

NATIONAL EXERCISE PROGRAM

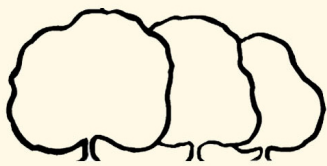
Exercise Plan (ExPlan)

OPERATION W.I.T.C.H.

FEDERAL EMERGENCY MANAGEMENT AGENCY



Woodland Healthcare
A member of CHW



City of Woodland



WEST SACRAMENTO

Established 1987 - Celebrating 20 Years of Cityhood

West sacramento &
Woodland
Influenza
Training
Clinic for the
High-risk

Exercise Date: 10/03/09

Publishing Date: 09/10/09

FINAL

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PREFACE

Operation W.I.T.C.H. is sponsored by the City of West Sacramento, City of Woodland, Woodland Healthcare, and the County of Yolo. This Exercise Plan (ExPlan) was produced with input, advice, and assistance from the Operation W.I.T.C.H. exercise planning team, which followed the guidance set forth in the Federal Emergency Management Agency (FEMA), Homeland Security Exercise and Evaluation Program (HSEEP).

The ExPlan gives officials, observers, media personnel, and players from participating organizations the information necessary to observe or participate in a mass vaccination exercise. The information in this document is current as of the date of publication, September 15, 2009, and is subject to change as dictated by the Operation W.I.T.C.H. exercise planning team.

Operation W.I.T.C.H. is an *unclassified exercise*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance. The ExPlan may be viewed by all exercise participants, *but the Controller and Evaluator (C/E) Handbook is a restricted document intended for controllers and evaluators only.*

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and to protect this material in accordance with current jurisdictional directives. Public release of exercise materials to third parties is at the discretion of the Operation W.I.T.C.H. exercise planning team.

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CHAPTER 1: GENERAL INFORMATION

Introduction

Operation W.I.T.C.H. is a full-scale exercise (FSE) designed to establish a learning environment for players to exercise emergency mass vaccination plans, policies, and procedures as they pertain to the Yolo County Strategic National Stockpile Plan. An FSE is a complex event that requires detailed planning. To conduct an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies have taken part in the planning process and will take part in exercise conduct and evaluation.

Purpose

The purpose of this exercise is to practice and evaluate the Yolo County Health Department Point of Dispensing (POD) standard Operating Procedures.

This exercise will be a collaborative event between the City of West Sacramento, City of Woodland, Woodland Healthcare, Woodland Memorial Hospital, and the County of Yolo. A small tabletop exercise specific to Public Information Officers will be conducted approximately two weeks prior in conjunction with Operation W.I.T.C.H. to explore public messaging technologies and strategies. For information specific to this Tabletop please contact the Yolo County Health Department Strategic National Stockpile Coordinator (see the Handling Instructions section of this document).

Target Capabilities

Capabilities-based planning takes an all-hazards approach to planning and preparation which builds capabilities that can be applied to a wide variety of incidents.

The capabilities listed below have been selected by the Operation W.I.T.C.H. planning team from the priority capabilities identified in the Yolo County Health Department's Multi-Year Training and Exercise Plan. These capabilities provide the foundation for development of the exercise objectives and scenario, as the purpose of this exercise is to measure and validate performance of these capabilities and their associated critical tasks.

Common Mission Area

- Planning
- Communications
- Community Preparedness and Participation

Response Mission Area

- Onsite Incident Management
- Critical Resource Logistics and Distribution
- Volunteer Management and Donations
- Mass Vaccination (adapted from the Mass Prophylaxis Response Area)

Exercise Objectives

The Operation W.I.T.C.H. planning team selected objectives that focus on evaluating emergency response procedures, identifying areas for improvement, and achieving a collaborative attitude. This exercise will focus on the following objectives:

- Objective 1:** Train City of West Sacramento, City of Woodland, Local CERT, American Red Cross, Medical Reserve Corps, and Woodland Healthcare staff and volunteers in POD Mass Vaccination Operations and Management processes while increasing community exposure to the Yolo County Mass Prophylaxis Plan.
- Utilize the on-line POD courses to train personnel in basic POD functions.
 - Initiate Call-down procedures for activating the Yolo County Mass Prophylaxis Plan.
 - Time set-up of site to Mass Prophylaxis specifications previously set between Riverbank Elementary School staff, Woodland Community Center staff, and Health Department staff.
 - Increase awareness of public to POD site location and functionality during a public health emergency.
 - Maintain orderly traffic flow and site security.
 - Provide functional Mass Vaccination experience for Medical Partners.
- Objective 2:** Test and Evaluate the County's POD plan for the West Sacramento Riverbank Elementary School and Woodland Community/Senior Center by conducting a mass influenza vaccination clinic for Yolo County citizens.
- Evaluate the capability to implement two Points of Dispensing simultaneously; one within the City of West Sacramento and one within the City of Woodland.
 - Exercise the local coordination and integration of internal and external response resources by the local Incident Command System.
 - Assess the ability to establish and maintain multi-agency and multi-jurisdictional communications.
- Objective 3:** Evaluate corrective action modifications made to the Influenza Screening process and POD operational plans exercised in 2008.
- Track & time patient flow through POD.
 - Test Just-In-Time training process on both the Health Department end and the POD Manager end.
 - Physical entry of patients in both the CDC CRA system and the Yolo County patient tracking spreadsheet.
 - Test success of Health Department cross training for both the back-up SNS and Immunization Coordinators.

