. Basic response actions for a victim of severe heat stress include moving to a shaded location (preferably air conditioned), removing PPE/ clothing, and administering water.

Hypothermia

Hypothermia is defined as the progressive cooling of the body. This cooling can occur rapidly (e.g., when a person is immersed in cold water) or gradually (e.g., through general outdoor exposure in cold weather). The body can adjust to a drop of a few degrees of internal body temperature, but larger temperature losses can result in the inability of the body to regulate its temperature and produce necessary body heat. The signs and symptoms of hypothermia include the following:

- Coordination difficulties (e.g., staggering)
- Decreased level of consciousness
- Drowsiness or inactivity
- Joint/muscle stiffness
- Numbness
- Rapid breathing and pulse at the onset (slow breathing and pulse in severe cases)
- Shivering (or, in severe cases, the absence of shivering)
- Stiff or rigid posture

All exercise participants are susceptible to the effects of hypothermia. Hypothermia can be controlled by removing all wet clothing, gradually warming the victim, giving warm liquids to conscious victims, and keeping the victim warm. All controllers and the safety officer are responsible for assessing exercise participants for cold injury potential and for taking corrective action to mitigate dangerous conditions.

Exercise participants who experience cold injuries or the signs and symptoms of hypothermia should immediately stop working, inform a Safety Officer, and be brought to the on-scene real emergency site.

Real World Emergency Procedures

For an emergency that requires medical assistance, the phrase will be ***“Real World Emergency.”*** The following procedures will be used in case of an **actual emergency** during the exercise:

- The first exercise player, controller, evaluator, or observer who becomes aware of an actual emergency will initiate the broadcast of ***“Real World Emergency”*** over all frequencies being used at the exercise.
- All radio transmissions will cease, except the unit that first transmitted ***“Real World Emergency”*** will specify the following:
 - Location
 - Condition



- Requirements (if possible)
- If requirements at the scene are specified, only those units requested will respond.
- If an actual medical emergency occurs, the aided will be immediately removed via the real emergency ambulance to the appropriate receiving medical facility.
- If the nature of the emergency is such that a suspension of the exercise is needed, all exercise activities will **immediately cease**.



Chapter 3 : PLAYER INFORMATION AND GUIDANCE

Player Procedures and Responsibilities

- Players are not to self-deploy. You will be instructed when and where to deploy.
- This will be a full-scale exercise of PWCARES.
- The scope of the exercise is to test and determine the most viable method of targeted asset tracking.
- Once you are set up at your assigned location, please locate the closet exits for your safety.
- Locate the closet telephone and fax machine to your location, record this on the ICS-205A Communications List Form and relay that information to the EOC.
- Locate the closet copy machine in case you need to make copies.
- Locate restrooms.
- Players should be familiar with and have copies of the following reference documents:
 - Equipment manuals for Operators own equipment.
 - Radio Quick Reference Guides for County equipment:
 - Icom IC-2820H
 - Yaesu FT-8800R
 - Alinco DM-330MV Power Supply
 - PWCARES Quick Reference Guide.
 - Prince William County (Virginia) ARES®/RACES Emergency Response Manual
 - Prince William County (Virginia) ARES®/RACES Plan of Operations
 - ICS Forms:
 - ICS-201 Incident Briefing
 - ICS-202 Incident Objectives
 - ICS-205 Incident Radio Communications Plan
 - ICS-205A Communications List
 - ICS-206 Medical Plan
 - ICS-210 Status Change Card
 - ICS-211 Check-in List
 - ICS-211P Personnel Check-in List
 - ICS-213 General Message
 - ICS-214 Unit Log
 - ICS-214A Individual Log
 - ICS-216 Radio Requirements Worksheet
 - ICS-217 Radio Frequency Assignment Worksheet
 - ICS-231 Meeting Summary
 - ICS-308 Resource Order Form
 - MedComm Forms:
 - MedComm Primary Data Collection Form
 - MedComm Secondary Data Collection Form
 - Points of Distribution (PODs) Forms:
 - Point of Distribution (POD) Daily Equipment Inventory Report
 - Point of Distribution (POD) Daily Site Hazard Assessment Form



- Point of Distribution (POD) Daily Supply Report
 - Point of Distribution (POD) Site Setup Checklist
- Other Forms:
 - Bomb Threat Reporting Form
 - Lost Person Questionnaire
- County map.
- Plan for weather information and forecasts pursuant to regional Northern Virginia/Metro DC September timeframe.
- Players should provide food and beverages for themselves if they are going to be deploying to the field.
- Players should dress appropriately to weather information and forecasts pursuant to regional Northern Virginia/Metro DC September timeframe. Remember that this area can and does have upwards of a 40° temperature change in one day.

