



Controller/Evaluator Handbook

**St. John's Campus
Exercise Campus Collaboration 2013
May 13, 2013**

Introduction

Exercise Campus Collaboration 2013 (ECC 2013) is hosted by Memorial University of Newfoundland in collaboration with the Royal Newfoundland Constabulary, Eastern Health, St. John's Regional Fire Department, Canadian Red Cross and The Salvation Army. This Controller/Evaluator Handbook was produced with input, advice and assistance from the Exercise Campus Collaboration 2013 planners. Overall exercise planning, coordination, conduct and evaluation is the responsibility of Memorial University's Office of Emergency Management.

The Controller/Evaluator Handbook gives controllers/evaluators, safety controllers, and support staff from participating organizations the information necessary to participate in an emergency response exercise focusing on the participants emergency management plans, policies and procedures. The information in this document is current as of the date of publication, May 9, 2013, and is subject to change as dictated by the Exercise Campus Collaboration 2013 planners.

Purpose

The overall purpose of ECC 2013 is to improve upon interagency communication, cooperation and collaboration and to explore our interdependencies and expectations in a Level 3 emergency situation. The exercise will involve the following organizations and functions:

- Memorial University of Newfoundland (Emergency Operations Centre Group, Reception Centre, Marketing and Communications, Campus Enforcement and Patrol, Housing, Food and Conference Services)
- Royal Newfoundland Constabulary (REACT, Incident Command, Crisis Negotiations and Specialized Units)
- Eastern Health (Paramedics)
- St. John's Regional Fire Department (Fire Response)
- The Salvation Army (Food Services)
- Canadian Red Cross (Registration and Inquiry, and Shelter)

Confidentiality

Exercise Campus Collaboration 2013 is a classified exercise. The control of information is based on the nature of the exercise. Confidential exercise material is intended for the exclusive use of exercise planners, controllers/evaluators and actors but players may view materials if it is deemed necessary to their performance. The Player Handbook may be viewed by all exercise participants, but the Controller/Evaluator Handbook is a restricted document intended for controllers/evaluators only.

All exercise participants should use appropriate guidelines to ensure the proper control of information within their respective areas and to protect this material.

Please note, the public release of exercise materials to third parties is at the discretion of Memorial University's Office of Emergency Management.

Handling Instructions

The title of this document is *Exercise Campus Collaboration 2013 Controller/Evaluator Handbook*.

The information gathered in this Controller/Evaluator Handbook is *For Official Use Only* and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted and stored in a secure manner. Reproduction of this document, in whole or in part, without prior approval from Memorial University's Office of Emergency Management is prohibited.

For more information, please consult the following Points of Contact:

Exercise Campus Collaboration 2013 Co-Lead Planners

Karen Alexander, RSW, CEM
Emergency Management Coordinator
Office of Emergency Management
Memorial University of Newfoundland
St. John's, NL A1C 5S7
(709) 864-7544
kalexander@mun.ca

Sgt. Hubert W. Hall
Emergency Management Planning Coordinator
Operational Support Division
Royal Newfoundland Constabulary
1 Fort Townshend
St. John's, NL A1C 2G2
(709) 729-8250
huberth@rnc.gov.nl.ca

Exercise Campus Collaboration 2013 Logistical Coordinator

Holly Tobin, BA, AEM
Emergency Management Analyst
Office of Emergency Management
Memorial University of Newfoundland
St. John's, NL A1C 5S7
(709) 864-7661
htobin@mun.ca

Exercise Campus Collaboration 2013 Public Relations Coordinators

Jennifer Batten
Communications Coordinator
Marketing and Communications
Memorial University of Newfoundland
St. John's, NL A1C 5S7
(709) 864-2479
jbatten@mun.ca

Cst. Talia Murphy
Media Relations Officer
Royal Newfoundland Constabulary
1 Fort Townshend
St. John's, NL A1C 2G2
(709) 729-8658
rncmediarelations@rnc.gov.nl.ca

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Chapter 1: General Information

Exercise Campus Collaboration 2013 (ECC 2013) is a full scale exercise designed to establish a learning environment for players to exercise emergency management plans and related policies and procedures. A full scale exercise is a complex event that requires detailed planning. To conduct an effective exercise, subject matter experts and local representatives from numerous agencies and Memorial University departments have taken part in the planning process and will take part in exercise conduct and evaluation.

The Player Handbook, Controller/Evaluator Handbook including the Master Scenario Events List were produced at the direction of the Memorial University's Office of Emergency Management with input, advice and assistance of the ECC 2013 planners. ECC 2013 is evidence of the growing relationship between Memorial University of Newfoundland and local emergency responders and organizations.

The Player Handbook identifies policies, procedures, administrative requirements, and exercise roles and responsibilities that will support exercise-planning initiatives as well as player guidelines.

The Controller and Evaluator Handbook is designed to help exercise controllers and evaluators conduct and evaluate an effective exercise. The handbook also enables controllers and evaluators to understand their roles and responsibilities in exercise execution and evaluation.

The Master Scenario Events List (MSEL) outlines benchmarks, as well as injects that drive exercise play. It also details realistic input to the exercise players as well as information expected to emanate from simulated organizations (i.e., those nonparticipating organizations, agencies, and individuals who would usually respond to the situation). An inject will include several items of information, such as inject time, intended recipient, responsible controller, inject type, a short description of the event, and the expected player action.

Exercise Objectives

Exercise Campus Collaboration will focus on several key areas with regards to testing and objectives. The areas listed below have been selected by the ECC 2013 planners to be tested during the exercise. These objectives provide the foundation for the development of the exercise scenario. The purpose of this exercise is to measure and validate performance of these organizations and their associated objectives.

The ECC 2013 planners selected objectives that focus on evaluating emergency response procedures against internal standards and protocols. The exercise will identify areas for improvement and actions required in achieving a collaborative response relationship. This exercise will focus on the following objectives:

Inter-Agency Collaboration

- To determine the level of cooperation, coordination and collaboration required between Memorial University's external community partners, including the Royal Newfoundland Constabulary, St. John's Regional Fire Department, Eastern Health, Canadian Red Cross and The Salvation Army in responding to a Level 3 emergency.

Memorial University

- Emergency Operations Centre Group
 - To determine the ability to direct, coordinate and control emergency response activation through operation of an Incident Command System including utilization of the CERT Handbook.
 - To determine the planning/training requirements in establishing a MUN operated Reception Centre, a one stop facility which will coordinate the services of registration and inquiry, food,

- clothing, shelter and personal services (including psychological first aid, meet and meet, first aid, etc) for those persons at MUN impacted by an emergency event.
- To demonstrate the ability of the EOCG to coordinate the activation of the emergency notification system during a Level 3 emergency on campus.
 - **Marketing and Communications**
 - To assess the ability to develop, coordinate and disseminate information live on-site, by phone, social media and other mediums as required, during an emergency, in accordance with the Emergency Communications Plan.
 - To assess the ability of Marketing and Communications to maintain MUN's reputation and establish itself as the authoritative source of information during an emergency.
 - To assess the time it takes to activate joint media and communication centres as per the Emergency Communications Plan.
 - To assess the effectiveness in responding to primary information needs and quelling false information immediately and over the course of the emergency.
 - **Campus Enforcement and Patrol**
 - Demonstrate the capability of Campus Enforcement and Patrol (CEP) to conduct rapid situational assessment and initiate the required activation, emergency notification system and response as per the Emergency Management Plan Activation Flowchart.
 - Assess the ability of the senior CEP officer to establish and maintain Incident Command, joint or otherwise, during a Level 3 emergency on campus in accordance with the Emergency Management Plan.
 - Demonstrate the ability of CEP to establish and maintain security, and perimeter control in coordination with responding agencies.
 - To assess the ability of CEP to collect and prepare intelligence information and prepare situation reports.
 - **Housing, Food and Conference Services**
 - To determine the response time in the activation of the Housing and Conference Services call out procedures.
 - Demonstrate responsible organizational capacity to identify shelters and mass care facilities for immediate use by residential students including those single; and those with special needs . This would include implementing the communication and notification to all persons impacted via the development of a data base master list of persons impacted; and demonstrating the ability to arrange transportation to the designated alternate accommodation site.

Royal Newfoundland Constabulary

- To exercise the Rapid Entry Active Criminal Threat (REACT) policy and procedure.
- To exercise the Incident Command System and Transfer of Command.
- To establish and exercise crisis negotiations.
- To test RNC radio communication at MUN and in the tunnel system.
- To test Tactics and Rescue Unit tactical entry.

Eastern Health

- Coordinate medical management, triage, and evacuation. Assess the ability of response personnel to coordinate victim triage, evacuation and transport during a Level 3 emergency.

St. John's Regional Fire Department

- To test their fire and rescue operations.

Canadian Red Cross

- To test setup/activation of Registration and Inquiry and Red Cross response time at the call of the MUN Reception Centre Manager.
- To test Registration and Inquiry at the triage site established under the direction of the Eastern Health Paramedics.
- To test Registration and Inquiry in a MUN operated Reception Centre site.
- To test Red Cross logistical support at the request of the MUN appointed Reception Centre manager.
- To test the ability to set up shelter at the request of the MUN appointed Shelter Manager at the Reception Centre site.
- To test Red Cross and Memorial University's ability to work collaboratively in sharing information between the Central Registration and Inquiry Bureau (CRIB) and the Student Services Hotline.

The Salvation Army

- To test the provision of mobile feeding services to first responders and persons impacted at the request of the MUN appointed Food Services Manager at the Reception Centre site.

Chapter 2: Exercise Logistics

ECC 2013 will be conducted on 13 May 2013, beginning at 09:00. Exercise play is scheduled for approximately 5 hours and 30 minutes or until the Exercise Co-Leads and Logistical Coordinator determines that the exercise objectives have been met at each venue. The exercise will be initiated by an incident. The incident will be fully simulated and will occur in real time. There will be a post-exercise hotwash for all participants at 15:00 in the Science Building, room SN2019.

Exercise Participants and Staff

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

Please see Appendix F for a listing of Exercise Staff.

- **Exercise Co-Lead Planners.** The Exercise Co-Leads have the overall responsibility for planning, coordinating, and overseeing all exercise functions. They manage the exercise activities and maintain close dialogue with the Exercise Logistical Coordinator and Controllers regarding the status of play and the achievement of the exercise design objectives.
- **Exercise Logistical Coordinator.** The Exercise Logistical Coordinator is responsible for the logistical organization of Exercise Campus Collaboration 2013, and will take direction from the Exercise Co-Leads.
- **Players.** Players are personnel from participating organizations who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Players initiate actions that will respond to and mitigate the simulated emergency. Players will be identified by their respective organizations normal emergency response identification (i.e. Memorial University ICS vests in white, red, blue, orange and green).
- **Controllers/Evaluators.** The individual controllers/evaluators issue exercise materials to players as required, monitor the exercise timeline, monitor the safety of all exercise participants, and evaluate and provide feedback on a designated functional area of the exercise. Controllers/Evaluators assess and document participants’ performance against established emergency plans and exercise evaluation criteria. Specific controller responsibilities are addressed in the Controller and Evaluator Handbook. Controllers/Evaluators will be identified by a Grey Memorial University ICS vest and a green name tag worn around the neck.
- **SimCell Controllers.** SimCell Controllers provide injects to the players as described in the MSEL. They may role-play as nonparticipating organizations or individuals. Specific controller responsibilities are addressed in the Controller and Evaluator Handbook. SimCell Controllers will be identified by a Grey Memorial University ICS vest and a green name tag worn around the neck.
- **Safety Controller.** While all persons participating in this exercise have a responsibility to safety, the Safety Controller will ensure that participants have a safe environment before, during and after ECC 2013 in the exercise area. The Safety Controller will advise Co-Leads and/or the Logistical Coordinator of any activity that may be deemed as unsafe. Safety Officers will brief all participants on safety prior to exercise play. The Memorial University Safety Controller will be identified by a yellow Memorial University Department of Health and Safety vest and a yellow name tag worn around the neck.
- **Actors.** Actors are exercise participants who act specific roles during exercise play. They are Memorial University Volunteers or Standardized Patients who have been recruited to play the role of victims or other bystanders. Actors will be identified by a pink nametag. Victims will be identified by a blue name tag worn around their neck containing vital information on their assigned role.
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, and do not perform any control or evaluation functions. Observers will view the exercise from

a designated observation area and will be asked to remain within the observation area during the exercise. A dedicated controller will be assigned to manage this group. Observers will be identified by a white name tag worn around the neck.

- **Media Observers.** Media observers are media personnel that may be present during the exercise as observers and will be coordinated by the appointed Memorial University Public Relations Coordinator for ECC 2013 (see pg ii).
- **Support Staff.** Exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (i.e. registration, site security, etc.). Support Staff will be identified by a Grey Memorial University ICS vest and a purple name tag worn around the neck.

Exercise Setup

Exercise setup involves the pre-positioning of personnel and/or the dispersal of exercise materials; including registration materials, documentation, signage and other equipment as deemed appropriate by the Logistical Coordinator.

Participant Briefings

All Controllers/Evaluators, SimCell Controllers, Safety Controllers and Actors will receive a briefing. These briefings will take place on Sunday, May 12 at Memorial University. See Appendix A, Exercise Schedule, for more information on times and locations.

All Players will receive a briefing during the week prior to the exercise to go over the Player Handbook, clarify the rules of play and answer any questions. These briefings will be scheduled with individual groups in advance. See Appendix A, Exercise Schedule, for more information on times and locations.

MUN Observers will receive a briefing the morning of May 13 at 09:00 in EN4020.