CHAPTER 2: EXERCISE LOGISTICS

Exercise Summary

General

The Operation W.I.T.C.H. Exercise is designed to establish a learning environment for staff and/or volunteers to exercise the Yolo County Mass Prophylaxis plans and procedures for responding to a Mass Vaccination clinic. Notifications and off-site functions of the Operation W.I.T.C.H. Exercise will begin on Monday, September 28, 2009, beginning at 1000 hours. The Operation W.I.T.C.H. on-site vaccination clinics will be conducted on Saturday, October 3, beginning at 0700 hours. Exercise play is scheduled for six hours or until the Exercise Director and/or Senior Controller determine that the exercise objectives have been met at each venue.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, hence, are assumed to be present before the start of the exercise. The following general assumptions apply to the Operation W.I.T.C.H. exercise:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- All standard assumptions contained in the Yolo County Health Department SNS and Mass Prophylaxis Plans are implied.
- Guidelines for influenza will be developed by public health officials and subject matter experts depending on epidemiological circumstances.
- Medical Assets/Supplies – Adequate prophylaxis and medical supplies are readily available in the SNS.

Constructs and Constraints

Constructs are exercise devices designed to enhance or improve exercise realism. Alternatively, constraints are exercise limitations that may detract from exercise realism. Constraints may be the inadvertent result of a faulty construct or may pertain to financial and staffing issues. Although there are a number of constructs and constraints (also known as exercise artificialities) for any exercise, the Operation W.I.T.C.H. exercise planning team recognizes and accepts the following as necessary:

- Communication and coordination will be limited to the participating exercise venues, volunteers, and staff.
- Only those communication methods listed in the Communication Directory will be available for players to use during the exercise.
- Opportunities will be given to neighboring jurisdictions to participate in this exercise on behalf of both Cities; all volunteers and staff participating in this exercise may not necessarily be available to these Cities during a County-wide event.

Exercise Participants

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:

- *Players:* Players are agency/volunteer personnel who have an active role in responding to the vaccination clinic and perform their regular roles and responsibilities during the exercise. Players will include all Clinic staff, Emergency Operations Center (EOC) staff, and Health Department staff who will be involved in the exercise.
- *Controllers:* Controllers plan and manage exercise play and act in the roles of response individuals and agencies not playing in the exercise. Controllers direct the pace of exercise play and routinely include members from the exercise planning team. They provide key data to players and may prompt or initiate certain player actions to ensure exercise continuity and/or public safety.
- *Evaluators:* Evaluators are chosen from various agencies to evaluate and comment on designated functional areas of the clinic. Evaluators are chosen based on their expertise in the functional area(s) they review during the clinic. Evaluators have a passive role in the clinic and only note the actions of clinic staff; they do not interfere with the flow of the clinic.
- *Observers:* Observers view all or selected portions of clinic operations. Observers do not participate in the clinic or in exercise control functions. Observers will view the exercise from a designated observation area and will be asked to remain within the observation area during the exercise. VIPs are a type of observer, but are frequently grouped separately.
- *Media Personnel:* Some media personnel may be present as observers pending approval by the City of Woodland, City of West Sacramento, Woodland Healthcare, and County of Yolo. A dedicated exercise controller will be assigned to manage these groups.

Exercise Tools

Controller and Evaluator Handbook

The Operation W.I.T.C.H. C/E Handbook is designed to help exercise controllers and evaluators conduct and evaluate an effective exercise. This handbook also enables controllers and evaluators to understand their roles and responsibilities in exercise execution and evaluation. Should a player, observer, or media representative find an unattended handbook, it should be provided to the nearest controller or evaluator.

Master Scenario Events List

The MSEL outlines benchmarks and 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 Implementation

Exercise Play

Exercise play will begin on Monday, September 28th at approximately 1000 hours with activation messages and updates provided by the Yolo County Health Department going to all partner agencies. Play will proceed according to the events outlined in the MSEL, in accordance with established plans and procedures. The exercise will conclude upon the completion of operations and attainment of the exercise objectives, as determined by the Exercise Director. The exercise is expected to end on Saturday, October 3rd no later than 1430 hours.