Reporting

Exercise Players will log all messages and events on appropriate forms that pertain to your assignment. These include, but are not limited to, the following:

- ICS-201 Incident Briefing.
- ICS-202 Incident Objectives.
- ICS-205 Incident Radio Communications Plan
- ICS-205A Communications List
- ICS-206 Medical Plan
- ICS-210 Status Change Card
- ICS-211 Check-in List
- ICS-211P Personnel Check-in List
- ICS-213 General Message
- ICS-214 Unit Log
- ICS-214A Individual Log
- ICS-216 Radio Requirements Worksheet
- ICS-217 Radio Frequency Assignment Worksheet
- ICS-231 Meeting Summary
- ICS-308 Resource Order Form
- ICS Transfer of Command Checklist
- ICS Master EOC Message Log
- Point of Distribution (POD) Daily Equipment Inventory Report
- Point of Distribution (POD) Daily Site Hazard Assessment Form
- Point of Distribution (POD) Daily Supply Report
- Point of Distribution (POD) Site Setup Checklist
- MedComm Primary Data Collection Form
- MedComm Secondary Data Collection Form
- Bomb Threat Reporting Form



- Lost Person Questionnaire

Communications Plan

- All spoken and written communication will start and end with the statement, “**THIS IS AN EXERCISE.**”
- All participants will record all messages, actions and other related exercise play activities on the appropriate forms. These forms will be handed in at the end of the exercise at the Hot Wash.
- If you have made notes on other pieces of paper, please include these with the paperwork you are handing into the control team.
- If capable, please enter all transactions into WebEOC as they occur.
- If you need to get a hold of the Lead Controller, Lead Evaluator or ECIC, please use the telephone numbers listed below.

Communications will consist of, but are not limited to, the following:

- Telephone (landline and cellular)
- Email
- Radio
- WebEOC
- Fax

Telephone Numbers:

- PWC EOC
 - Main EOC: 703-729-7020
 - Located under LCD TV #3.
 - Extra EOC number: 703-792-7047
 - EOC AuxComm Room (by Alexa’s Desk): 703-792-5274
 - Health Department Phone: 703-729-7024
 - CSB Phone: 703-729-7041
 - The two latter phones are on table 6.
- PWC Hospital Radio Room
- Potomac Hospital Radio Room
- ARC Chapter House Radio Room
 - 703-368-4511
- Additional phone numbers:
 - Exercise Controller, David Meola – KI4AZX, (C) 703-307-7014
 - Lead Evaluator, David Lane – KG4GIY, (C) 703-628-3868
 - ECIC, Patrisha Wells – KI4PCM, (C) 703-973-2119



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.

Administrative Systems

There will be no Administrative Systems Support (copying, office supplies, etc.) provided to the players for the exercise.



Chapter 4 : EVALUATION 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 *Where's WALDO*, evaluation will attempt to validate plans, procedures, and protocols of Prince William 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.

Assessment, Review and Analysis of Exercise

Player Exercise Evaluations

All players are to complete an exercise evaluation form (Narrative Summary) to record their comments about any action, event, strength, or weakness that was observed during the exercise, or if they are asked to comment on selected areas of exercise planning, execution, training, etc.)

All messages generated during exercise play are to be turned into the ECIC/Exercise director at the end of the 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 attend a facilitated Controller and Evaluator Debriefing on September 19, 2009, at PWC EOC. 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. The controller will distribute these forms during the hotwash. They will be collected afterward along with attendance or participation rosters. Controllers should emphasize to the players that the forms provide the opportunity to comment candidly on emergency response activities and effectiveness of the exercise.