Safety Requirements

Exercise participant safety takes priority over exercise events. Aspects of an emergency response are dangerous. Professional response and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. Although the organizations involved in ECC 2013 come from various response agencies, they share the basic responsibility for ensuring a safe environment for all personnel involved in the exercise. All organizations involved will conduct hazard assessments for their area of responsibility prior to exercise play and consult with the MUN Safety Controller if necessary. The following general requirements apply to the exercise:

- A MUN Safety Controller has been identified from Health and Safety and is responsible for participant safety.
- All exercise controllers, evaluators and staff will also serve as safety observers while the exercise activities are underway.
- Any safety concerns must be immediately reported to the MUN 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 health and safety plans and procedures, as well as the appropriate Provincial health and safety regulations.

Fire Safety

All exercise participants will be briefed on fire safety including evacuation routes and assembly (muster) points prior to the start of exercise play.

Accident Reporting and Real Emergencies

If an accident occurs during exercise play participants should notify the nearest controller. Information on the type of accident and resources required should be given. The controller will then report it to the Exercise Co-Leads and/or Logistical Coordinator. If it necessary to suspend exercise play at a particular site it will be at the discretion of the Exercise Co-Leads and Logistical Coordinator.

If a real emergency occurs during exercise play, the phrase “**NO DUFF**” will be used to notify participants that the exercise play is suspended.

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Site Access

Security

Security Volunteers under the direction of a Facilities Management employee will control entry to the exercise venues. To prevent confusion and interruption of the exercise, access to the exercise sites and the SimCell will be limited to authorized exercise participants only. Participants should advise their venue’s controller if an unauthorized person is present. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements.

All participants will be assigned a name tag that will identify the exercise venues they are authorized to access.

Observer Coordination

Each organization with observers will coordinate with Memorial University’s Office of Emergency Management prior to the exercise to arrange for access to the exercise site. Observers will be directed to an observation area and asked to remain within the designated area for the duration of the exercise. A controller will be present to explain the exercise program and answer questions for the observers during the exercise.

Observers will be located at either EN4020 in the Engineering Building, in the green space immediately outside the Science Building Lobby doors or near Blackall House.

Parking and Directions

Parking information and directions to each venue are available from the Office of Emergency Management. Any exercise participants attending from Grenfell Campus, the Marine Institute and/or outside organizations can park in Lot 16 or 16A adjacent to the University Centre.

Restroom Facilities

Restroom facilities will be available at each venue; you will be briefed as to the location prior to the start of exercise play.

Exercise Identification

All participants will be assigned appropriate identification that will allow them access to necessary exercise venues. All exercise participants, including observers, will be identified by agency uniforms, identification badges and/or vests distributed by their respective organizations.

Cleanup and Restoration

Cleaning and restoration of exercise play areas will be coordinated by the Office of Emergency Management with the support of Facilities Management. Please keep your area clean by using the garbage and recycling bins in your area.

Food and Refreshments

As part of exercise play, The Salvation Army will provide food services under the Memorial University Reception Centre. All participants will be fed throughout the day. Those participants that are unable to leave their assigned spaces throughout the day will have food delivered to them.

Recording and Documenting Activities

Memorial University will document ECC 2013 through Distance Education, Learning and Teaching Support's videographers and the Marketing and Communications Photographer. All participants from each involved organization must sign an image release.

Controller Communication

The primary means of communication among the SimCell Controllers and Controllers/Evaluators at the exercise venues will be by two-way radio. A list of key radio call signs will be available as a Communication Directory before the start of the exercise it will also include cell phone numbers as a back-up communications system, see Appendix H.

Communications Check

Before the start of the exercise two Radio Communication Checks will take place at 08:00 and 08:45 by the SimCell Controllers to ensure redundancy and uninterrupted flow of control information.

Exercise Implementation

Exercise Play

Exercise play will begin at 09:00 with a situation update going to each participating venue via controllers. Play will proceed according to the events outlined in the Master Scenario Events List (MSEL), in accordance with the established plans and procedures. The exercise will conclude upon the completion of operations and attainment of exercise objectives, as determined by the Exercise Co-Leads. The exercise is expected to end at 14:30 with a hotwash following at 15:00. Please see further information with respect to the hotwash and debriefings in Chapter 6.

Exercise Rules

The following are the general rules that govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise participants will comply with real-world response procedures, unless otherwise directed by control staff.
- All communications (written, radio, telephone, etc.) made during the exercise will begin with the phrase, **“This is an exercise.”**
- If a real emergency occurs during exercise play the phrase **“NO DUFF”** will be used to notify participants that the exercise play is suspended.

Exercise Start, Suspension and Termination Instructions

The exercise is scheduled to run for approximately 5 hours 30 minutes, or until the Exercise Co-Leads and Logistical Coordinator determine that the exercise objectives have been met. From the SimCell, the Exercise Co-Leads will announce the start of the exercise and exercise suspension or termination through the Controller Communication Network.

Player Communication

Players will use routine, in-place 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. In no instance will exercise communication interfere with real-world emergency communications. For example, under no circumstances will 911 be used for exercise purposes or CEP's emergency number, 864-4100.

Media Observers

Any emergency 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.

Memorial University's Office of Emergency Management and the Royal Newfoundland Constabulary have appointed representatives to be responsible for disseminating public information in advance of ECC 2013. The Public Relations Coordinator for Memorial University will coordinate the media observers on the day of the exercise (see pg ii).

Chapter 3: Player Guidelines

Assumptions

Because Exercise Collaboration 2013 is of limited duration and scope, SimCell Controllers or Controllers/Evaluators will relay some information to the players. Certain venues and aspects of the scenario will be staged in advance in the interest of time.

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 ECC 2013:

- 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.
- The term “participants” includes planners, controllers/evaluators, actors, players, safety controllers, observers, media and support staff.
- Exercise players and controllers/evaluators are well versed in their own department and agency response plans and procedures.
- 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.
- 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 unless simulated deployment is stipulated to achieve an exercise objective.

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 (known as exercise artificialities) for any exercise, the ECC 2013 planning teams recognizes and accepts the following as necessary:

- The exercise will be played in real time; however, to meet exercise objectives, the perceived date will be Monday, November 19, 2012.
- 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.
- Actors will play the role of injured, traumatized, evacuated, and dead persons. They will be trained in their respective areas by the Office of Emergency Management and/or the Standardized Patient

Program. Faculty of Medicine, and will present with moulage for realism which will be done by Eastern Health.

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

Before the Exercise

- Review the appropriate emergency plans, procedures and exercise support documents.
- Attend the scheduled Player Briefing during the week prior to the exercise to receive an overview of the Player Handbook, clarification on the rules of play and to ask any relevant questions.
- Wear appropriate uniform or exercise identification on the day of the exercise.
- 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

- All MUN players should sign in and be assigned the appropriate ICS vest as per the CERT Handbook procedures either at the Emergency Operations Centre or with your respective department/unit head.
- Respond to the exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers may be required to read specific scenario details to the participants throughout exercise play. They may also have technical handouts or other materials to give to players in order to better orient them to the exercise environment.
- Controllers will only give you information they are specifically directed to disseminate. You are expected to obtain other necessary information through the appropriate information channels.
- Do not engage in personal conversations with controllers, evaluators or observers while the exercise is in progress. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate so, but report back with an answer at the earliest possible time.
- If you do not understand the scope of the exercise or if you are uncertain about an organization's or agency'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 the incorporation of unrealistic aspects. Note that every effort has been made by the trusted planners to balance realism with safety and the creation of an effective learning and evaluation environment.
- Players will use routine, in-place 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. In no instance will exercise communication interfere with real-world emergency communications.
- Internal MUN communications may flow through normal mediums unless otherwise noted (i.e. CEP), however, communication to outside organizations and agencies will be directed through the SimCell. Please see Appendix C for a listing of SimCell phone numbers for Player use.
- When communicating with the SimCell, identify the organization, agency, office and/or individual with which you want to speak.
- All exercise communication will begin and end with the phrase **"This is an exercise."** This is a precaution taken so anyone overhearing the conversation will not mistake the exercise play for a real-world emergency.
- Verbalize out loud when taking an action. This will ensure that evaluators are made aware of critical actions as they occur.
- Maintain an individual or group log of your activities. Log forms are available in the CERT Handbook, either online by secure access or in the EOC. Many times, this log may include documentation of

activities missed by a controller or evaluator and all logs will be requested by the Office of Emergency Management for collation and post exercise documentation.

- If a real emergency occurs during exercise play the phrase “**NO DUFF**” will be used to notify participants that the exercise play is suspended.

Following the Exercise

- At the end of the exercise at 15:00 PM in the Science Building, room SN2019, all participants are encouraged to participate in the Hotwash.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and effectiveness of the exercise. Please provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller/evaluator prior to leaving your area of play or forward them to the Office of Emergency Management for review and inclusion in the Post Exercise Summary Report.

Chapter 4: Exercise Scenario and Major Events

Exercise Scenario

As the rubber hits the road on this typical fall morning, the university is well on its way to becoming the third largest modular community in the Province of Newfoundland and Labrador. The 20,000 souls in the process of converging to study, work and live have no idea what trouble can erupt from this melting pot of society when one of these souls reaches the breaking point.

Joey Studentia had his path pre-planned for him by his well-intentioned immigrant parents. Encouragement at an early age and frequent enrolment at Memorial's science camps enabled him to sail through grade school with awards of excellence while on his path to University. However, University is not like grade school.

The lack of controlled structure, the freedom to study or not, and the new found social life could be the cause of his less than stellar performance in his first semester. Or was it that his childhood bully followed him to the same post-secondary learning institution and continued to crucify him with physical abuse and racial slurs. Whatever the final catalyst to cause the moral switch to change position, Joey has been broken and he would have to show the world he could still achieve excellence and perhaps teach the abusive bully a lesson.

Failure had never been an option for the son of renowned surgeons so he retreats to his Paton College dorm room where calls upon on his pre-university academic excellence in the sciences, his ability to improvise devices and his long-time fascination with his father's unique firearm collection, bolstered by the instant vastness of the worldwide web to create the perfect plan.

In Joey's mind, the reason for his plan of carnage is to show the world he is not a failure. It couldn't be that he was ridiculed, hurt and tormented by his childhood bully who just happens to be in the Chemistry/Physics building on this particular morning. In Joey's mind that is!

Joey has decided that this is the day he will execute his perfect plan but before leaving Blackall he sets fire to papers in his wastebasket in an effort to create a timely diversion from his master plan. As he enters the Science Building, he encounters some of those 20,000 souls that make up the campus community, but no one can stand in his way today and every plan has collateral damage as he stays on course for the Chemistry/Physics building.

He is unaware that a Campus Enforcement and Patrol (CEP) Officer doing rounds in the Science Building has heard the unknown strange sounds of disturbance and has radioed for backup to CEP. Upon entering the Lobby, the CEP officer sees what redefines his definition of a routine unknown trouble call and before he can react, a shot rings out, he falls to the floor and is unconscious. The backup CEP Officer arrives to find his colleague shot and students, staff and faculty members wounded, in shock and dead in the Science Building lobby. The next sound the CEP dispatcher hears in the control room is "officer, students, faculty and staff down, male with guns headed towards tunnels, require immediate assistance."

Meanwhile, Joey's friend, George, is in Blackall House and is scheduled to set up a diversion by setting a fire in the fourth floor corridor once he receives an email from Joey. Once the fire is set, the building begins to evacuate, and Beth and Tommy see George running down the corridor away from the area of the fire. As they escape from one end of the corridor, they see George attempting to block the other end of the corridor. When they are at the assembly point, they realize that Beth's best friend, Sue, is not there and the last time they saw her she was in her room on the fourth floor. Beth begins to panic. Tommy reports this to CEP who have arrived on the scene. There is a lot of confusion as people try to locate Sue. Shortly after the Fire Department arrives, Sue is seen calling for help from a fourth floor window.

