



Player 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 Player 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 Player Handbook gives players, controllers, safety officers, simulators, evaluators, actors, observers, media and support staff from participating organizations the information necessary to observe or 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, but may be 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 the interdependencies and expectations in a Level 3 emergency situation. The exercise will involve the following organizations and programs:

- 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, simulators 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 and Evaluator Handbooks are restricted documents intended for controllers and 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 Player Handbook*.

The information gathered in this Player 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.

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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 and 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.

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 greet, 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. Players will receive their identification as per normal response procedures (i.e. MUN CERT members will be assigned an ICS vest upon signing-in at the EOC).

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, please see Appendix E.

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 to the Controllers and the SimCell before the start of the exercise it will also include cell phone numbers as a back-up communications system.

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.
- 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: 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 09:00 on June 19, 2013, location to be determined. 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.

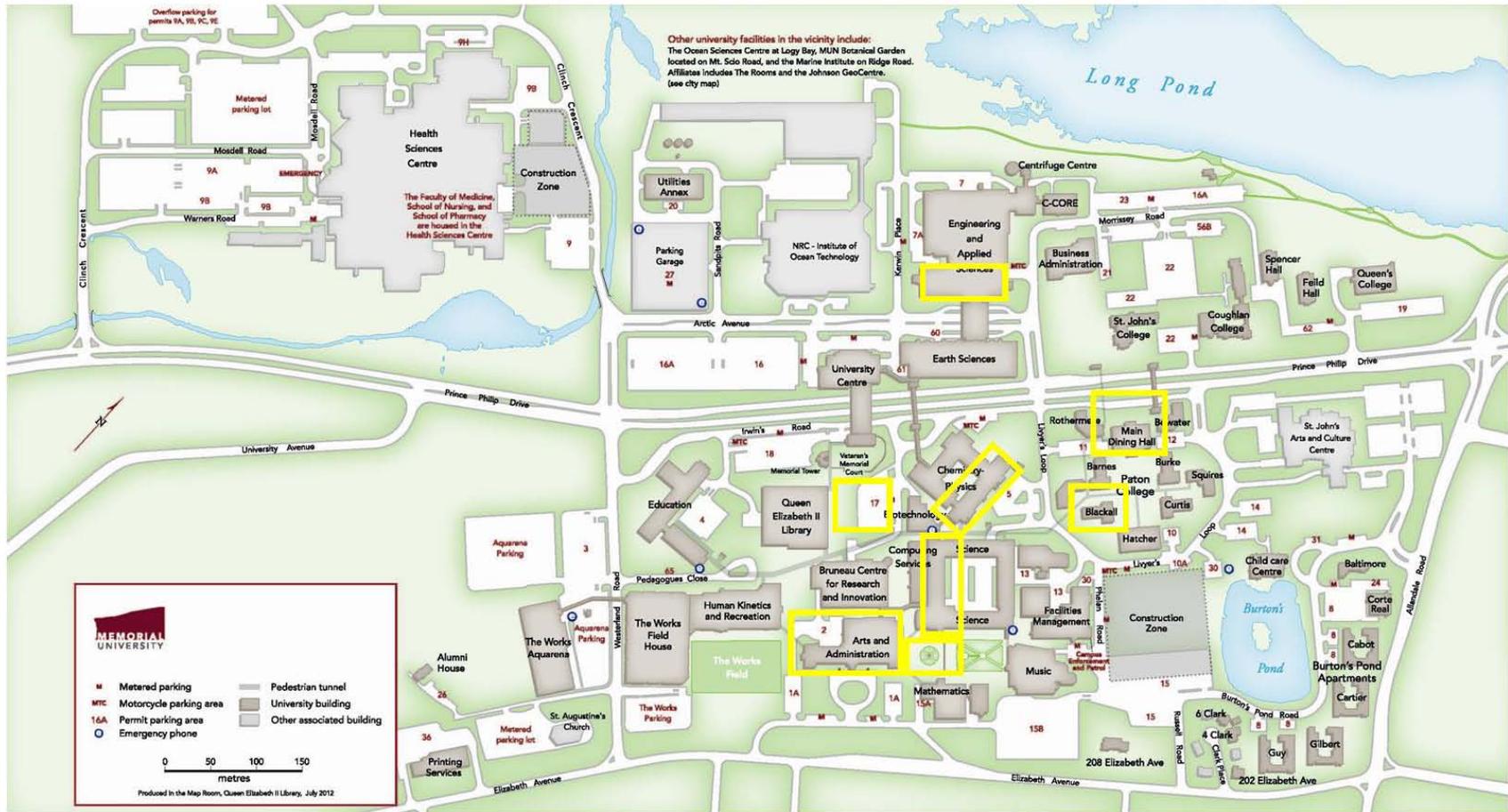
The Action Plans identifies' how recommendations will be addressed, including what actions will be taken, who is responsible, and the timeline for completion.