Exercise Rules

The following are the general rules that govern exercise play:

- Clinic actions take priority.
- Exercise participants will comply with all clinic procedures outlined in participant documentation and trainings.
- If an actual emergency occurs during the clinic, clinic staff and first responders will evaluate the situation and respond in accordance with functional area operations and technical plans and procedures.
- Any simulation communications (written, radio, telephone, etc.) made during the clinic operating time will begin and end with the phrase, *"This is an exercise."*
- Exercise participants placing telephone calls or initiating radio communication must identify their staff position, agency, and/or individual with whom they wish to speak.
- Do not engage in personal conversations with clinic staff or evaluators.
- Act in a professional manner at all times.

Safety Requirements

General

Participant and patient safety takes priority. Although the flu clinic is organized to test our mass prophylaxis procedures during an emergency, our primary focus will be to ensure the safety of all persons who receive actual flu vaccination(s). Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. The following general requirements apply to the exercise:

- All exercise controllers, evaluators, and staff will serve as safety observers while the exercise activities are underway. Any safety concerns must be immediately reported to the Safety Controller while clinic activities are under way.
- Participants will be responsible to look out for their own and each others safety during the clinic. It is the responsibility of every person associated with the clinic to notify their

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supervisor and assigned security and/or safety personnel if, in his or her opinion, a safety problem exists.

- All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as the appropriate Federal, State, and local environmental health and safety regulations.

Vaccine Safety

- Participants will be responsible to look out for the safety of all vaccines during the clinic. Vaccines not in use are to be stored in provided coolers surrounded and layered with ice-packs. Any vaccine in usage at the vaccination stations will need to be kept in the provided containers with ice-packs to ensure vaccine effectiveness (also known as “cold-chain” storage).
- While it is the prime focus of Inventory Management staff to ensure “cold-chain” it is also the responsibility of every POD worker.

Exercise Setup

Exercise setup involves the pre-staging and dispersal of exercise materials; including registration materials, documentation, signage, and other equipment as appropriate. As clinic set-up is one of the components being tested for this exercise; facility personnel will be providing exercise set-up as directed through the Yolo County Mass Prophylaxis site specific plan for the Riverbank Elementary School and Woodland Community/Senior Center.

Fire Safety

The local fire departments will be notified and will provide support in case of fire. The following are fire safety requirements for the Operation W.I.T.C.H. exercise:

- All exercise participants will be directed by facility personnel to evacuate the premises in accordance with the facility Fire Safety and Emergency Evacuation Plan.
- In the event that facility personnel require assistance in evacuating patients; exercise participants can assist ONLY when requested to do so by facility personnel.

Weapons Policy

Please see Appendix D for a detailed description of the Operation W.I.T.C.H. Weapons Policy.

Accident Reporting and Real Emergencies

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

- Anyone observing a participant or patient who is seriously ill or injured will first advise the nearest controller, then, if possible, escort the person to the closest First Aid or Emergency Medical Services personnel.

- If a real emergency occurs that affects the entire exercise, the exercise may be suspended or terminated at the discretion of the Exercise Director and Senior Controller. The notification will be made with existing methods of communication.

Site Access

Security

The City of West Sacramento and City of Woodland Police Department will facilitate entry to the exercise venues. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements. If any staff detects the presence of alcohol on any clinic participant or if persons attending the flu clinic are believed to be under the influence, this information is to be relayed via clinic “runners”, Team Leaders, and/or radio to security personnel.

Observer Coordination

Each organization with observers will coordinate with the Yolo County Health Department for access to the exercise sites. Observers will be escorted to an observation area for orientation. All observers will be asked to remain within the designated observation area during the exercise. Yolo County Health Department representatives and/or the Observer Controller will be present to explain the exercise program and answer questions for the observers during the exercise.

Parking and Directions

Parking information and directions are provided in Appendix B for each participating venue. Staff who are physically able to walk from the Mall Parking lot to the Woodland Community/Senior Center (approx. 0.5 mile) will be encouraged to park in the mall parking lot in an effort to obtain the maximum number of parking spaces for clinic patients at that site.

Refreshments and Restroom Facilities

Refreshments and potable water will be provided for all exercise participants throughout the exercise. Restroom facilities will be available.

Exercise Identification

As this is a functional Flu Clinic with on-site medication security will be in effect, all Observers, Evaluators, Controllers, and VIPs will have security access badges available at the staff sign-in station in the staff break room. Extra materials specific to each persons function will be awaiting them at the staff sign-in station as well. All participants must sign in at the staff sign-in station to obtain their materials and access badges. All clinic staff members will provide access control to clinic areas in accordance with the access badging system and security maps provided to ensure that unauthorized non-participants are denied access and that authorized participants transiting the exercise area to reach other work areas do so without deviating from established routes or reasonable travel times. The chart below describes identification items.

Table 2.1 *Exercise Identification*

Group	Badge Color
Controllers	Pink
Evaluators	Pink
Clinic Command Staff	Red
Clinic General Staff	Yellow
Observers	Green
VIPs	Green
Media Personnel	Green
Patients, Civilian Clothes	None

Communications Plan

Exercise Start, Suspension, and Termination Instructions

The clinic portion of the exercise is scheduled to run for 6 hours or until the Exercise Director and/or Senior Controller determine that the exercise objectives have been met.

Any simulation communications made during the clinic operating time will begin and end with the phrase, “THIS IS AN EXERCISE.”

Participant Communication

Clinic staff elements will use routine, in-place agency communications systems. The need to maintain a response capability for real-world response may preclude the use of all communications channels or systems that would usually be available for an actual incident. Exercise communications will NOT interfere with real-world emergency communications.

Emergency Operations Center staff will use routine, in-place agency communication systems. Additional communication assets may be made available as the exercise progresses. The need to maintain capability for a real-world response may preclude the use of certain communication channels or systems that would usually be available for an actual emergency incident. Each venue will coordinate its own internal communication networks and channels.

The principal method of communications for controllers during the exercise will be designated cellular and/or landline phone numbers. All exercise controllers will have access to a cellular and/or landline phone that will enable them to communicate control information to other exercise controllers. Controller communications will link control personnel at all play areas and will remain separate from the player communications. In no case will controller communications interfere with, or override, clinic staff communications.

Public Affairs

Operation W.I.T.C.H. offers all levels of government, but particularly the City of West Sacramento, City of Woodland, Woodland Healthcare, and Yolo County Health Department, the opportunity to demonstrate an increased readiness to deal with public health emergencies. Any public safety exercise of this scope is a newsworthy event. Because this exercise deals with a simulated communicable disease incident, “a subject of wide public interest”, news media attention can be expected.

Special attention must be given to the needs of the news media, allowing them to get as complete and accurate a story as possible, but ensuring their activities do not impact clinic operations or compromise safety or the exercise objectives.

Yolo County Health Department and participating agencies are responsible for disseminating public information in advance of the Operation W.I.T.C.H. exercise. The County of Yolo will coordinate this function via the Operation P.U.M.P.K.I.N P.I.E. Tabletop.

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CHAPTER 3: PLAYER GUIDELINES

Exercise Staff

Exercise Director

The Exercise Director has the overall responsibility for planning, coordinating, and overseeing all exercise functions. He/she manages the exercise activities and maintains a close dialogue with the Senior Controller regarding the status of play and the achievement of the exercise design objectives.

Senior Controller

The Senior Controller is responsible for the overall organization of the Operation W.I.T.C.H. exercise, will take direction from the Exercise Director. The Senior Controller monitors exercise progress and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The Senior Controller monitors actions by individual controllers and ensures they implement all designated and modified actions at the appropriate time. The Senior Controller debriefs the controllers and evaluators after the exercise.

Safety Controller

The Safety Controller is responsible for monitoring exercise safety during setup, conduct and clean-up of the exercise. All exercise participants will assist the safety controller by reporting any safety concerns.

Controllers

The individual controllers issue exercise materials to players as required, monitor the exercise timeline, and monitor the safety of all exercise participants. Controllers also provide injects to the participants as described in the MSEL. Specific controller responsibilities are addressed in the C/E Handbook.

Evaluators

Evaluators work as a team with controllers. Evaluators are subject matter experts who record events that take place in their assigned location and submit documentation for review and inclusion in the After Action Report (AAR). Evaluators should not have any direct interaction with the players. Specific evaluator responsibilities are addressed in the C/E Handbook.

Participant Instructions

Before the Exercise

- Review the Yolo County Health Department on-line POD classes (www.yolopodclasses.org), and appropriate interagency emergency plans, procedures, and exercise support documents.

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- Riverbank Elementary School staff and Woodland Community/Senior Center staff should be ready to facilitate set-up of the site no later than 0700 hours.
- Those staff, volunteers, and outside partners working at the clinics during the exercise should be at their assigned venue no later than 0745 hours. Wear comfortable shoes and sign-in to receive their identification badge at the Incident Command Post.
- Read the staff information handout(s), Job Action Sheets, and procedures distributed on-site upon arrival; which include information on exercise safety.
- Please sign in upon arrival and out upon departure.

During the Exercise

- Respond to each patient and/or other clinic staff member as is instructed in the staff documentation you are given.
- Controllers will only give you information they are specifically directed to disseminate. You are expected to obtain other necessary information through your immediate supervisor.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel while the exercise is in progress.

Following the Exercise

- At the end of the exercise participate in the Hotwash with the controllers and evaluators.
- 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 or evaluator for review and inclusion in the AAR.

CHAPTER 4: EVALUATION AND POST-EXERCISE ACTIVITIES

Exercise Documentation

The goal of Operation W.I.T.C.H. is to comprehensively test and evaluate the Yolo County Health Department's Mass Prophylaxis plan and site set-up of the Riverbank Elementary School and City of Woodland, Community/Senior Center as they pertain to a potential mass vaccination incident. 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.

Exercise Evaluation Guides

The Yolo County Health Department has developed Exercise Evaluation Guides (EEGs) that identify expected activities for evaluation, provide consistency across exercises, and link individual tasks to disciplines and expected outcomes.

The EEGs selected by the Operation W.I.T.C.H. trusted agents are contained in the evaluator materials packet along with the C/E Handbook. These EEGs have been selected because the activities they describe can be expected to be observed during the exercise and will guide evaluation to match the exercise design objectives. Supplemental evaluation materials designed for the Operation W.I.T.C.H. exercise may also be used.

Hotwash

Immediately following the completion of exercise play, controllers and/or POD Managers will facilitate a Hotwash with players. The Hotwash is an opportunity for players to voice their opinions on the exercise and their own performance. At this time, evaluators can also seek clarification on certain actions and what prompted players to take them. The Hotwash should not last more than 30 minutes. Evaluators should take notes during the Hotwash and include these observations in their analysis.

After Action Report

The AAR is the culmination of Operation W.I.T.C.H. It is a written report outlining the strengths and areas for improvement identified during the exercise. The AAR will include the timeline, executive summary, scenario description, mission outcomes, and capability analysis. It will be drafted by a core group of individuals from the exercise planning team.

After Action Conference and Improvement Plan

The improvement process represents the comprehensive, continuing preparedness effort of which the Operation W.I.T.C.H. exercise is a part. The lessons learned and recommendations from the AAR will be incorporated into an Improvement Plan (IP).

After Action Conference

The After Action Conference is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate the findings and recommendations in the draft AAR, and begin development of the IP.

Improvement Plan

The IP identifies how recommendations will be addressed, including what actions will be taken, who is responsible, and the timeline for completion. It is created by key stakeholders from the Operation W.I.T.C.H. exercise participating agency officials during the After Action Conference.

APPENDIX A: EXERCISE SCHEDULE**Table A.1** *Operation W.I.T.C.H. On-Site Clinic Exercise Schedule*

Time	Personnel	Activity
October 2nd, 2009		
0900-1100	City All-POD Coordinators, POD Managers, & Command Staff	Health Department POD Manager Training
1300-1500	Controllers, Evaluators, Exercise Planning Team	Controller and Evaluator Briefing and Training
October 3rd, 2009		
0700	Riverbank Elementary Staff and Woodland Community/Senior Center Staff	Setup of clinic sites to Mass Prophylaxis standards
0715	All	Arrive and Sign-in
0800	Participants	Just-In-Time Training
0900	Participants	Clinic Personnel Vaccination
0930	All	POD Opens
1230	All	POD Closes
1300	All	Hotwash
1330	Controllers, Evaluators, Exercise Planning Team	Controller and Evaluator Debriefing

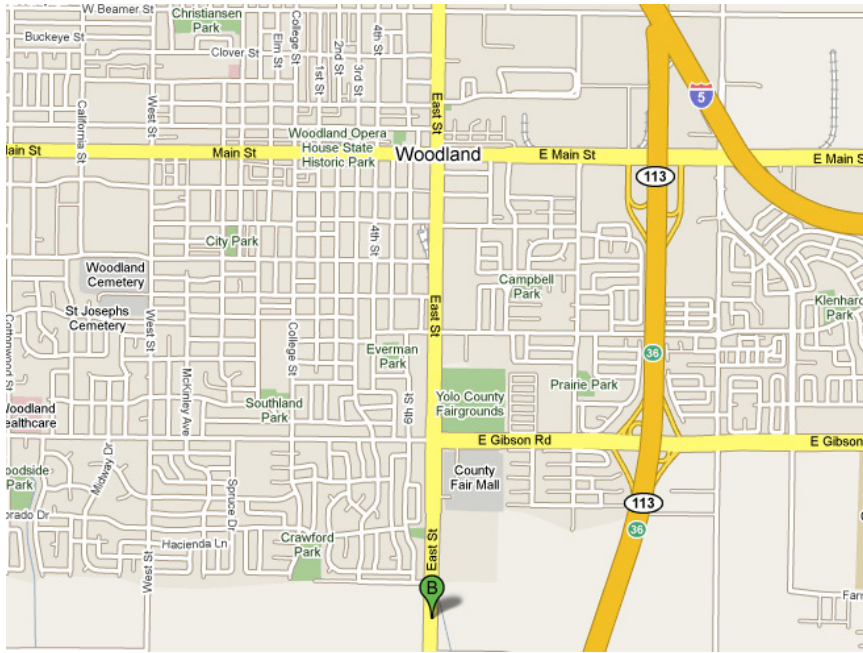
Should tasks at the Riverbank Elementary School and Woodland Community/Senior Center attain exercise objectives prior to listed times above, the schedule will be revised on-site accordingly.

Should either site utilize its entire vaccine order prior to listed times above, the schedule will be revised on-site accordingly.

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APPENDIX B: EXERCISE SITE MAPS

Figure B.1 Directions Woodland Community/Senior Center



From the South: From I-80 take the 113 north towards the city of Woodland. Exit Road 25A. Turn left onto Road 25A at the end of the off-ramp. Turn right on East. Continue north on East street. The Community Center will be on your right hand side. Continue 0.5 miles north to park in the Mall Parking Lot (overflow).

From the East, North or West: From I-5 take the 113 south towards the city of Woodland. Exit E. Gibson. Turn right onto E. Gibson at the end of the off-ramp. Turn left on East street. You may park in the Mall Parking Lot (overflow) on your left hand side. Continue 0.5 miles south on East to access the Community Center.

Figure B.2 Parking Map Woodland Community/Senior Center



- Bus Loading / Un-loading & Ambulance
- Overflow Parking
- Clinic Parking

Figure B.3 Facility Set-up Map

Woodland Community Center
Gymnasium
Express Set-up Map
Vaccination Patient Flow

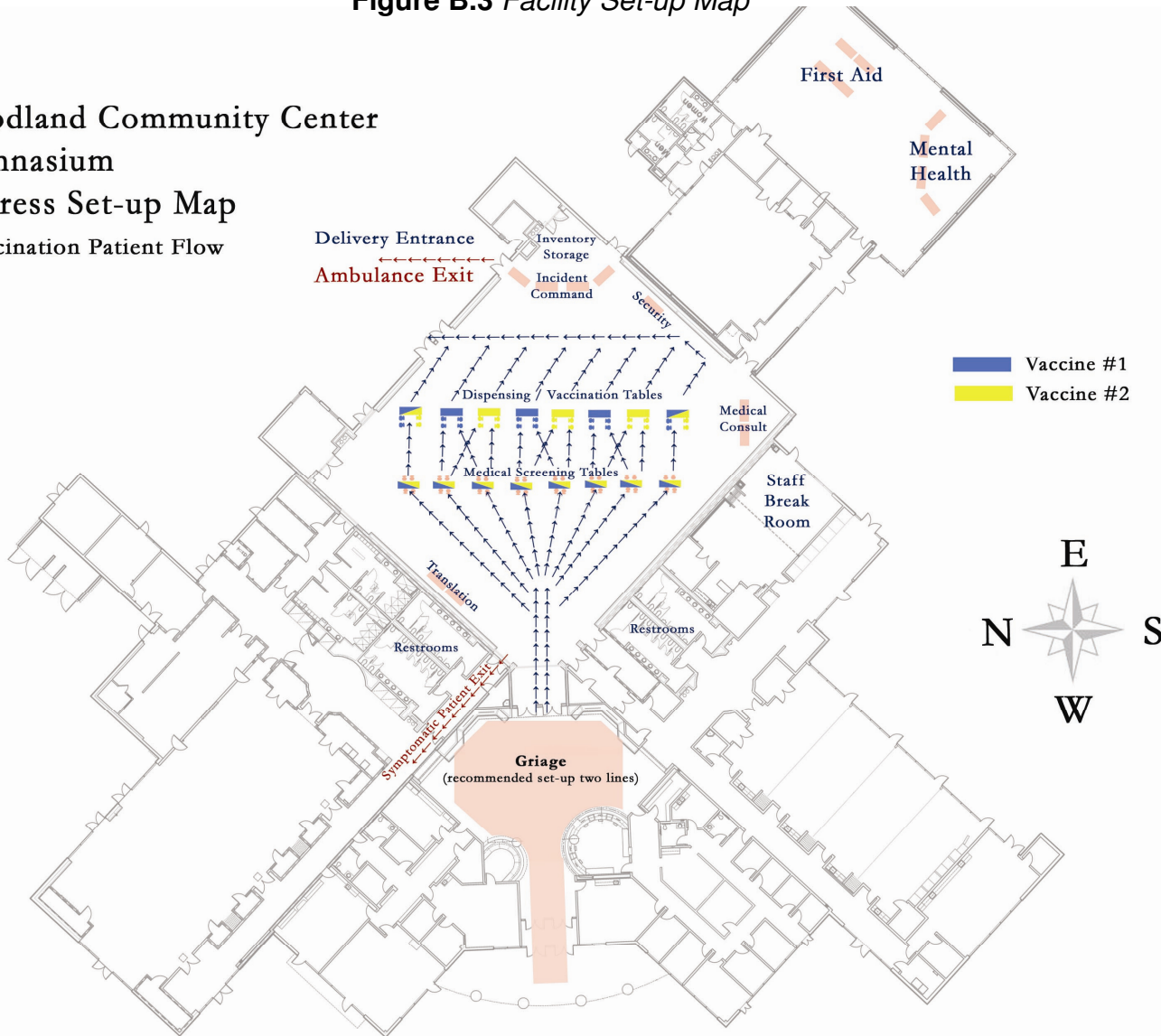
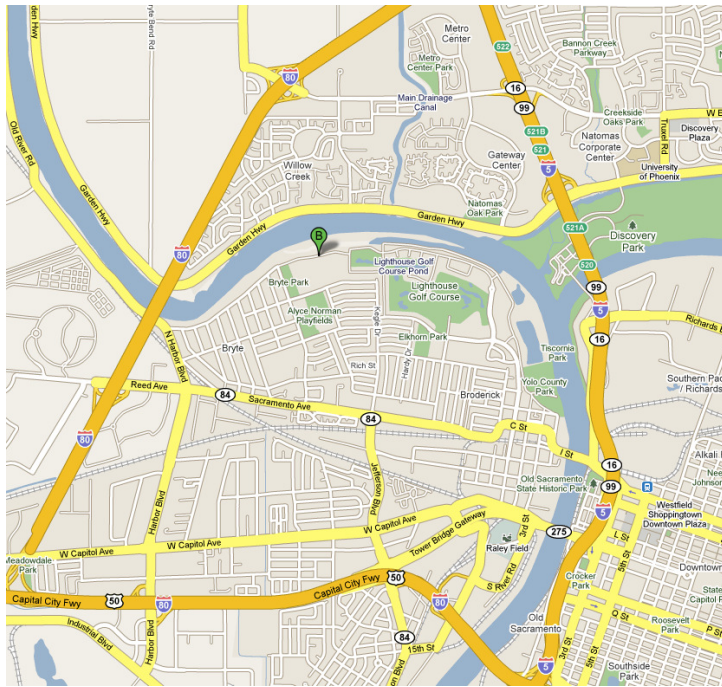


Figure B.4 Directions Riverbank Elementary School



From the South or East: From I-5 take the Capitol City Freeway west towards the city of Davis. Exit Jefferson Blvd. Continue north on Jefferson Blvd. Turn left onto Sacramento Ave. Turn right on Todhunter Ave. Turn right onto Riverbank Road. The entrance to the school will be on your right hand side just past the track.

From the North: From I-5 take I-80 towards the city of Davis. Exit Reed Ave. Turn left onto Reed Ave. (which will turn into Sacramento Ave.). Turn left onto Todhunter Ave. Turn right on Riverbank Road. The entrance to the school will be on your right hand side just past the track.

From the West: From I-80 Exit Reed Ave. Turn left onto Reed Ave. (which will turn into Sacramento Ave.). Turn left onto Todhunter Ave. Turn right on Riverbank Road. The entrance to the school will be on your right hand side just past the track.

Figure B.5 Parking Map Riverbank Elementary School

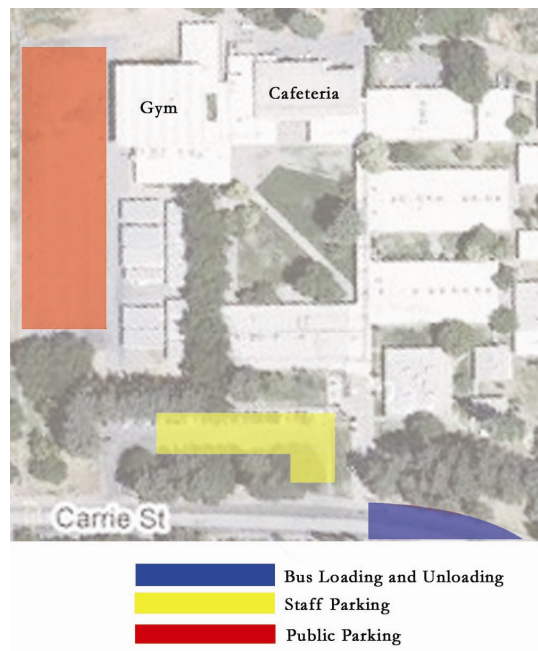
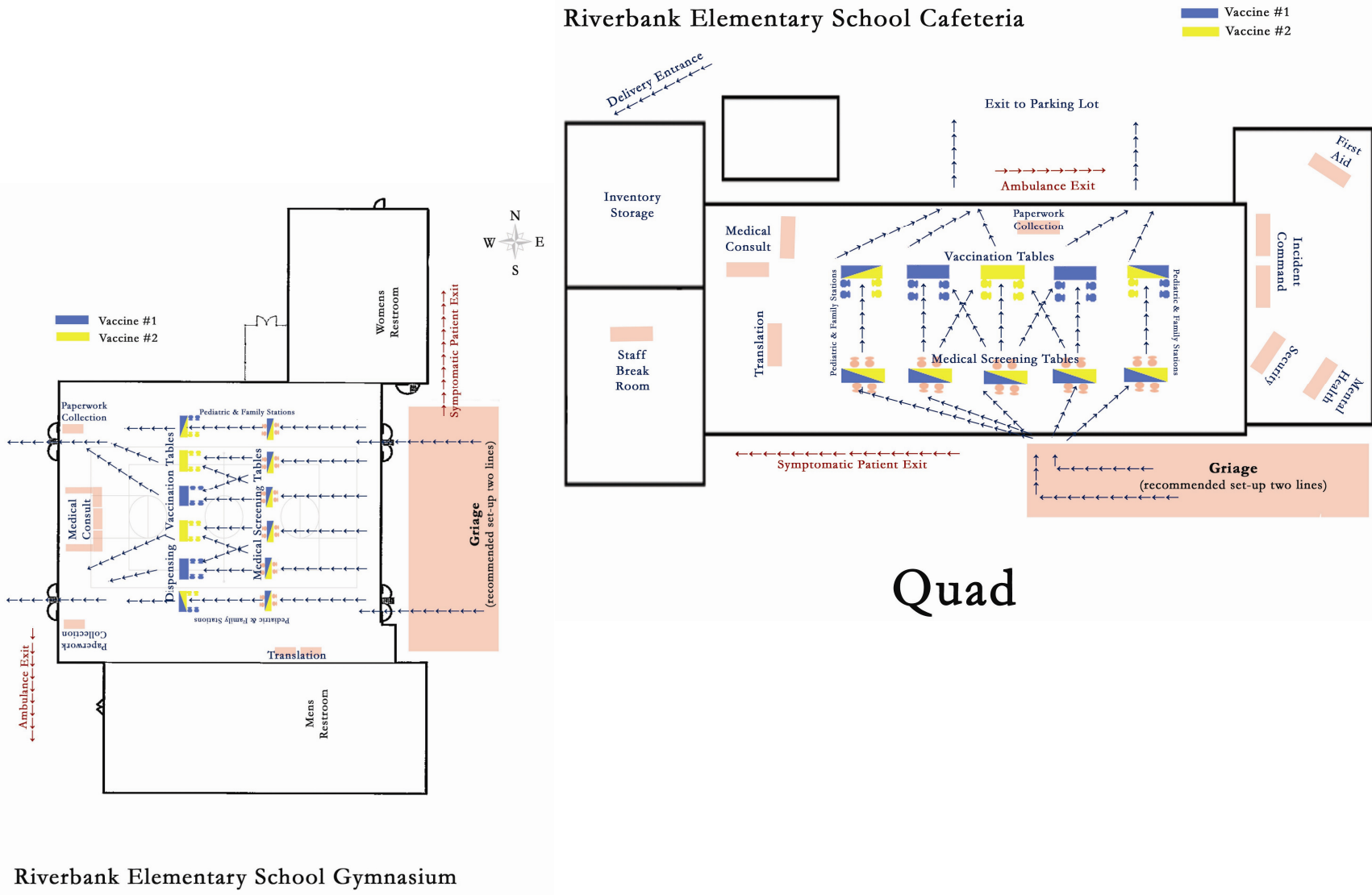


Figure B.6 Facility Set-up Map



APPENDIX C: PARTICIPATING AGENCIES**Table C.1 Participating Agencies**

Participating Agencies
Federal
Center for Disease Control (CDC), Division of Strategic National Stockpile
State
California Department of Public Health (CDPH)
Catholic Healthcare West
Woodland Healthcare
City of Woodland
Emergency Operations Center Personnel
Community/Senior Center
Fire Department
Police Department
City of West Sacramento
Emergency Operations Center Personnel
Washington Unified School District
CERT Personnel
Fire Department
Police Department
County of Yolo
Administration Office
Health Department
Office of Emergency Services
Yolobus
Other (Volunteer Staff)
American Medical Response
City of Davis, CERT Personnel
Counties of El-Dorado, & Nevada
Red Cross (Sacramento & Yolo Chapters)
Sacramento Regional Medical Reserve Corps.
University of California Davis, Emergency Management
University of California Davis, Medical Students
University of California Davis, Veterinary Emergency Response Team

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APPENDIX D: EXERCISE WEAPONS POLICY

It is the policy of the Department of Homeland Security (DHS) to ensure that every effort is made to provide a safe and secure environment at all DHS-sponsored exercises for its participants, observers/VIPs, control/evaluation staff, volunteers, and the general public.

For the purpose of this policy, a weapon shall include all firearms, knives, explosive devices, less than lethal weapons/tools/devices, and any other object capable of causing bodily harm.

Qualified personnel (law enforcement, security, military, etc.) with legal authority to carry weapons who are utilized to provide “real world” perimeter security for the exercise may continue to carry loaded weapons as part of their normal scope of duty.

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

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