Major Events

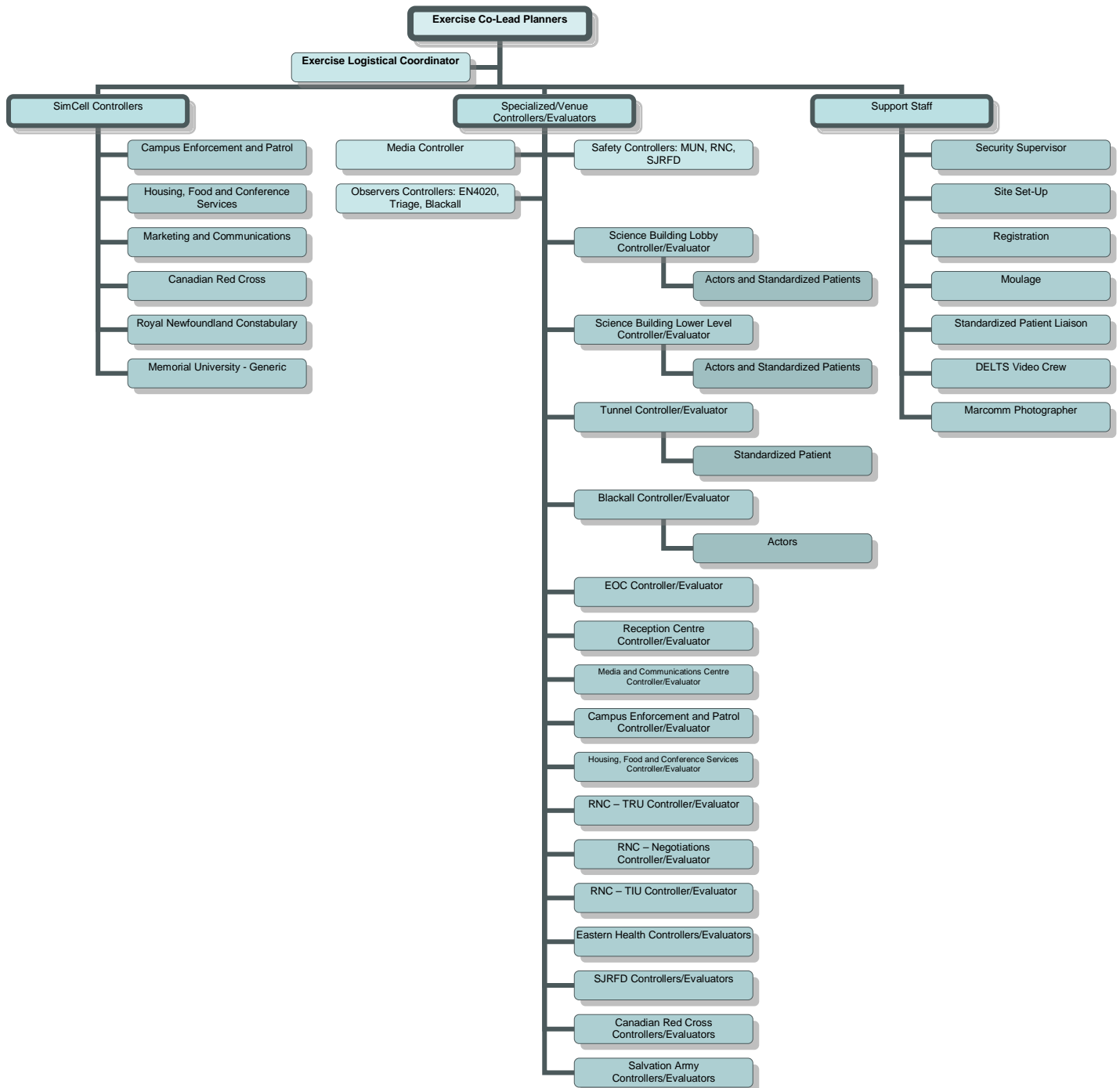
- An active intruder incident on campus is called in by a Campus Enforcement and Patrol Officer.
- The fire alarm sounds in Blackall and the residents evacuate to the assembly point.

See Appendix L for the Master Scenario Events List and Expanded Messages.

Chapter 5: Controller/Evaluator Information and Guidance

Exercise Staff Organization

Controllers/Evaluators and personnel essential the exercise are collectively referred to as the Exercise Staff Organization. The Exercise Staff Organization, as of the publication of this document, is shown in Figure 5.1.



Exercise Staff Responsibilities

Responsibilities

Exercise Co-Lead Planners

- Oversees all exercise functions and the exercise timeline.
- Remains in close contact with the Exercise Logistical Coordinator and Controllers throughout exercise play
- Monitors exercise progress and coordinates decisions regarding deviation or significant changes to the scenario
- Supervises actions of all individual controllers
- Ensures the implementation of all designated and modified actions at the appropriate time

Exercise Logistical Coordinator

- Responsible for the overall logistical organization of the exercise
- Monitors exercise progress and provides input to the Co-Leads on decisions regarding deviation or significant changes to the scenario
- Observe actions by individual controllers and keep Co-Lead Planners informed
- Oversees the setup and takedown of the exercise

SimCell Controllers

- Provides input to players (i.e. injects) as described in the MSEL
- Monitors exercise timeline in conjunction with Co-Leads
- Monitors exercise progress and provides input on decisions regarding deviation or significant changes to the scenario
- Coordinates all communications between controllers/evaluators

Specialized/Venue Controllers/Evaluators

- Issues materials to players as required
- Monitors exercise timeline and reports back to the SimCell
- Provides input to players (i.e. injects) as described in the MSEL
- Coordinate and supervise all actors and Standardized Patients for his/her site

Safety Controller

- Responsible for monitoring exercise safety during setup, conduct and cleanup

Media Controller

- Responsible for coordinating media personnel prior to and during the exercise.
- Responsible for touring the media personnel to approved exercise play areas to allow for pictures and video.

Observers Controller

- Responsible for overseeing observers located in your respective area.
- Briefs observers on the exercise scenario

For specific Controller/Evaluator assignments please see Appendix G.

Controller/Evaluator Package

Controllers/Evaluators will be issued their exercise materials at the Controller/Evaluator briefings to be held on Sunday, May 12, 2013. This package will consist of the Player Handbook, Controller/Evaluator Handbook, Evaluation Forms, identification name tag, ICS vest, 2-way radio and other materials as deemed necessary.

Controllers/Evaluators may reorganize the material so the information critical to their specific assignment is readily accessible. Controllers/Evaluators must bring their package to the exercise. Controllers/Evaluators may also bring additional professional materials specific to their assigned exercise activities.

It is suggested that all controllers carry a cell-phone with them to use as a back-up communications method.

Scenario Tools

The Master Scenario Events List (MSEL) outlines benchmarks and injects that drive exercise play and provide realistic input to exercise players. It provides information expected to emanate from simulated organizations (i.e. those non-participating organizations, agencies and individuals that would usually respond to a situation). The MSEL consists of the following two parts:

1. The timeline 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.
2. An individual inject or message is a detailed description of applicable exercise events. The inject includes seven items of information: inject time, intended recipient, responsible controller, inject type, a detailed description of the event and the expected player action.

The MSEL timeline and injects/messages can be found in Appendix L.

Controller/Evaluator Communications

All spoken and written communication will start with the statement, "This is an exercise."

The principal method of communications for Controllers/Evaluators during the exercise amongst themselves and with the SimCell will be by 2-way radio. Controller/Evaluator communications will link personnel at all areas in play and will remain separate from player communications.

SimCell Controller communications to players will be made by phone, email or through controllers/evaluators at exercise venues.

Evaluation

The goal of exercise evaluation is to validate strengths and identify improvement opportunities for the participating organizations. In ECC2013, evaluation will attempt to validate plans, procedures and policies of Memorial University, Royal Newfoundland Constabulary, Eastern Health, St. John's Regional Fire Department, Canadian Red Cross and The Salvation Army. Validation will attempt to answer the questions:

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

This is accomplished by:

- Observing the event and collecting supporting data.
- Analyzing the data to compare performance against expected outcomes.

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

Evaluation Forms

Each Controller/Evaluator will be provided with evaluation forms for their area of responsibility. The form will provide specific guidance on what data to collect during the exercise. The Evaluation Forms can be found in Appendix I and J.

Controller/Evaluator Instructions

Before the Exercise

- Review the appropriate emergency plans, procedures and protocols relating to the area you are responsible for.
- Review appropriate exercise package materials including the objectives, scenario, injects, safety and security plans and evaluation instructions.
- Attend required briefings, see Exercise Schedule, Appendix A, for details on time and location.
- Review the controller/evaluator responsibilities for your area, see Appendix G.

During the Exercise

- Report to the Science Building Lobby to check-in at the time designated in the Exercise Schedule (Appendix A).
- Be at your area of responsibility at least 30 minutes prior to the start of the exercise.
- Participate in the communications test to ensure your 2-way radio is working correctly.
- Wear Controller/Evaluator identification (name tag and grey vest) that was issued to you.
- During exercise play, avoid personal conversations with any exercise players.
- If you have been given injects, deliver them to appropriate players at the time indicated in the MSEL (or as directed by a SimCell Controller or Exercise Co-Lead).
- When you deliver an inject, notify the SimCell and note the time delivered and player actions.
- Report to the SimCell when players in your area complete expected actions.
- Take note of all events and actions taken in your area of responsibility for evaluation purposes. Use the evaluation forms for guidance, see Appendix I and J. Include the time actions were initiated and completed.
- Stay in proximity to player decision-makers.
- Observe and record exercise artificialities that interfere with exercise realism. If artificiality interferes with exercise play report it to the SimCell.
- Begin and end all exercise communications with the phrase, **“This is an exercise.”** This precaution is taken so anyone overhearing the conversation will not inadvertently mistake exercise play for an actual emergency.
- Do not prompt a player regarding what a specific response should be. Clarify information as long as it does not provide coaching.
- Ensure all observers, media and unauthorized personnel stay out of the exercise play areas during the exercise. If you require assistance, notify the Exercise Co-Leads and/or the Exercise Logistical Coordinator.
- Do not give information to the players regarding scenario event progress or resolution of problems encountered by others. Players are expected to obtain information through their own resources.
- The Exercise Co-Leads will notify you when the exercise has been suspended or terminated through the controller 2-way radios.

Following the Exercise

- Distribute and collect copies of the Participant Feedback Form and pertinent documentation. This information should be given to the Office of Emergency Management.
- Attend the Hotwash in the Science Building, room SN2109 at 15:00. Before the Hotwash, discuss any critical feedback that needs to be addressed during the Hotwash with the participants in your area of responsibility.

Chapter 6: Evaluation and Post-Exercise Activities

The goal of Exercise Campus Collaboration 2013 is to exercise and evaluate Memorial University of Newfoundland's Emergency Management Plan and the plans and procedures of the collaborating organizations as they pertain to a potential Level 3 emergency. After the exercise, data collected by controllers/evaluators, and players will be used to identify strengths and areas for improvement in the context of the exercise design objectives.

Hotwash

Following the completion of exercise play at 15:00, the Exercise Co-Leads will facilitate a Hotwash with participants in the Science Building, room SN2019. The Hotwash is an opportunity for participants to provide critical feedback on the exercise that needs to be addressed right away. One representative from each organization will have an opportunity to speak. The Hotwash should not last more than 60 minutes. Evaluators will take notes during the Hotwash and include these observations in their analysis.

Memorial University Participant Debriefing

Memorial University Participants will attend a facilitated Participant Debrief at 9:00 am on May 22 at the Emergency Operations Centre (Engineering Building, room EN4002). An appointed representative from each department/unit involved will attend and report on behalf of that department/unit. During the debriefing these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. These lessons learned will form the basis for future emergency management planning and development activities.

Planners Debriefing

Planners from all organizations involved will attend a facilitated Debrief at INSERT TIME on June 19, 2013 at INSERT LOCATION. During the debriefing these individuals will discuss their observations of the exercise in an open environment to recognize things that went well during the exercise and areas for improvement.

Post Exercise Summary Report

The Post Exercise Summary Report is the culmination of Exercise Campus Collaboration 2013. It is a written report outlining the strengths and areas for improvement identified during the exercise. The report will include the timeline, executive summary, scenario description, mission outcomes and capability analysis. The report will be completed by the Office of Emergency Management in consultation with a core group of exercise planners. The report will be made available to the designated lead within the partner organizations and any further requests will be at the discretion of the Office of Emergency Management. The Post Exercise Summary report is a confidential document and not for public distribution.

Action Plan

The action plan represents the comprehensive, continuing preparedness effort of which ECC 2013 is a part. The lessons learned and recommendations from the Post Exercise Summary Report will be incorporated into an various partnering agencies and Memorial University's 2013-2014 action plans.

The results and recommendations of the Post Exercise Summary Report will be presented to Memorial University's Emergency Management Steering Committee for further direction.

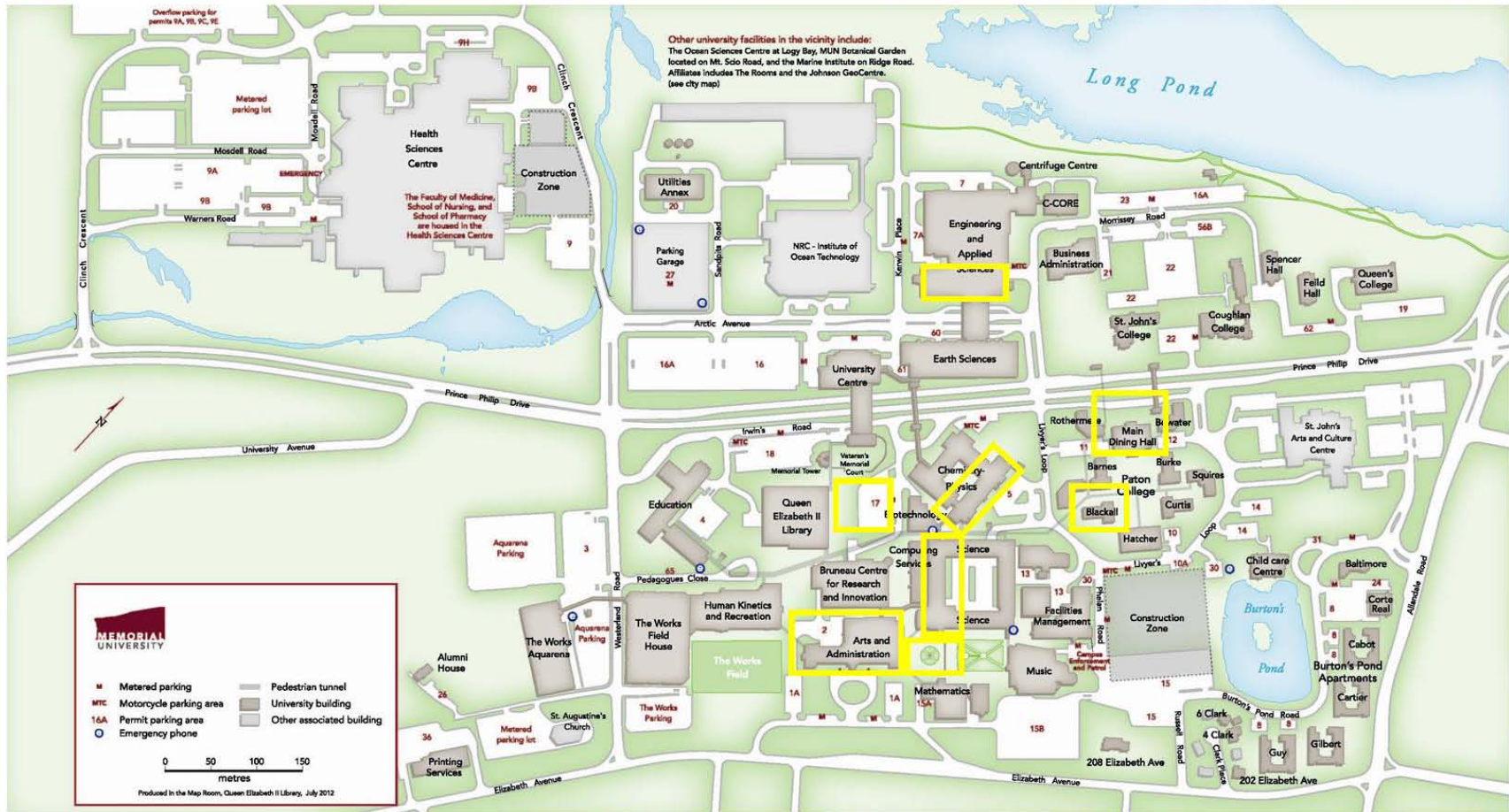
The Action Plans identifies' how recommendations will be addressed, including what actions will be taken, who is responsible, and the timeline for completion.

EXERCISE CAMPUS COLLABORATION 2013

Appendix A: Exercise Schedule

Time	Event	Location
May 10, 2013		
09:00	Reception Centre Set-Up	R. Gushue Hall
May 11, 2013		
14:00	EOCG and Department Heads Players Briefing	EN4002
May 12, 2013		
09:00	SimCell Controllers	EN4006
10:00	Observer Controller	EN4020
10:30	Marcomm, HFCS and CEP Controllers	SN1019
11:00	Science Building Lobby Controller, Actors and SP's	SN1019
14:00	Science Building Classroom Controller, Actors and SP's	SN1019
15:00	Tunnel/Corridor Controller, Actors and SP's	SN1019
15:30	Blackall Controller and Actors	Blackall
May 13, 2013		
06:00	Set-up of exercise site	Various
06:00	Standardized Patients Moulaged	SN2101 and SN2098
06:30	Security and Safety Walkthrough of Exercise Sites and briefing of RNC Controllers	Various
07:00	Controller/Evaluator/Actor Registration Opens	SN Lobby
07:00	Actors Moulaged	SN2101 and SN2098
08:00	Controller Communications Check	SimCell EN4006
08:30	Controller and Actor staging	Various
08:45	Weapons Check	
08:45	Controller Communications Check	SimCell EN4006
09:00	Exercise Play Start	SimCell EN4006
14:30	Exercise Play End	SimCell EN4006
15:00	Hotwash	SN2019
May 22, 2013		
09:00	Memorial University Internal Debriefing	EN4002
June 19, 2013		
09:00	ECC2013 External Debriefing	

Appendix B: Exercise Site Maps



Appendix C: SimCell Phone Numbers for Player Use

Organization	Phone Number
SimCell – Generic (all other inquiries)	
SimCell – Generic (all other inquiries)	
Campus Enforcement and Patrol	
Royal Newfoundland Constabulary	
St. John's Regional Fire Department	
Eastern Health (including Paramedics)	
Canadian Red Cross	
Salvation Army	

*When a call needs to be placed to an outside organization that is not included in the above list (i.e. Environment Canada, Holiday Inn, etc) or if you are unsure who to call please call the “SimCell – Generic” phone number and state the organization, agency, office and/or individual with which you want to speak.

*Calls to members of the Memorial University Community should go directly to them as per normal operations with the exception of CEP, these calls should be routed through [REDACTED].

*All communications should start with “**This is an exercise.**”

Appendix D: Exercise Student Volunteer Waiver

VOLUNTEER AGREEMENT

THIS AGREEMENT made by and between, Memorial University of Newfoundland (hereinafter referred to as the "University"), and _____, (hereinafter referred to as the "Volunteer").

The parties agree as follows:

Contract Period: The contract period commences on or about _____ and ends on or about _____.

Services: The University agrees to provide an opportunity for the Volunteer to volunteer at Memorial University of Newfoundland.

The Volunteer:

1. Will not be compensated for their services;
2. Is responsible for all arrangements and costs including, but not limited to, travel, accommodations and meals;
3. Will comply with all University policies, rules and regulations;
4. Agrees to work under the assigned supervisor's direction;
5. Is responsible for complying with all Federal and Provincial regulations with respect to undertaking this volunteer opportunity in Newfoundland;
6. Agrees to keep confidential any personal information to which they gain access.

Insurance: The Volunteer shall carry adequate medical and/or health insurance covering the contract period and shall provide the University with written proof of such coverage. The Volunteer is not covered by the University's Workers Compensation Insurance.

Release and Waiver of Liability: The Volunteer agrees to release and waive liability for all claims that they have, or may in the future have, against Memorial University of Newfoundland, its agents, servants and employees, or any person(s), entities or organization(s) associated in any way with this agreement, from any and all liability for any loss, damage, injury or expense that they may suffer as a result of this agreement due to any cause whatsoever, including negligence, breach of contract, or breach of any statutory or other duty of care, on behalf of the University.

Indemnification: The Volunteer does hereby indemnify and shall hold harmless the University, its agents, servants and employees (each of the foregoing being hereinafter referred to individually as "Indemnified Party") against all claims, demands, causes of action, actions, judgments, or other liability (other than liability solely the fault of the Indemnified Party) arising out of, resulting from, or in connection with this Agreement.

IN WITNESS WHEREOF the parties have signed this Agreement:

Volunteer

Date

Witness Signature

Date

Memorial University of Newfoundland

Date

Witness Signature

Date

PARENT OR GUARDIAN MUST READ THIS FORM AND SIGN BELOW (IF VOLUNTEER IS UNDER 19 YEARS OF AGE)

This is to certify that I, as parent/guardian with legal responsibility for this Volunteer, do consent to the foregoing and agree not only to his/her release of Memorial University of Newfoundland and all other Releasees but also to release and indemnify the Releasees from any and all liabilities incident to his/her involvement in these programs for myself.

Parent/Guardian Signature

Date

Witness Signature

Date

Appendix E: Image Release

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Image and Statement Release Agreement

Grant

For consideration which I, _____ acknowledge, I consent to the recording or photographs of my image and statements (the "Recording") and grant to Memorial University of Newfoundland (the "University") or any person(s), entities or organization(s) associated in any way with Memorial University of Newfoundland the right to copy, reproduce, and use all or a portion of the Recording for educational, promotional, advertising, or other purposes without limitation consistent with the mission of the University.

I permit the use of all or a portion of the Recording in all forms and media including advertising and related promotion throughout the world and in perpetuity. I grant the right to use my image and name in connection with all uses of the Recording and waive the right to inspect or approve use of my Recording.

Release

I, _____, release Memorial University of Newfoundland, or any person(s), entities or organization(s) associated in any way with *Memorial University of Newfoundland* from any and all claims that may arise regarding the use of the Recording including any claims of defamation, invasion of privacy, or infringement of moral rights, rights of publicity or copyright. I acknowledge that I have no ownership rights to the Recording.

The University is not obligated to utilize the rights granted in this Agreement.

I have read and understood this agreement and I am over the age of 19. This Agreement expresses the complete understanding of the parties.

Signature: _____ Date: _____

Witness Signature: _____ Date: _____

Parent/Guardian Consent [include if the person is under 19]

I am the parent or guardian of the minor named above. I have the legal right to consent to and do consent to the terms and conditions of this model release.

Parent/Guardian Name (*Print*): _____

Parent/Guardian Signature: _____

Date: _____

Appendix F: Exercise Staff Listing

Name	Organization	Role
Corey Banks	Eastern Health	Controller
Mike Provencher	Eastern Health	Controller
Jennifer Batten	MUN	Controller (Media)
Bobbi Dwyer	MUN	Controller (Observers EN4020)
Kim Thornhill	Marine Institute	Controller/Evaluator (Marcomm)
Roxanne Preston	MUN	Controller/Evaluator (Blackall)
David Head	MUN	Controller/Evaluator (CEP/EOC)
Darren Newton	MUN	Controller/Evaluator (Housing)
Tracy Keeping	MUN	Controller/Evaluator (SN Classroom)
Mike Harding	MUN	Controller/Evaluator (SN Lobby)
Keith Matthews	MUN	Controller/Evaluator (Tunnel)
Adrian Collins	MUN	DELTS – Camera Crew
Mark Shallow	MUN	DELTS – Camera Crew
Michael Walsh	MUN	DELTS – Camera Crew
Paul Hayward	MUN	DELTS – Camera Crew
Philip Cairns	MUN	DELTS – Camera Crew
Ryan Stratton	MUN	DELTS – Camera Crew
John Bonnell	MUN	DELTS – Producer
Anna Power	Canadian Red Cross	Evaluator
Danielle Christopher	Eastern Health	Evaluator
Heather Lindsay	Eastern Health	Evaluator
Josh Fisher	Eastern Health	Evaluator
Judy Bond	Canadian Red Cross	Evaluator
Ken Driscoll	Eastern Health	Evaluator
Captain J Locke	St. John’s Regional Fire Department	Evaluator (Blackall)
Lieutenant D Foley	St. John’s Regional Fire Department	Evaluator (Blackall)
Lieutenant T Walsh	St. John’s Regional Fire Department	Evaluator (Blackall)
Superintendent R Fowler	St. John’s Regional Fire Department	Evaluator (Blackall)
Sgt. Sandy Harvey	Royal Newfoundland Constabulary	Evaluator (Crisis Negotiations)
Sgt. Roy Hoskins	Royal Newfoundland Constabulary	Evaluator (TIU)
Sgt. William James	Royal Newfoundland Constabulary	Evaluator (TRU)
Karen Alexander	MUN	Exercise Co-Lead
Sgt. Hubert Hall	Royal Newfoundland Constabulary	Exercise Co-Lead
Holly Tobin	MUN	Exercise Logistical Coordinator
Geoff Gibbons	Eastern Health	Moulage
Janice Rideout	Eastern Health	Moulage
Paul Fennelly	Eastern Health	Moulage
Sheleigh Dale	Eastern Health	Moulage
Connie Fudge	Grenfell	Observer (CEP)
Agnes Curtis	Public Safety Canada	Observer (EN4020)
Angie Clarke	Marine Institute	Observer (EN4020)

EXERCISE CAMPUS COLLABORATION 2013

Bob Nurse	St. John's Airport	Observer (EN4020)
Cathy Burke	Eastern Health	Observer (EN4020)
Dave McCormack	Fire and Emergency Services	Observer (EN4020)
David Day	City of St. John's	Observer (EN4020)
David Sturge	Grenfell	Observer (EN4020)
Fred Christian-Quinton	Marine Institute	Observer (EN4020)
Gail Downey	Eastern Health	Observer (EN4020)
Gary Bradshaw	Grenfell	Observer (EN4020)
Glenn Blackwood	Marine Institute	Observer (EN4020)
Kevin Clarke	Marine Institute	Observer (EN4020)
Michelle Peach	City of Mount Pearl	Observer (EN4020)
Pat Dohey	Marine Institute	Observer (EN4020)
Paul Peddle	Fire and Emergency Services	Observer (EN4020)
Randy Rowsell	Grenfell	Observer (EN4020)
Stephanie Cramm	College of the North Atlantic	Observer (EN4020)
Jennifer Mitchell	Grenfell	Observer (HFCS)
Naomi Osborne	Marine Institute	Observer (Marcomm)
Betty Moulton	Central Health	Observer (Triage)
Blair Hogan	Eastern Health	Observer (Triage)
Derek Tilley	Western Health	Observer (Triage)
Gary Barnes	Eastern Health	Observer (Triage)
Gerard Tilley	Eastern Health	Observer (Triage)
Jason Letto	Health and Community Services	Observer (Triage)
Lisa Shallow	Eastern Health	Observer (Triage)
Paul Westcott	St. John Ambulance	Observer (Triage)
Rex Barnes	Central Health	Observer (Triage)
Toby Simpson	Eastern Health	Observer (Triage)
Tracey Newman	St. John Ambulance	Observer (Triage)
Wayne Young	Health and Community Services	Observer (Triage)
Chris Hammond	MUN	Photographer
Aubrey Vincent	The Salvation Army	Planner/Controller
Deputy Chief B Smith	St. John's Regional Fire Department	Planner/Controller
J Locke	St. John's Regional Fire Department	Planner/Controller
Clarice Legrow	Canadian Red Cross	Planner/Controller/Evaluator
Joe Sobol	Eastern Health	Planner/Observer (Triage)
Mike Doyle	MUN	Reception Centre - Counseling Centre
Sherry del Rizzo	MUN	Reception Centre – Food Services Manager
Ivy Burt	MUN	Reception Centre – Meet and Greet
Tom Brophy	MUN	Reception Centre - Personal Services Manager
Ashley Verge	MUN	Reception Centre – Psych 1 st Aid
Donna Inkpen	MUN	Reception Centre – Psych 1 st Aid
Karen Paul	MUN	Reception Centre – Psych 1 st Aid
Laura Chapman	MUN	Reception Centre – Psych 1 st Aid
Sherrie Myers	MUN	Reception Centre – Psych 1 st Aid
Shona Perry-Maidment	MUN	Reception Centre Manager
Bud Gaulton	Royal Newfoundland Constabulary	RNC Photographer

EXERCISE CAMPUS COLLABORATION 2013

Darrell Gosse	MUN	Safety Controller
Superintendent Jim Carroll	Royal Newfoundland Constabulary	Safety Officer
Bernard Doyle	MUN	Security Supervisor
Mary Garnier	MUN	SimCell Controller (HFCS)
Laura Barron	MUN	SimCell Controller (MarComm)
Peter Morris	MUN	SimCell Controller (MarComm)
Linda Kelland	Canadian Red Cross	SimCell Controller (Red Cross)
Sgt. Bernard Jesso	Royal Newfoundland Constabulary	SimCell Controller (RNC)
Darrell Miles	MUN	SimCell Controller Lead (CEP/FM)
Harry Blackmore	Search and Rescue	SimCell Monitor
Jennifer Warburton	MUN	SimCell Scribe/EOC Assistant
Jacqueline Turner	MUN	Standardized Patient Liaison
Karen Mitchell	MUN	Standardized Patient Liaison
Nikki Janes	MUN	Volunteer Coordinator

Appendix G: Specific Controller/Evaluator Assignments

<p>Venue Controller/Evaluator (Science Building Lobby, Science Building Classroom, Tunnel, Blackall)</p> <ul style="list-style-type: none"> • Supervise Actors and Standardized Patients in your area of responsibility. • Make note of any actions and/or decisions in your area of play, positive or otherwise, on the Evaluation Form. • Maintain contact with Exercise Co-Leads/Logistics Coordinator/SimCell through the two-way radio network. • Upon completion of your venue play, proceed to the Reception Centre along with the actors remaining in your area (i.e. those identified as dead) for the remainder of exercise play.
<p>Department Controller/Evaluator (CEP, HFCS, MarComm, EOC)</p> <ul style="list-style-type: none"> • Prior to play, fully understand your departments exercise objectives. • Evaluate your departments performance against the objectives outlined. • Maintain contact with Exercise Co-Leads/Logistics Coordinator/SimCell through the two-way radio network.
<p>Observer Controller</p> <ul style="list-style-type: none"> • Brief observers on the Exercise Scenario and their expectations for the day. • Ensure their movement around campus is controlled. • Maintain contact with Exercise Co-Leads/Logistics Coordinator/SimCell through the two-way radio network.
<p>Safety Controller</p> <ul style="list-style-type: none"> • Ensure all areas of exercise play are free from hazards and safety concerns. • Monitor the exercise throughout the day to ensure no hazards arise. • Maintain contact with Exercise Co-Leads/Logistics Coordinator/SimCell through the two-way radio network.
<p>Media Controller</p> <ul style="list-style-type: none"> • Brief media the morning of the exercise. • Provide them access to exercise venues at appropriate times to capture photo/video for reporting purposes. • Answer any questions for the media or refer them to the appropriate people. • Maintain contact with Exercise Co-Leads/Logistics Coordinator/SimCell through the two-way radio network.
<p>Security Supervisor</p> <ul style="list-style-type: none"> • Organize and supervise Security volunteers during the exercise. • Maintain contact with Exercise Co-Leads/Logistics Coordinator/SimCell through the two-way radio network.

Appendix H: Controller/Evaluator Communication Directory

Name	Organization	Area	SimCell #	Cell Phone #
SimCell Generic	MUN	SimCell	[REDACTED]	N/A
SimCell Generic	MUN	SimCell	[REDACTED]	N/A
Bernie Doyle	MUN	Volunteer Security Supervisor	N/A	[REDACTED]
Bobbi Dwyer	MUN	Observers Room EN4020	N/A	[REDACTED]
Darrell Gosse	MUN	Floater	N/A	[REDACTED]
Darrell Miles	MUN	SimCell	[REDACTED]	[REDACTED]
Darren Newton	MUN	HFCS	N/A	[REDACTED]
David Head	MUN	CEP/EOC	N/A	[REDACTED]
Harry Blackmore	MUN	SimCell	[REDACTED]	[REDACTED]
Holly Tobin	MUN	Floater	N/A	[REDACTED]
Jennifer Adams Warburton	MUN	SimCell	[REDACTED]	[REDACTED]
Jennifer Batten	MUN	Media	N/A	[REDACTED]
Karen Alexander	MUN	EOC/SimCell	[REDACTED]	[REDACTED]
Keith Matthews	MUN	Tunnel	N/A	[REDACTED]
Kim Thornhill	MUN	MarComm	N/A	[REDACTED]
Laura Barron	MUN	SimCell	[REDACTED]	[REDACTED]
Linda Kelland	Red Cross	SimCell	[REDACTED]	[REDACTED]
Mary Garnier	MUN	SimCell	[REDACTED]	[REDACTED]
Mike Harding	MUN	Science Lobby	N/A	[REDACTED]
Peter Morris	MUN	SimCell	[REDACTED]	[REDACTED]
Roxanne Preston	MUN	Blackall	N/A	[REDACTED]
Sgt. Bernard Jesso	RNC	SimCell	[REDACTED]	[REDACTED]
Tracy Keeping	MUN	Science Classroom	N/A	[REDACTED]

Appendix J: Controller/Evaluator Exercise Feedback Form for MUN Controllers/Evaluators

Part A (for use by Department Controllers/Evaluators):

Please fill out the section applicable to the department/unit you are assigned to:

Emergency Operations Centre Group

1. The EOCG were able to direct, coordinate and control emergency response activation through operation of the Incident Command System including utilization of the CERT Handbook.

1	2	3	4	5	6	7	8	9	10
Strongly Disagree					Strongly Agree				

Comments:

2. The planning/training requirements to establish a MUN operated Reception Centre, a one stop facility which will coordinate the services of registration and inquiry, food, clothing, shelter and personal services (including psychological first aid, meet and meet, first aid, etc) for those persons at MUN impacted by an emergency event were identified.

1	2	3	4	5	6	7	8	9	10
Strongly Disagree					Strongly Agree				

Comments:

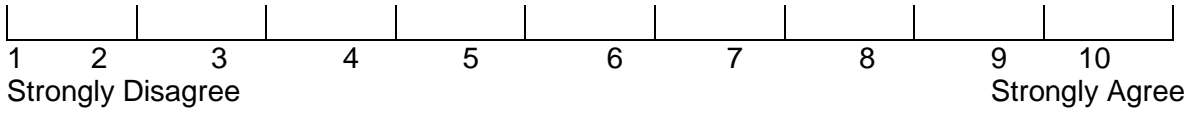
3. The EOCG were able to coordinate the activation of the emergency notification system during a Level 3 emergency on campus.

1	2	3	4	5	6	7	8	9	10
Strongly Disagree					Strongly Agree				

Comments:

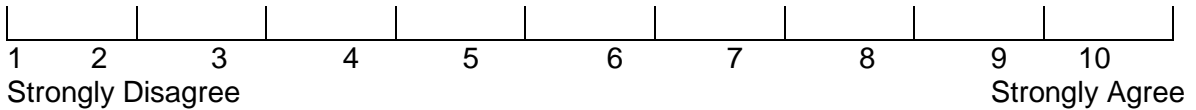
Marketing and Communications

- 1. MarComm were able to develop, coordinate and disseminate information live on-site, by phone, social media and other mediums as required, during an emergency, in accordance with the Emergency Communications Plan.



Comments:

- 2. MarComm were able to maintain MUN's reputation and establish itself as the authoritative source of information during an emergency.



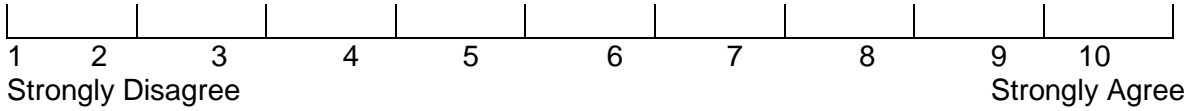
Comments:

- 3. MarComm was able to activate joint media and communication centres as per the Emergency Communications Plan in a timely manner.



Comments:

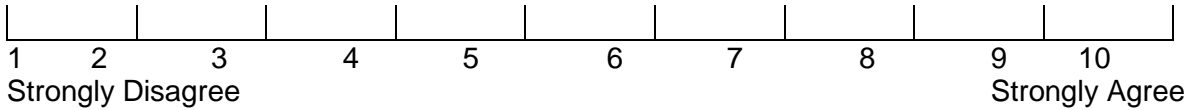
- 4. MarComm were able to effectively respond to primary information needs and quell false information immediately and over the course of the emergency.



Comments:

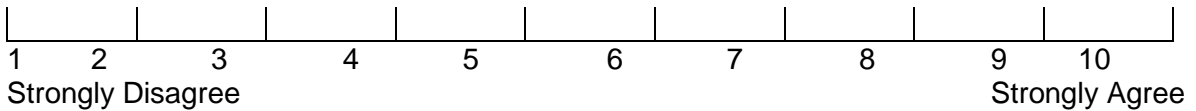
Campus Enforcement and Patrol

- 1. Campus Enforcement and Patrol (CEP) were able to conduct rapid situational assessment and initiate the required activation, emergency notification system and response as per the Emergency Management Plan Activation Flowchart.



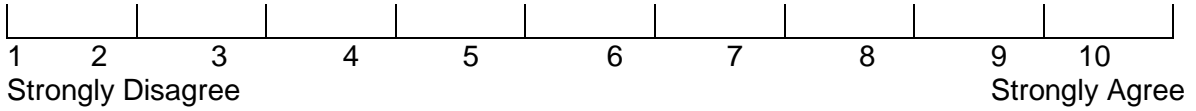
Comments:

- 2. The senior CEP officer was able to establish and maintain Incident Command, joint or otherwise, during a Level 3 emergency on campus in accordance with the Emergency Management Plan.



Comments:

- 3. CEP were able to establish and maintain security, and perimeter control in coordination with responding agencies.



Comments:

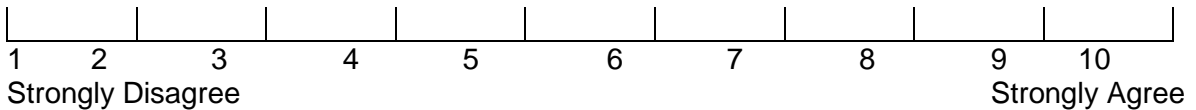
- 4. CEP were able to collect and prepare intelligence information and prepare situation reports.



Comments:

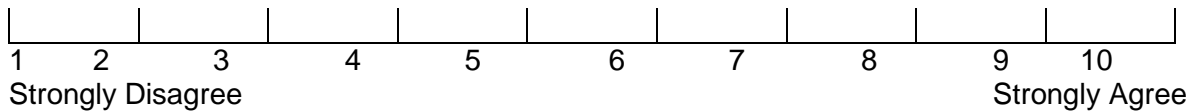
Housing, Food and Conference Services

- 1. The response time in the activation of the Housing and Conference Services call out procedures was able to be determined.



Comments:

- Housing, Food and Conference services were able to demonstrate responsible organizational capacity to identify shelters and mass care facilities for immediate use by residential students including those single; and those with special needs . This would include implementing the communication and notification to all persons impacted via the development of a data base master list of persons impacted; and demonstrating the ability to arrange transportation to the designated alternate accommodation site.



Comments:

Part B (to be completed by all MUN Controllers/Evaluators):

Please provide your comments on the following general observations on exercise specifics:

- Scenario:
- EOC Operation:
- Exercise Structure/Design:
- Logistical toolkit (vests, ID tags, two-way radios, clipboards, etc):
- Composition of participants:

6. Pre-Event Orientation Sessions:

7. Player Handbook Content:

8. Controller/Evaluator Handbook Content:

Part C (to be completed by all MUN Controllers/Evaluators):

Please provide your comments on communications overall during the exercise, including the methods utilized:

Part D (to be completed by all MUN Controllers/Evaluators):

Additional comments including recommendations for future planning considerations:

Name: _____

Location: _____

Signature: _____

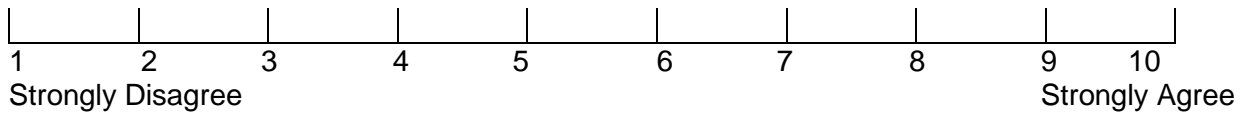
Appendix K: Participant Feedback Form

Thank you for providing the following feedback. Please mark only one answer for each question.