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
Adrian Collins	MUN	DELTS – Camera Crew
Agnes Curtis	Public Safety Canada	Observer (EN4020)
Angie Clarke	Marine Institute	Observer (EN4020)
Anna Power	Canadian Red Cross	Evaluator
Ashley Verge	MUN	Reception Centre – Psych 1 st Aid
Aubrey Vincent	The Salvation Army	Planner/Controller
Bernard Doyle	MUN	Security Supervisor
Betty Moulton	Central Health	Observer (Triage)
Blair Hogan	Eastern Health	Observer (Triage)
Bob Nurse	St. John’s Airport	Observer (EN4020)
Bobbi Dwyer	MUN	Controller (Observers EN4020)
Bud Gaulton	Royal Newfoundland Constabulary	RNC Photographer
Captain J Locke	St. John’s Regional Fire Department	Evaluator (Blackall)
Cathy Burke	Eastern Health	Observer (EN4020)
Chris Hammond	MUN	Photographer
Clarice Legrow	Canadian Red Cross	Planner/Controller/Evaluator
Connie Fudge	Grenfell	Observer (CEP)
Corey Banks	Eastern Health	Controller
Danielle Christopher	Eastern Health	Evaluator
Darrell Gosse	MUN	Safety Controller
Darrell Miles	MUN	SimCell Controller Lead (CEP/FM)
Darren Newton	MUN	Controller/Evaluator (Housing)
Dave McCormack	Fire and Emergency Services	Observer (EN4020)
David Day	City of St. John’s	Observer (EN4020)
David Head	MUN	Controller/Evaluator (CEP/EOC)
David Sturge	Grenfell	Observer (EN4020)
Deputy Chief B Smith	St. John’s Regional Fire Department	Planner/Controller
Derek Tilley	Western Health	Observer (Triage)
Donna Inkpen	MUN	Reception Centre – Psych 1 st Aid
Fred Christian-Quinton	Marine Institute	Observer (EN4020)
Gail Downey	Eastern Health	Observer (EN4020)
Gary Barnes	Eastern Health	Observer (Triage)
Gary Bradshaw	Grenfell	Observer (EN4020)
Geoff Gibbons	Eastern Health	Moulage
Gerard Tilley	Eastern Health	Observer (Triage)
Harry Blackmore	Search and Rescue	SimCell Monitor
Heather Lindsay	Eastern Health	Evaluator
Holly Tobin	MUN	Exercise Logistical Coordinator
Ivy Burt	MUN	Reception Centre – Meet and Greet
J Locke	St. John’s Regional Fire Department	Planner/Controller
Jacqueline Turner	MUN	Standardized Patient Liaison
Janice Rideout	Eastern Health	Moulage
Jason Letto	Health and Community Services	Observer (Triage)

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Jennifer Batten	MUN	Controller (Media)
Jennifer Mitchell	Grenfell	Observer (HFCS)
Jennifer Warburton	MUN	SimCell Scribe/EOC Assistant
Joe Sobol	Eastern Health	Planner/Observer (Triage)
John Bonnell	MUN	DELTS – Producer
Josh Fisher	Eastern Health	Evaluator
Judy Bond	Canadian Red Cross	Evaluator
Karen Alexander	MUN	Exercise Co-Lead
Karen Mitchell	MUN	Standardized Patient Liaison
Karen Paul	MUN	Reception Centre – Psych 1 st Aid
Keith Matthews	MUN	Controller/Evaluator (Tunnel)
Ken Driscoll	Eastern Health	Evaluator
Kevin Clarke	Marine Institute	Observer (EN4020)
Kim Thornhill	Marine Institute	Controller/Evaluator (Marcomm)
Laura Barron	MUN	SimCell Controller (MarComm)
Laura Chapman	MUN	Reception Centre – Psych 1 st Aid
Lieutenant D Foley	St. John’s Regional Fire Department	Evaluator (Blackall)
Lieutenant T Walsh	St. John’s Regional Fire Department	Evaluator (Blackall)
Linda Kelland	Canadian Red Cross	SimCell Controller (Red Cross)
Lisa Shallow	Eastern Health	Observer (Triage)
Mark Shallow	MUN	DELTS – Camera Crew
Mary Garnier	MUN	SimCell Controller (HFCS)
Michael Walsh	MUN	DELTS – Camera Crew
Michelle Peach	City of Mount Pearl	Observer (EN4020)
Mike Doyle	MUN	Reception Centre - Counseling Centre
Mike Harding	MUN	Controller/Evaluator (SN Lobby)
Mike Provencher	Eastern Health	Controller
Naomi Osborne	Marine Institute	Observer (Marcomm)
Nikki Janes	MUN	Volunteer Coordinator
Pat Dohey	Marine Institute	Observer (EN4020)
Paul Fennelly	Eastern Health	Moulage
Paul Hayward	MUN	DELTS – Camera Crew
Paul Peddle	Fire and Emergency Services	Observer (EN4020)
Paul Westcott	St. John Ambulance	Observer (Triage)
Peter Morris	MUN	SimCell Controller (MarComm)
Philip Cairns	MUN	DELTS – Camera Crew
Randy Rowsell	Grenfell	Observer (EN4020)
Rex Barnes	Central Health	Observer (Triage)
Roxanne Preston	MUN	Controller/Evaluator (Blackall)
Ryan Stratton	MUN	DELTS – Camera Crew
Sgt. Bernard Jesso	Royal Newfoundland Constabulary	SimCell Controller (RNC)
Sgt. Hubert Hall	Royal Newfoundland Constabulary	Exercise Co-Lead
Sgt. Roy Hoskins	Royal Newfoundland Constabulary	Evaluator (TIU)
Sgt. Sandy Harvey	Royal Newfoundland Constabulary	Evaluator (Crisis Negotiations)
Sgt. William James	Royal Newfoundland Constabulary	Evaluator (TRU)
Sheleigh Dale	Eastern Health	Moulage