After Action Conference

The After Action Conference is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate the findings and recommendations in the draft AAR, and begin development of the IP. The After Action Conference will be held at PWC EOC on November 21, 2009, beginning at 0900 hours.

Exercise Report

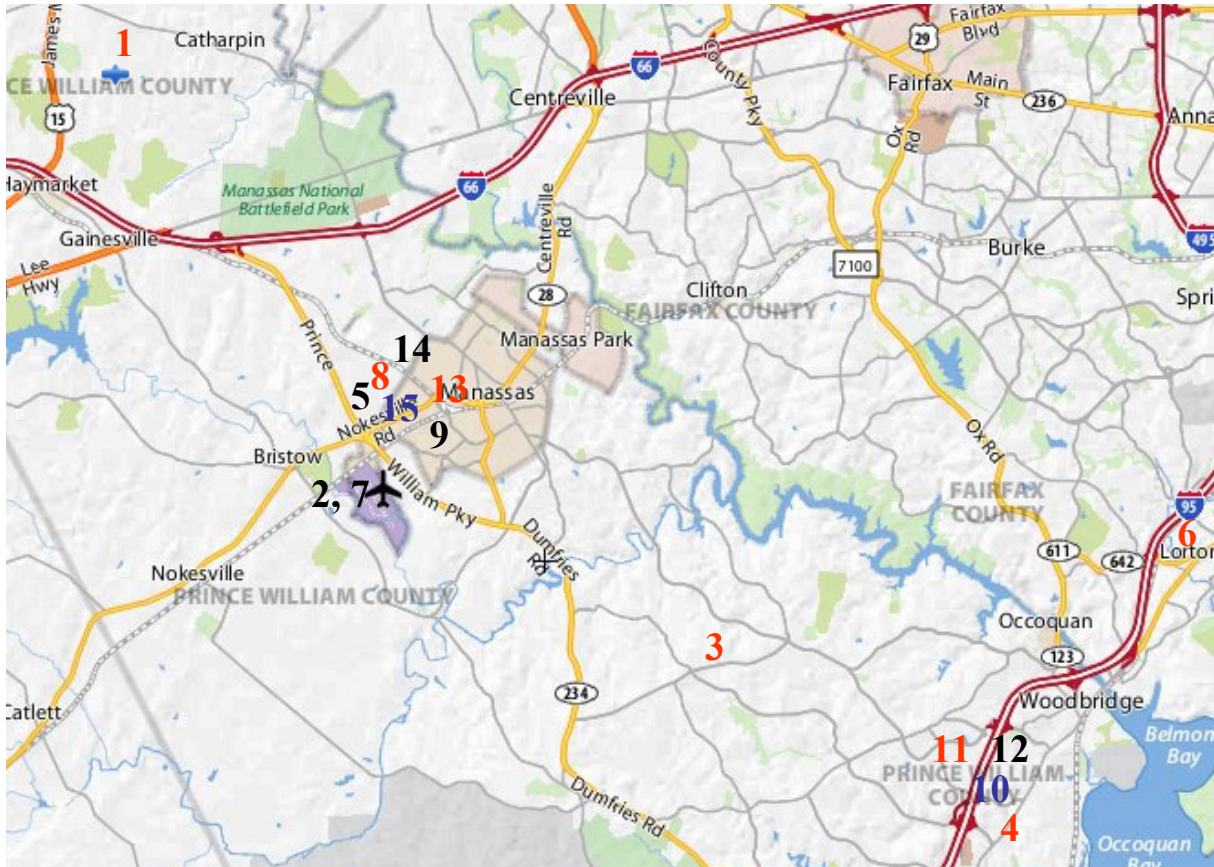
An exercise AAR/IP will be prepared to document evaluation of overall exercise performance. This AAR/IP will cover the schedule, scenario, players' activities, evaluations, issues, opportunities, and best practices. The AAR will contain the following:

- 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: Exercise Site Maps

Figure 4-1 Primary Exercise Locations





<p>1- Battlefield High School Shelter 15000 Graduation Drive Haymarket, VA 20169 USA Telephone: 1-(571)-261-4400</p>	<p>2- Broad Run/Airport VRE 10637 Piper Lane Bristow, VA 20136 USA</p>
<p>3- EOC 3 County Complex Court McCoart Building Woodbridge, VA USA Telephone: 1-(703)-7020</p>	<p>4- Freedom High School Shelter 15201 Neabsco Mills Road Woodbridge, VA 22181 USA Telephone: 1-(703)-583-1405</p>
<p>5- GMU/Freedom Center 10900 University Boulevard Manassas, VA 20110 USA Telephone: 1-(703)-993-8444</p>	<p>6- Lorton VRE 8990 Lorton Station Boulevard Lorton, VA 22079 USA</p>
<p>7- Manassas Airport 10600 Harry Parrish Boulevard Manassas, VA 20110 USA Telephone: 1-(703)-361-1882</p>	<p>8- Manassas Mall 8300 Sudley Road # C1 Manassas, VA 20109 Telephone: 1-(703)-368-7232</p>
<p>9- Manassas VRE 9451 West Street Manassas, VA 20110 USA</p>	<p>10- NOVA Woodbridge 15200 Neabsco Mills Road Woodbridge, VA 22191-4099 USA Telephone: 1-(703)-323-3000 or 1-(703)-878-5700</p>
<p>11- Potomac Mills Mall 2700 Potomac Mills Circle Prince William, VA 22192 USA Telephone: 1-(703)-496-9330</p>	<p>12- Potomac Hospital 2300 Opitz Boulevard Woodbridge, VA USA Telephone: 1-(703)-670-1313 or 1-(540)-659-1800</p>
<p>13- Prince William Hospital 8700 Sudley Road Manassas, VA 20110-4418 USA Telephone: 1-(703)-369-8000</p>	<p>14- Red Cross Chapter House 9310 West Street Manassas, VA 20110 USA Telephone: 1-(703)-368-4511</p>
<p>15- Stonewall Jackson High School Shelter 8820 Rixlew Lane Manassas, VA 20110 USA Telephone: 1-(703)-365-2900</p>	<p>16- Woodbridge VRE 1040 Express Way Woodbridge, VA 22191</p>



AppendixB:: Exercise Critique Form

Exercise Critique Form

Exercise Name: Where's WALDO

Exercise Date: September 19, 2009

Participant Name: _____ Title: _____

Agency: _____ Role: __Player __Controller __Evaluator __Observer

Part I - Please take a few minutes to fill out this form. Your opinions and suggestions will help us prepare better exercises in the future.

1. Please rate the overall exercise on the following scale.

1 2 3 4 5 6 7 8 9 10
Very Poor Very Good

2. Compared to previous exercises, this one was:

1 2 3 4 5 6 7 8 9 10
Very Poor Very Good

3. Did the exercise effectively simulate the emergency environment and emergency response activities? Yes _____ No _____ If no, briefly explain why:

4. Did the problems presented in the exercise adequately test readiness capability to implement the plan? Yes _____ No _____ If no, briefly explain why:

5. The following problems should be deleted or revised:

6. I suggest that you add the following problems for the next exercise.

7. Please add any other comments or suggestions.



Exercise Critique Form

Part II - Please take a few minutes to fill out this form. Your opinions and suggestions will help us prepare better exercises in the future.

1. What is your assessment of the exercise design and conduct?

*Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating **strong disagreement** with the statement and 5 indicating **strong agreement**.*

Assessment Factor	Rating of Satisfaction with Exercise				
	1	2	3	4	5
a. The exercise was well structured and organized	1	2	3	4	5
b. The exercise scenario was plausible and realistic	1	2	3	4	5
c. The documentation used during the exercise was a valuable tool throughout the exercise	1	2	3	4	5
d. Participation in the exercise was appropriate for someone in my position	1	2	3	4	5
e. The participants included the right people in terms of level and mix of disciplines	1	2	3	4	5

2. What changes would you make to improve this exercise?

Please provide any recommendations on how this exercise or future exercises could be improved or enhanced.