1. What participant role did you play today?

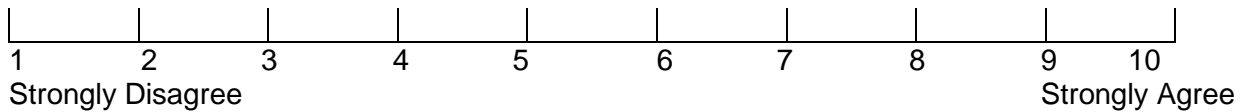
- Actor
- Observer
- Player
- Safety Controller
- SimCell Controller
- Standardized Patient
- Support Staff (volunteer registration, security, DELTS, photographer, etc)
- Other: _____

2. The overall exercise was structured, realistic and organized well.



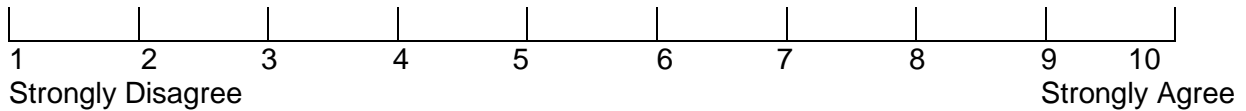
Comments:

3. The exercise provided an opportunity for collaboration, networking and communication among participants.



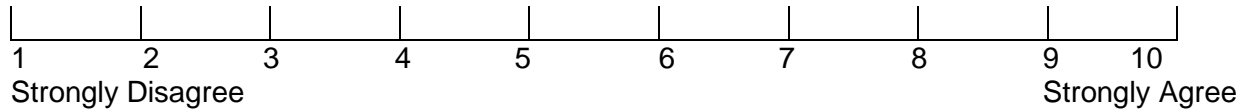
Comments:

4. The exercise materials were clear and easy to understand (includes Player Handbook, Controller/Evaluator Handbook)



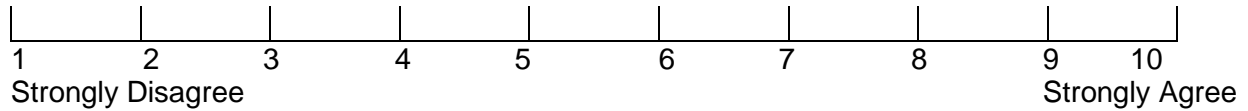
Comments:

5. I attended an exercise orientation/briefing and my role in the exercise was clear.



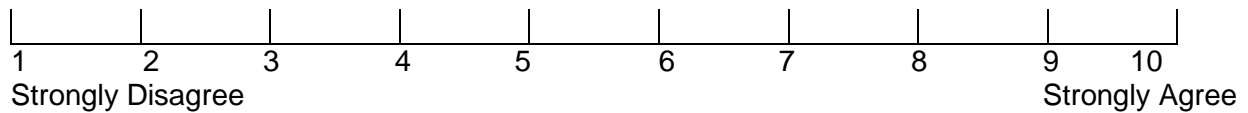
Comments:

6. The exercise effectively simulated the emergency environment and emergency response activities.



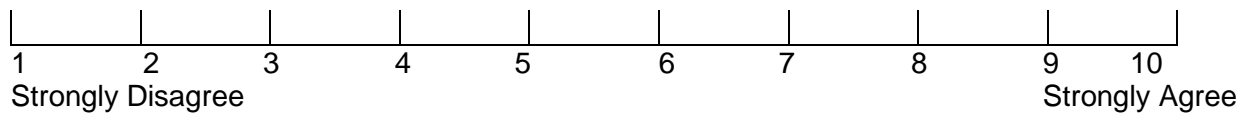
Comments:

7. The exercise expectations were clearly articulated to me prior to the exercise, including my role.



Comments:

8. The exercise provided an opportunity to review my roles and responsibilities.



Comments:

Appendix L: Master Scenario Events List

Event	Event Time	Event	Responsible Controller	Recipient Player(s)	Expected Actions
01.	08:45	Radio Check	H. Blackmore	All Controllers	All radios function correctly.
02.	09:00	Exercise Start... Joey enters Science Building Lobby and pulls out a gun.	H. Hall and H. Tobin		People in the lobby start screaming and shouting.
03.	09:00	CEP Officer doing rounds in Science Building is down the hall and hears the commotion. Radios dispatch to send another CEP officer. See Expanded MSEL	M. Harding	CEP Comm Centre Staff	CEP dispatch one officer to the Science Building Lobby to investigate.
04.		CEP officer walks into lobby and Joey opens fire, shooting the CEP officer	M. Harding		CEP Officer is unconscious. People in the lobby try to hide as per the Hide Out procedure.
05.		Male Student (SP) is shot by Joey with machine gun	M. Harding		Male Student has several gunshots. His girlfriend is hysterical
06.		Female staff member (SP) runs towards stairs and falls down, tumbles down stair well.	M. Harding		Female staff member breaks her leg.
07.		Class is in session in SN1019. Prof and students hear what sounds like gunshots.	T. Keeping		Prof and students follow the hide out procedure as per the Active Intruder Protocol. Await for an escorted evacuation by emergency responders.
08.		Joey shoots and kills 6 people in the lobby.	M. Harding		Actors play dead
09.		Joey heads down stairs to the lower level of the Science Building.	M. Harding		
10.		2 nd CEP Officer arrives and finds that there has been a shooting.	M. Harding	Responding CEP Officer	Radios back to dispatch that there is a shooter
11.		CEP receives radio communication that there is a shooter in the Science	M. Harding	CEP Comm Centre Staff	CEP call RNC (SimCell) and Eastern Health (Sim #) and report incident.

EXERCISE CAMPUS COLLABORATION 2013

		Building.			
12.		Eastern Health (Sim) receives call from CEP.	D. Head	Eastern Health (Sim)	
13.		RNC (SimCell) receives call from CEP.	D. Head	RNC (SimCell) B. Jesso	RNC (SimCell) tells CEP that EOC Members cannot walk through the campus to reach the EOC. They must drive to the Engineering Building.
14.	09:10	Twitter reporting that unusual happening at MUN. Sounds like gun shots. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	Marcomm to set up Comm Centre and begin monitoring social media.
15.	09:10	RNC (SimCell) dispatches officers to Science Building at MUN. See Expanded MSEL	B. Jesso	RNC	RNC officers dispatched to Science Building at MUN
16.	09:10	RNC calls Paramedics (SimCell) to be on standby. See Expanded MSEL	B. Jesso	Eastern Health – Paramedics (Sim)	Eastern Health dispatches ambulances to campus. Ambulances are put in staging area until all clear is given.
17.		RNC calls SJRFD (SimCell) to be on standby. See Expanded MSEL	B. Jesso	SJRFD (Sim)	Fire truck is dispatched to the campus and put in staging area.
18.	09:11	RNC (SimCell) calls CEP Manager – people should not travel through campus See Expanded MSEL	B. Jesso	John Browne – CEP	John Browne to tell DEO not to travel across or thru campus to get to the EOC.
19.		CEP Manager calls Director of Emergency Operations and informs him of situation.	D. Head	DEO	DEO activates the Emergency Operations Centre and Call Out Procedure.
20.		A middle-aged male faculty member (SP) is in the lobby and starts having Chest Pains	M. Harding		
21.		Joey continues down Block A of 1 st floor Science Building; attempts to gain access to SN1019 but is distracted by student in corridor			
22.		Student in corridor is shot and killed			Actor plays dead

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23.	09:15	Twitter suggesting gunman on loose at MUN See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
24.	09:16	First media call (CBC), to MarComm See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
25.		Joey takes the stairs, SN-1S02, to the tunnel, turns right			
26.		Female student (SP) walking in tunnel is shot in the back.			
27.		RNC arrive on campus			CEP direct responding officers to the Science Building Lobby
28.		RNC begin sweeping building.			Check students/staff/faculty in lobby. Gain access to SN1019 and check students and faculty in room.
29.		Joey continues to the Chemistry – Physics Building via the tunnel entrance			
30.		Joey's Bully, Greg, is in the hallway (Block D). Joey confronts Greg and an argument breaks out.			
31.	09:18	Student in Science Building calls CEP and reports gun shots See Expanded MSEL	L. Kelland	CEP Comm Centre	CEP to gather info and tell student to follow Active Intruder procedure (Hide Out)
32.	09:20	CEP phone lines are overwhelmed. See Expanded MSEL	D. Miles	Kent Decker (DEO)	
33.	09:20	Media commence reporting incident at MUN, shots allegedly fired. See Expanded MSEL	P. Morris	P. Dyke, V. Collins – Marcomm	
34.	09:21	Twitter continuing to build. (something bad is happening at MUN); Facebook See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
35.	09:21	Two more media calls (VOCM, The Telegram) to Marcomm See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
36.		RNC approach Block D of the Chem-Physics Building, Joey fires and hits a Male RNC officer in the leg.			

EXERCISE CAMPUS COLLABORATION 2013

37.		Joey takes Greg hostage in C1030.			
38.	09:25	Wife of shot CEP officer calls CEP. See Expanded MSEL	L. Kelland	CEP Comm Centre	
39.	09:30	Joey and his hostage, Greg, are contained in C1030			
40.	09:30	MUN EOC is operational			
41.	09:30	Twitter continuing to build, now reporting deaths involved. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
42.	09:30	Residence student parents at Bookstore looking for answers See Expanded MSEL	M. Garner	HFCS	L. Rowsell will call N. Parsons immediately to pass along information and seek direction.
43.	09:30	Student calls CEP enquiring if classes are cancelled. See Expanded MSEL	L. Kelland	CEP Comm Centre	Advise student as per the EOCG's instructions at that point.
44.	09:32	Reporter and camera (CBC) arrive at MarComm office. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
45.	09:35	RNC are preparing to do an escorted evacuation of students/faculty/staff in Science Building. See Expanded MSEL	B. Jesso	J. Layden – RNC in EOC	DEO to activate Reception Centre. Calls Reception Centre Manager, S. Perry-Maidment.
46.	09:35	Calls to main MUN switchboard commence; mostly parents and family of students calling See Expanded MSEL	P. Morris	V. Collins - Marcomm	Request to set up Hotline to answer questions.
47.	09:36	Calls from family start coming to all MUN departments. See Expanded MSEL	P. Morris	V. Collins - Marcomm	
48.	09:36	Cell phone network is overwhelmed. Phone calls by cell phone are unable to go through. See Expanded MSEL	D. Miles	All Players through controllers network	Players are unable to use cell phones for communication.
49.	09:36	Calls from departments start coming to MarComm ("What is happening? What	P. Morris	P. Dyke - Marcomm	

EXERCISE CAMPUS COLLABORATION 2013

		do we do?") See Expanded MSEL			
50.	09:36	Facebook postings. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
51.	09:40	Media now confirming shooting in Science Bldg. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
52.	09:40	Additional reporters arrive on campus, heading to Science bldg. See Expanded MSEL	P. Morris	V. Collins - Marcomm	
53.	09:40	Reporters arrive at General Hospital (HSC). See Expanded MSEL	P. Morris	V. Collins - Marcomm	
54.	09:41	Twitter now reporting active gun fight in progress. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
55.	09:42	Calls continue to come to MarComm and switchboard. See Expanded MSEL	P. Morris	P. Dyke and V. Collins – Marcomm	
56.	09:42	Facebook postings. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
57.	09:45	Local radio and TV go exclusively to coverage of MUN incident. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
58.	09:45	Six reporters on campus chasing the story outside the Science Bldg. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
59.	09:45	Residence Coordinators are reporting panicking students. See Expanded MSEL	M. Garnier	D. Tavernor - HFCS	Tell students to Shelter in Place - stay in the house in their rooms until more information available. Account for all the students in the house.
60.	09:45	Twitter now reporting shooting has moved from Science Bldg to elsewhere on campus and possible hostage taking. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
61.	09:45	Calls continue to mount at MUN switchboard and MarComm. See Expanded MSEL	P. Morris	P. Dyke and V. Collins – Marcomm	

EXERCISE CAMPUS COLLABORATION 2013

62.	09:45	Facebook postings. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
63.	09:50	Media on campus reporting possible hostage taking and armed standoff. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
64.	09:50	Twitter reporting trail of bodies through Science Bldg and into tunnels. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
65.	09:50	Calls continue to mount at MUN switchboard and MarComm. See Expanded MSEL	P. Morris	P. Dyke and V. Collins – Marcomm	
66.	09:50	Facebook postings. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
67.	10:00	RNC do an escorted evacuation with those that are able to walk from SN1019 and the lobby.			Lead them to the Reception Centre in R Gushue Hall.
68.	10:00	RNC give all clear for areas in the Science Building and Tunnel			Paramedics set up Triage and enter science building to treat wounded. Triage area in Toulinguet Close (courtyard between Science/Arts/Henrietta Harvey)
69.	10:00	RNC set up command post in Parking Lot 17			
70.	10:00	Media reporting Police setting up command station See Expanded MSEL	P. Morris	V. Collins - Marcomm	
71.	10:00	Media on campus move to command centre with questions. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
72.	10:00	CBC Newsworld and CTV Newsnet taking local feeds and reporting story live with no cutaways . See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
73.	10:00	Calls continue to mount at MUN switchboard and MarComm. See	P. Morris	P. Dyke and V. Collins –	

EXERCISE CAMPUS COLLABORATION 2013

		Expanded MSEL		Marcomm	
74.	10:00	Some employees are rushing to drive away from campus; traffic issues. See Expanded MSEL	P. Morris	V. Collins - Marcomm	
75.	10:00	Facebook postings. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
76.	10:00	Residence student in parking lot calls CEP. See Expanded MSEL	L. Kelland	CEP Comm Centre	Tell student to stay where they are until campus is safe.
77.	10:10	RNC start process of communicating with Joey and crisis negotiations			
78.	10:10	Family members of staff and students arrive at command centre to get info first-hand from police See Expanded MSEL	P. Morris	V. Collins – Marcomm	
79.	10:10	Media (12) at command centre and roaming campus seeking the story (note: all St. John’s media have dropped all other stories and are concentrating on this). See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
80.	10:10	Media calls to MarComm from CNN; BBC See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
81.	10:10	Twitter now reporting bombs on campus, multiple shooters. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
82.	10:10	Facebook postings. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
83.	10:15	Friends of Joey receive email from him. See Expanded MSEL	M. Garnier	HFCS	Contact Director of HFCS immediately. Forward email to CEP and RNC.
84.	10:17	Media reporting that shooter sent email outlining the reason for the shooting. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
85.	10:20	Student looking for her sister phones	L. Kelland	Call Centre	Calm student. Her sister is not

EXERCISE CAMPUS COLLABORATION 2013

		Call Centre. See Expanded MSEL			registered at Reception Centre.
86.	10:20	Media reporting hostage taking, deaths (number unknown), assailants (number unknown). See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
87.	10:25	Wife of prof phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	
88.	10:30	Media outside President’s office demanding a press conference. See Expanded MSEL	P. Morris	V. Collins - Marcomm	
89.	10:30	Smoke is seen coming from Blackall House. Fire alarm triggers evacuation.			RNC provided Smoke bombs to be used to simulate smoke.
90.		Evacuated persons go to assembly point			CEP directs those at assembly point to the reception centre
91.	10:30	Student calls CEP reporting fire in Blackall. See Expanded MSEL	D. Miles	CEP	CEP meets fire department to guide them to Blackall
92.	10:30	Twitter reporting explosion in residence. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
93.	10:30	Media rush to Paton College. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
94.	10:30	Media remain at command centre. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
95.	10:30	Parents of residence students flood MUN Switchboard, MarComm, Student Housing. See Expanded MSEL	P. Morris	V. Collins – Marcomm	
96.	10:30	Media in President’s Office, Arts Bldg. demanding “to talk to somebody in charge”; camera and reporter reporting live from office. See Expanded MSEL	P. Morris	V. Collins – Marcomm	
97.	10:30	Parent with child in daycare phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	Calm the mother and assure her daycare is not affected.
98.		Fire department arrives at Blackall House			
99.	10:40	Students tell CEP officer that they saw George blocking the exits and they	D. Miles	CEP	Raises suspicions that George is an accomplice.

EXERCISE CAMPUS COLLABORATION 2013

		think Susie is still inside. See Expanded MSEL			
100.	10:40	Media reporting fire in Blackall House residence – unknown if connected to other incident, unknown if any injuries. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
101.	10:40	Twitter, reporting that several residences are on fire and some injuries. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
102.	10:45	Parent of Blackall student phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	Student may not be registered yet but tell parent to call back shortly or follow up.
103.	10:50	Facebook postings. See Expanded MSEL	P. Morris	P. Dyke – Marcomm	
104.	10:50	Student Housing phones blocked with parent calls. See Expanded MSEL	P. Morris	V. Collins Marcomm	
105.	11:00	TRU team is in place and begins hostage negotiation			
106.	11:00	Fire Department rescues student from Blackall.			
107.	11:00	Fire Department puts out fire but Blackall has significant smoke, fire and water damage.	B. Smith		Information should be relayed to MUN's EOC then to the Director, HFCS. HFCS enacts BCP and looks for accommodations for students.
108.	11:00	Media reporting armed standoff; media broadcasting live from campus. See Expanded MSEL.	P. Morris	P. Dyke - Marcomm	
109.	11:00	Media reporting fire situation at residence. See Expanded MSEL.	P. Morris	P. Dyke - Marcomm	
110.	11:00	Social media (Twitter, Facebook): Awash with information, some accurate, some inaccurate, debate/discussion starts re. how safe is MUN, NL. See Expanded MSEL.	P. Morris	P. Dyke, V. Collins - Marcomm	

EXERCISE CAMPUS COLLABORATION 2013

111.	11:00	Calls continue to come in from national and international media to MarComm. See Expanded MSEL.	P. Morris	P. Dyke - Marcomm	
112.	11:00	Calls coming in to president's office. See Expanded MSEL.	P. Morris	V. Collins - Marcomm	
113.	11:00	Government asking what's going on. See Expanded MSEL	P. Morris	V. Collins - Marcomm	
114.	11:00	Twitter post from George claiming responsibility for fire and confirming accomplice to Joey. See Expanded MSEL	P. Morris	P. Dyke	
115.	11:00	Student enquiring about classes. See Expanded MSEL	L. Kelland	Call Centre	Tell student classes are cancelled for the day.
116.	11:10	Reporter phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	Refer to MarComm and/or PIO.
117.	11:15	Prof offering to volunteer. See Expanded MSEL	L. Kelland	Call Centre	Advise currently unsafe to come onto campus, once it is safe volunteers can sign up through the Reception Centre, check mun.ca email for volunteer request.
118.	11:30	Spanish speaking female phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	Find translator and respond to request. Brother is registered at Reception Centre.
119.	11:45	Housing should call to book hotels and transportation. See Expanded MSEL	M. Garnier		Hotels in city are booked with little availability. HFCS will request for a shelter to be set up. Transportation is unavailable due to safety concerns on campus.
120.	11:45	Student panicking over exam phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	Assure student alternate arrangements will be made.
121.	12:05	Grandmother phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	Red Cross CRIB search records, find one grandchild, other not registered.
122.	12:30	Volunteer calls to help. See Expanded MSEL	L. Kelland	Call Centre	Advise currently unsafe to come onto campus, once it is safe volunteers can

EXERCISE CAMPUS COLLABORATION 2013

					sign up through the Reception Centre
123.	12:45	Boyfriend inquiring about girlfriend. See Expanded MSEL	L. Kelland	Call Centre	Students info not to be disclosed. Should not provide any info to the boyfriend.
124.	13:00	Prof with research in Science Bldg phones Call Centre. See Expanded MSEL	L. Kelland	Call Centre	Relay info to the EOCG to make decision, ensure someone follows up with the prof.
125.	13:30	Parent from Ontario inquiring about daughter. See Expanded MSEL	L. Kelland	Call Centre	Daughter was in Education bldg and wasn't affected.
126.	14:00	Situation with Joey escalates and TRU team take action to resolve situation			Resolution is dependent on TRU team members actions.
127.	14:30	Media reporting incident appears concluded. See Expanded MSEL	P. Morris	P. Dyke - Marcomm	
128.	14:30	Exercise End			
129.	15:00	Hotwash			

Exercise Campus Collaboration
<MESSAGE>

TO: CEP Comm Centre

METHOD: CEP Radio

FROM: Kevin Howard (CEP)

EVENT NO: 03

TIME: 09:00

CONTENT: This is an exercise. This is Officer Kevin Howard, I'm in the Science Building. People are screaming and shouting and it sounds like it's coming from the lobby. I am on my way there. It sounds like something big is going on. Please send another Officer for backup.

EXPECTED ACTION(S): CEP Comm Centre to dispatch an officer to the Science Building Lobby to assist Officer Howard. Responding Officer will find Officer Howard shot and unconscious in the lobby, along with other students/faculty/staff injured and dead in the lobby. Responding officer should radio back that there has been a shooting and request police and ambulance.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO:

TIME: 09:10

CONTENT: This is an exercise. Twitter reporting that unusual happening at MUN. Sounds like gun shots.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: RNC

METHOD: Phone

FROM: RNC (B. Jesso)

NO: 15

TIME: 09:10

CONTENT: Sgt. Jesso will script.

EXPECTED ACTION(S): RNC Officers to be dispatched to campus to respond to active shooter threat.

Exercise Campus Collaboration
<MESSAGE>

TO: Eastern Health - Paramedics

METHOD: Phone

FROM: B. Jesso

NO: 16

TIME: 09:10

CONTENT: Sgt. Jesso will script. Eastern Health Dispatches paramedics to Science Building at MUN to stage

EXPECTED ACTION(S): Paramedics are dispatched to the Campus to be staged in the courtyard outside Science Building

Exercise Campus Collaboration
<MESSAGE>

TO: SJRFD

METHOD: Phone

FROM: RNC (B. Jesso)

NO: 17

TIME: 09:10

CONTENT: Sgt. Jesso will script. SJRFD Dispatches fire response to Science Building at MUN to stage

EXPECTED ACTION(S): Fire are dispatched to the Campus to be staged in the courtyard outside Science Building

Exercise Campus Collaboration
<MESSAGE>

TO: John Browne

METHOD: Phone

FROM: RNC (B. Jesso)

NO: 18

TIME: 09:11

CONTENT: This is an exercise. This is Sgt Jesso with the RNC. No one should walk across campus or thru campus at this time. It is not safe to do so. Travel to North Campus by vehicle is currently considered safe. Communicate this to the appropriate people at MUN.

EXPECTED ACTION(S): John Browne to call Kent Decker, DEO, to inform him not to travel across or thru campus to get to the EOC.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke (Marcomm)

METHOD: Email

FROM: P. Morris

NO: 23

TIME: 09:15

CONTENT: This is an exercise. Twitter suggesting gunman on loose at MUN.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO: 24

TIME: 09:16

CONTENT:

This is an exercise. First media call (CBC) to Marcomm.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: CEP Comm Centre 864-8561

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 09:18

CONTENT: This is an exercise. I am in the basement of the Science Building, I heard loud popping noises – sounds like a gun! Help me! What should I do?

Prompt CEP for advice on what to do if they do not tell you immediately.

Other information that can be given:

- Name: Miranda Squires
- In class SN1019 with other people including Prof.

EXPECTED ACTION(S): CEP should gather information from student and her to Hide Out (barricade/lock doors, stay quiet, silence cell phones, wait for police to arrive).

Exercise Campus Collaboration
<MESSAGE>

TO: Kent Decker

METHOD: Phone

FROM: D. Miles

NO: 31

TIME: 09:20

CONTENT: This is an exercise. Kent, it's Darrel. CEP just called me at home, they're saying there's a shooter on campus. Their phone lines are overwhelmed. They can't handle the volume of calls. They're blocking the lines and it's mostly concerned parents and students with questions.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke, V. Collins

METHOD: email

FROM: P. Morris

NO: 32

TIME: 09:20

CONTENT: This is an exercise. Media commence reporting incident at MUN, shots allegedly fired.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO: 33

TIME: 09:21

CONTENT: This is an exercise. Twitter continuing to build. (Something bad is happening at MUN); Facebook.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO: 34

TIME: 09:21

CONTENT: This is an exercise. Two more media calls (VOCM, The Telegram) to Marcomm.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: CEP Comm Centre 864-8561

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 09:25

CONTENT: This is an exercise. I've been calling my husband's cell phone, he's a CEP officer but there's no answer. I heard there's a shooting on campus. I'm so worried, can you radio him for me? I want to make sure he's ok, his name is Kevin Howard.

EXPECTED ACTION(S): Kevin Howard is officer who was shot in Science Building Lobby.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO: 39

TIME: 09:30

CONTENT: This is an exercise. Twitter continuing to build, now reporting deaths involved.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: Housing Office

METHOD: Phone

FROM: Bookstore (M. Garnier)

NO: 40

TIME: 09:30

CONTENT: This is an exercise. Hi this is Lori at the Bookstore. Parents of some of the resident students are here looking for answers. They're saying there's reports of a shooting. If they can't get answers they're heading to the residence house. Should I send them over your way? What's going on?

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: CEP Comm Centre 864-8561

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 09:30

CONTENT: This is an exercise. Are classes cancelled? A day off would be sweet!

EXPECTED ACTION(S): Respond according to EOCG's decisions which should be relayed down to CEP by now.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO: 41

TIME: 09:32

CONTENT: This is an exercise. Reporter and camera (CBC) arrive at Marcomm office.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: June Layden (RNC)

METHOD: Phone

FROM: RNC (B. Jesso)

NO: 42

TIME: 09:35

CONTENT: This is an exercise. We are preparing to escort the survivors out of the Science Building. We need somewhere to send them nearby on campus. We estimate that there are **INSERT NUMBER** people.

EXPECTED ACTION(S): Cst. Layden will relay message to the DEO in the EOC. DEO should order the activation of a Reception Centre through the Reception Centre Manager (Shona Perry Maidment).

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO: 43

TIME: 09:35

CONTENT: This is an exercise. Calls to main switchboard commence; mostly parents and family of students calling.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO: 44

TIME: 09:36

CONTENT: This is an exercise. Calls from family start coming to all MUN departments.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: ALL CONTROLLERS

METHOD: Radio

FROM: D. Miles

NO:

TIME: 09:36

CONTENT: This is an exercise. Pass this message along to Players in your area. The cellular telephone network has crashed due to overwhelming traffic. No phone calls or text messages can be sent or received by cell phone. Data, which includes email and internet, can still be accessed through Smartphone's as we are under the assumption your Smartphone is on a wireless internet network.

EXPECTED ACTION(S): Players are unable to use cell phones as a means of communications. They will rely solely on landlines and email to communicate.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO:

TIME: 09:36

CONTENT: This is an exercise. Calls from departments start coming to Marcomm (What is happening? What do we do?)

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:36

CONTENT: This is an exercise. Facebook Postings.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:40

CONTENT: This is an exercise. Media now confirming shooting in Science Building.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO:

TIME: 09:40

CONTENT: This is an exercise. Additional reporters arrive on campus, heading to Science Building

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: Email

FROM: P. Morris

NO:

TIME: 09:40

CONTENT: This is an exercise. Reports arrive at General Hospital (HSC). .

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: Twitter (P. Morris)

NO:

TIME: 09:41

CONTENT: This is an exercise. Twitter now reporting active gun fight in progress.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke and V. Collins

METHOD: Email

FROM: P. Morris

NO:

TIME: 09:42

CONTENT: This is an exercise. Calls continue to come to Marcomm and Switchboard.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:42

CONTENT: This is an exercise. Facebook Postings.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:45

CONTENT: This is an exercise. Local radio and TV go exclusively to coverage of MUN incident.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:45

CONTENT: This is an exercise. Six reporters on campus chasing the story outside the Science Building.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: D. Tavernor

METHOD: Phone

FROM: Natasha at Barnes (Mary
Garnier)

NO:

TIME: 09:45

CONTENT: This is an exercise. Dwayne, this is Natasha at Barnes House. The students are panicking. Some are leaving the building. They're grabbing everything they own and are trying to leave campus. What should I do? Is it safe for them to go outside?

EXPECTED ACTION(S): Dwayne to tell Natasha to keep students inside, lock all doors, and account for all of the students.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO:

TIME: 09:45

CONTENT: This is an exercise. Twitter now reporting shooting has moved from Science Building to elsewhere on campus and possible hostage taking.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke and V. Collins

METHOD: Email

FROM: P. Morris

NO:

TIME: 09:45

CONTENT: This is an exercise. Calls continue to come to Marcomm and Switchboard.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:45

CONTENT: This is an exercise. Facebook Postings.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: Paula Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:50

CONTENT: This is an exercise. Media on campus reporting possible hostage taking and armed standoff. .

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: Paula Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:50

CONTENT: This is an exercise. Twitter reporting trail of bodies through Science Building and into tunnels.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke and V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 09:50

CONTENT: This is an exercise. Calls continue to mount at MUN switchboard and Marcomm

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 09:50

CONTENT: This is an exercise. Facebook Postings.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 10:00

CONTENT: This is an exercise. Media reporting Police setting up command post.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:00

CONTENT: This is an exercise. Media on campus move to command post with questions.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:00

CONTENT: This is an exercise. CBC Newsworld and CTV Newsnet taking local feeds and reporting story live with no cutaways.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke and V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 10:00

CONTENT: This is an exercise. Calls continue to mount at MUN switchboard and Marcomm.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 10:00

CONTENT: This is an exercise. Some employees are rushing to drive away from campus; traffic issues.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:00

CONTENT: This is an exercise. Facebook postings.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: CEP Comm Centre 864-8561

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 10:00

CONTENT: This is an exercise. I am in my car in Lot 18 and I'm hearing on the radio that there's a shooting in the Science Building. I live in res, Barnes House to be exact. Can I drive there? How can I get to my house?

Lot 18 is in front of the Library/next to the Education Building

If CEP tell you not to drive and stay where you are be persistent and continue to tell them you need to get back to Barnes House

EXPECTED ACTION(S): Tell her to stay where she is and not to move across campus because it is unsafe.

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 10:10

CONTENT: This is an exercise. Family members of staff and students arrive at command centre to get info first-hand from police.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:10

CONTENT: This is an exercise. Media (12) at command post and roaming campus seeking the story (note: all St. John's media have dropped all other stories and are concentrating on this).

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:10

CONTENT: This is an exercise. Media calls to Marcomm from CNN; BBC.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:10

CONTENT: This is an exercise. Twitter now reporting bombs on campus, multiple shooters.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:10

CONTENT: This is an exercise. Facebook postings.

EXPECTED ACTION(S): _____

**Exercise Campus Collaboration
<MESSAGE>**

TO: Housing Office

METHOD: Phone Call

FROM: Lesley – Residence Student
(Mary)

NO:

TIME: 10:15

CONTENT: This is an exercise. This is Lesley Gillespie, I'm a resident of Blackall House. I just got an email from my friend Joey. I think he may be the shooter. There's a lot of gory stuff in this email and I'm worried. What should I do? Should I send you the email?

Send email only if asked to do so and send to email address person on phone provides.

Email content:

From: joeystudentia@mun.ca

To: lesley@mun.ca, sarah@mun.ca, Courtney@mun.ca, barry@mun.ca; George@mun.ca; Bernard@mun.ca

Subject: You're all gonna pay

To my so called "friends" in Blackall,

My parents moved to Canada to give me the best life possible. But some people just ruin your life no matter where you go. All through high school I endured ridicule and comments because I'm different. But it even followed me to University. This was supposed to be my time to SHINE! My time to show everyone what I am capable of! Instead Greg had to come to MUN too. He had to come here and ruin it all. Every day I had to hear him call me down to the dirt. Then on top of that my profs are failing me. They're all racist too. No one is looking beyond my skin!

And my parents... well it's not easy living up to their expectations. They're both doctors... they spend all their time at the hospital, saving lives.... What about my life, they sure as hell didn't save mine. All that pressure and no support.

Well I'll show you all. I am a genius whether you see it or not. My master plan will teach you all a lesson. You shouldn't mess with the smart guy, we can get back at you in ways you could never imagine! Right now I'm making my way through the Science Building, or maybe even the Chemistry Building by now, mowing down anyone who gets in my way. The ol' mans gun collection was useful after all, his machine gun will make for a fun day! That Greg better watch it, if he sees me coming he should run. It will be fun to have target practice with him crying and running down the hallway.

You'll have to wait and see what comes after that!

Adios!

Joey Studentia

EXPECTED ACTION(S): Person will request that email be sent to Director of Housing, who should then forward it to RNC and CEP.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO:

TIME: 10:17

CONTENT: This is an exercise. Media reporting that shooter sent email outlining reason for the shooting.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 10:20

CONTENT: This is an exercise. I'm looking for my sister, she's a Psych major. I know the police are in the Science Building, I saw them go in. She's was in there. She lost her phone yesterday, and I can't get a hold of her, how can I find her, please help me find her. She was supposed to be meet me at the UC at 10 and she's not here. Our dad died in a car crash 3 months ago. She has to be ok. I can't be all alone. Find her. Please find her.

****Frantic****

Information to be given if prompted:

Sisters Name: Cassandra Loder

EXPECTED ACTION(S): Refer to the CRIB. Cassandra Loder will not be registered.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: Email

FROM: P. Morris

NO:

TIME: 10:20

CONTENT: This is an exercise. Media reporting hostage taking, deaths (number unknown), assailants (number unknown).

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 10:25

CONTENT: This is an exercise. My husband is a French prof at MUN. Can you tell me his whereabouts? I can't reach him. His name is Gerry Curnew.

EXPECTED ACTION(S): Gerry Curnew has been taken to the HSC by Eastern Health Paramedics.

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: Email

FROM: P. Morris

NO:

TIME: 10:30

CONTENT: This is an exercise. Media outside President's office demanding a press conference.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: CEP

METHOD: Phone

FROM: Todd (D. Miles)

NO:

TIME: 10:30

CONTENT: This is an exercise. The fire alarm just went off in Blackall. I'm outside the house and I can see smoke coming from the windows. The house is fire!

EXPECTED ACTION(S): CEP call for fire support; meet and guide fire trucks to Blackall House on Campus; meet evacuees at Assembly Point and keep them informed of events.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:30

CONTENT: This is an exercise. Twitter reporting explosion in residence.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:30

CONTENT: This is an exercise. Media rush to Paton College.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:30

CONTENT: This is an exercise. Media remain at command centre.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 10:30

CONTENT: This is an exercise. Parents of residence students flood MUN switchboard, Marcomm and Student Housing.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 10:30

CONTENT: This is an exercise. Media in President's office, Arts Bldg. demanding "to talk to somebody in charge." Camera and reporter reporting live from office.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 10:30

CONTENT: This is an exercise. My daughters in day care on campus. I can't get to here. There's a traffic jam on all sides of campus. I don't know what to do. I don't know if she's all right. She's only 3 years old. She's scared, the people working there don't know how to calm her down. I need to get to her right away. I want to see my daughter. She's all I have. My husband left us. If I lose her too I don't know what I'd do.

In hysterical mother persona

EXPECTED ACTION(S): Attempt to calm the mother and assure her the daycare is not affected by the events happening.

Exercise Campus Collaboration
<MESSAGE>

TO: CEP Officer at Blackall

METHOD: in-person

FROM: Actors (INSERT NAME)

NO:

TIME: 10:40

CONTENT: This is an exercise. Actor 1: When I was leaving my room I looked down the hall and I saw George putting chairs and tables up against the stairwell. It looked like he was trying to block the exits on purpose. Actor 2: I think Susie is still in there. I don't see her out here, she didn't have classes this morning so she usually sleeps in.

Other information that can be provided if prompted:

George's roommate: Joey Studentia
Susie's room number: (INSERT ROOM NUMBER)

EXPECTED ACTION(S): CEP to report George to Fire Department and RNC. CEP to report Susie to Fire Department.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:40

CONTENT: This is an exercise. Media reporting fire in Blackall House residence – unknown if connected to other incident, unknown if any injuries.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:40

CONTENT: This is an exercise. Twitter reporting that several residences are on fire and some injuries.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 10:45

CONTENT: This is an exercise. My son Zach is an RA in Blackall House. I keep trying to call him but I can't get through. I heard the House is on fire. Is he ok?? His name is Zack Tobin.

EXPECTED ACTION(S): Blackall students may not be registered in the Reception Centre at this point but CRIB should check. Tell mother that Blackall has been evacuated and those students are in the process of being registered. Check back by 11:00 or agree to follow up with her. Zack Tobin will be registered at Reception Centre.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 10:50

CONTENT: This is an exercise. Facebook postings.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 10:50

CONTENT: This is an exercise. Student Housing phones blocked with parent calls.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 11:00

CONTENT: This is an exercise. Media reporting armed standoff; media broadcasting live from campus.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 11:00

CONTENT: This is an exercise. Media reporting fire situation at residence.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke and V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 11:00

CONTENT: This is an exercise. Social media (Twitter, Facebook): Awash with information, some accurate, some inaccurate, debate/discussion starts re. how safe is MUN, NL?

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 11:00

CONTENT: This is an exercise. Calls continue to come in from national and international media to Marcomm.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 11:00

CONTENT: This is an exercise. Calls coming in to President's Office.

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: V. Collins

METHOD: email

FROM: P. Morris

NO:

TIME: 11:00

CONTENT: This is an exercise. Government asking what's going on?

EXPECTED ACTION(S): _____

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 11:00

CONTENT: This is an exercise. Twitter post from George claiming responsibility for fire and saying his friend Joey is the shooter.

EXPECTED ACTION(S): Relay information to RNC immediately.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 11:00

CONTENT: This is an exercise. Ummm I have a chem. lab today in the Chemistry Building but there's all these police officers outside. Does that mean my lab's cancelled?

EXPECTED ACTION(S): Advise student of situation and to shelter in place.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 11:10

CONTENT: This is an exercise. This is Bob Newsey from Newsy News. Can you tell me what's going on at the University?

EXPECTED ACTION(S): Refer to the PIO.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 11:15

CONTENT: This is an exercise. I just saw the Police on the news. I'm not due into work today as I have no classes to teach, but do you need extra staff? I can help anywhere you need me to help.

EXPECTED ACTION(S): Tell them it's currently unsafe to come to campus, but when the situation is resolved volunteers can help at the Reception Centre.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 11:30

CONTENT: This is an exercise. ¿Hablas español? ¿Dónde está mi hermano? Su nombre es David Lander. Él no contesta su teléfono. ¿Está bien?

EXPECTED ACTION(S): Find a translator and respond to their request. David Lander is registered at the Reception Centre.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 11:45

CONTENT: This is an exercise. I have an MCAT exam today. It's supposed to be at 1:00. I have to get into Med School. I can't not write this. It has to be done today. There's a deadline. It's still going ahead right? I need this to go ahead TODAY!

panicked student

EXPECTED ACTION(S): Calm the student and tell them alternate arrangements will be made.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 12:05

CONTENT: This is an exercise. My grandchildren go to MUN. Their parents are in Cuba and I have no way to reach them. I don't even know where to look for them. Their names are Rebecca and Ryan Matthews.

EXPECTED ACTION(S): Refer call to Red Cross CRIB if MUN employee answers. CRIB should search records for Rebecca and Ryan Matthews. Rebecca Matthews should be registered at the Reception Centre. No information can be found on Ryan Matthews.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre – MUN Employee

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 12:30

CONTENT: This is an exercise. I have been watching the situation at MUN on the tv, I'd like to volunteer to help. What can I do?

EXPECTED ACTION(S): Tell them it's currently unsafe to come to campus, but when the situation is resolved volunteers can help at the Reception Centre.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 12:45

CONTENT: This is an exercise. My girlfriend's a student at MUN. I can't reach her. She spends a lot of time in the Science Building. Have you heard from her? Her name is Ellen Wright.

EXPECTED ACTION(S): Ellen Wright has been registered at the Reception Centre but she asked for her information to not be disclosed.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 13:00

CONTENT: This is an exercise. I'm a prof with the Biology department. I have a research lab with millions of dollars worth of samples in the Science Building. I need to access that area today or valuable data will be lost and I will lose the funding for the research. There is 2 million dollars on the line with this project. The data needs to be collected on time or it's useless.

EXPECTED ACTION(S): Relay information to the EOCG and ensure someone follows up with the prof.

Exercise Campus Collaboration
<MESSAGE>

TO: Call Centre

METHOD: Phone

FROM: L. Kelland

NO:

TIME: 13:30

CONTENT: This is an exercise. I'm calling from Ontario. My daughter was on campus today giving a presentation in the Education Building. She's a guest speaker for the faculty. Can you tell me her whereabouts? How can I get a hold of her.

EXPECTED ACTION(S): Refer to the Education Faculty. Explain Education Building wasn't affected by the shooting.

**Exercise Campus Collaboration
<MESSAGE>**

TO:

METHOD:

FROM: M. Garnier – Hotels, Bus Company, Etc

NO:

TIME: 10:30 onwards

CONTENT: It is expected that Housing will call to book hotels and transportation for the students of Blackall House (approximately 100 students). Use the information below to give them if requested for it.

Hotel	Rooms
Holiday Inn Hotel	No rooms available
The Capitol	5 double rooms available. (10 students)
Delta Hotel:	No rooms available.
Comfort Inn Airport	10 double rooms available (20 students)
Courtyard by Marriott	No rooms available
Extended Stay Deluxe	12 rooms available (24 students)
Guv'Nor	2 rooms available (4 students)
Hillview Terrace	No rooms available
Murray Premises	No rooms available
Ramada	6 rooms available (12 students)
Sheraton	No rooms available
Super 8	No rooms available
Quality Hotel	No rooms available

There is a national conference from Nov 18-21 at The Delta. Rooms available at all hotels after the 21st.

**Fairfield by Marriott: not in existence on Exercise Date of Nov 2012.

Bus companies have transportation available. However they will not pick up on campus due to safety threat.

EXPECTED ACTION(S): Hotels are able to accommodate 70 students, 30 students still require shelter. HFCS should activate Red Cross to set up Shelter on campus. Arrangements should be made to do off-site pickup of students at a secure location.

Exercise Campus Collaboration
<MESSAGE>

TO: P. Dyke

METHOD: email

FROM: P. Morris

NO:

TIME: 14:30

CONTENT: This is an exercise. Media reporting incident appears concluded.

EXPECTED ACTION(S): Relay information to RNC immediately.