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Sherrie Myers	MUN	Reception Centre – Psych 1 st Aid
Sherry del Rizzo	MUN	Reception Centre – Food Services Manager
Shona Perry-Maidment	MUN	Reception Centre Manager
Stephanie Cramm	College of the North Atlantic	Observer (EN4020)
Superintendent Jim Carroll	Royal Newfoundland Constabulary	Safety Officer
Superintendent R Fowler	St. John’s Regional Fire Department	Evaluator (Blackall)
Toby Simpson	Eastern Health	Observer (Triage)
Tom Brophy	MUN	Reception Centre - Personal Services Manager
Tracey Newman	St. John Ambulance	Observer (Triage)
Tracy Keeping	MUN	Controller/Evaluator (SN Classroom)
Wayne Young	Health and Community Services	Observer (Triage)

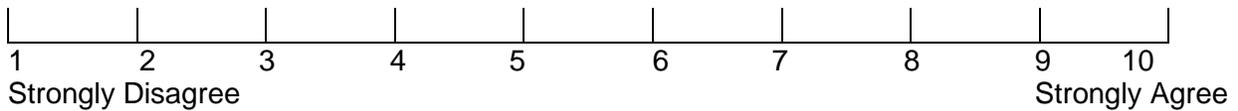
Appendix G: Participant Feedback Form

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

1. What participant role did you play today?

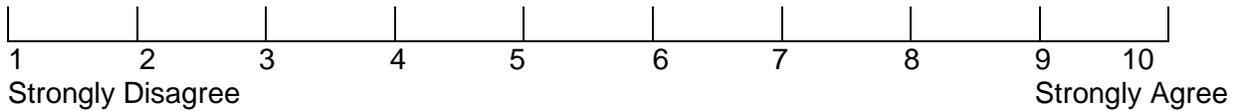
- Actor
- Observer
- Player
- Safety Controller
- SimCell Controller
- Standardized Patient
- Support Staff (volunteer registration, security, DELTS, photographer, etc)
- Other: _____

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



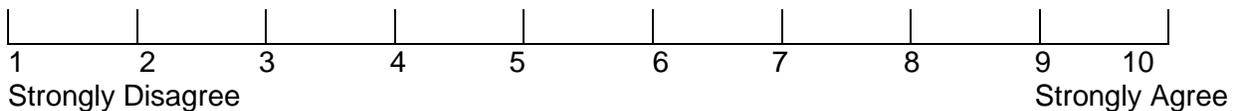
Comments:

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



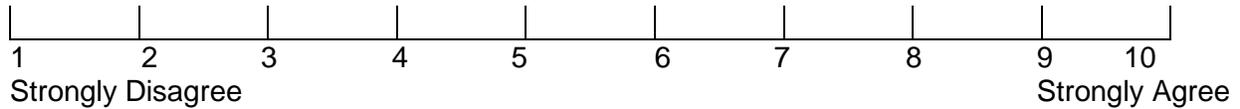
Comments:

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



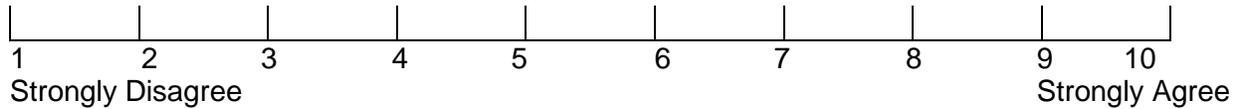
Comments:

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



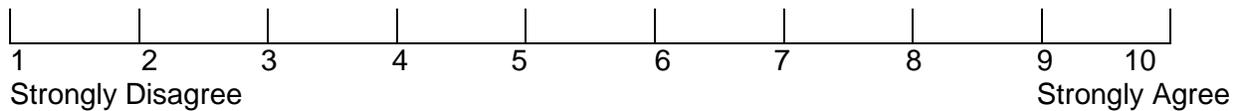
Comments:

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



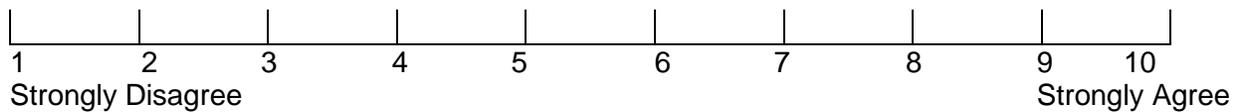
Comments:

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:

