



Exercise Evaluation Guides

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Exercise Evaluation Guides (EEGs)

EEG Library

Resources

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The Exercise Evaluation Guide Library contains the Homeland Security Exercise and Evaluation Program (HSEEP) EEGs associated with 35 of the 37 capabilities from the Target Capabilities List (TCL). The PDF documents linked below represent Published Version 1.1 of the 2008 HSEEP EEGs. Version 1.1 EEG data is derived from the Target Capabilities List, with modifications to ensure their applicability to exercises.

As we receive comments on the current EEG versions, subsequent versions of the documents will be developed and posted. Please provide your feedback on the EEGs so we can continue to improve these tools. The Feedback link, located on the left side on this page provides a feedback form that can be completed and e-mailed to hseep@dhs.gov. Comments will be consolidated, reviewed, and coordinated with associated program tools and will be released in subsequent EEG versions.

EEG Builder

The [EEG Builder](#) allows Exercise Planners to create customized EEGs by selecting which Activities from a given Capability will be evaluated during an exercise. Exercise Planners will also be able to create customized Tasks and Measures to further focus the evaluation process. Access the [EEG Builder](#).

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Medical Supplies Management and Distribution	
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Public Health Laboratory Testing	
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Structural Damage Assessment	
Triage and Pre-Hospital Treatment	
Search and Rescue (Land-Based)	
Volunteer and Donations Management	
WMD/Hazardous Materials Response and Decontamination	

Animal Health Emergency Support

Exercise Evaluation Guide:

Capability Description:

Animal Health Emergency Support is the capability to protect, prevent, detect, respond to, and recover from threats and incidents that would result in the disruption of industries related to U.S. livestock, other domestic animals (including companion animals) and wildlife and/or endanger the food supply, public health, and domestic and international trade. It includes the ability to respond to large-scale national and regional emergencies as well as to smaller scale incidents through rapid determination of the nature of the event, initiation of the appropriate response, containment of the disrupting effects, and facilitation of recovery.

Capability Outcome:

Foreign animal disease is prevented from entering the U.S. by protecting the related critical infrastructure and key assets. In the event of an incident, animal disease is detected as early as possible; exposure of livestock to foreign diseases is reduced; immediate and humane actions to eradicate the outbreak are implemented; continuity of agriculture and related business is maintained; economic damage is limited; and public and animal health and the environment are protected. Trade in agriculture products and domestic and international confidence in the U.S. food supply are maintained and/or restored. Agricultural industries are returned to their prior productivity, to include replenishment of the domestic livestock and other domesticated animals.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Animal Health Emergency Support Tactical Operations

Activity Description: In response to a notification of an animal disease, provide the overall management and coordination of the epidemiological investigations and animal control measures to eradicate the disease.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Res.B2d 3.3.3)	Coordinate and provide regional and state resources and procedures for the response to an outbreak of highly contagious animal and plant diseases. <ul style="list-style-type: none"> - <i>Multiagency coordination system is established and implemented</i> - <i>Mutual aid agencies and jurisdictions are contacted</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to develop wildlife management plan	TARGET	ACTUAL
		Within 48 hours	

1.2 (Res.B2d 3.5.1)	Conduct internal communications. – <i>Staff briefings are conducted on a recurrent basis or as significant events occur</i> – <i>Communications (telephone calls, fax messages, emails, etc.) are logged, retained, and distributed as appropriate</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.3 (Res.B2d 3.3.2)	Coordinate an animal safety and bio-security response. – <i>Appropriate animal safety and biosecurity measures are identified based on the disease</i> – <i>Animal safety and biosecurity measures are conveyed to relevant and responding entities</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate research into alternative disease control strategies	TARGET Within 7 days	ACTUAL
	Time to provide a fair market value indemnity to owners of destroyed animals and materials	TARGET Within 72 hours	ACTUAL
1.4 (Res.B2d 3.3)	Provide coordination and support for animal healthcare through the Incident Command System (ICS). – <i>Multiagency coordinating systems provide animal health information to incident commands</i> – <i>Animal health status is tracked</i> – <i>Incident Command conveys animal health information and status to multiagency coordinating systems</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.5 (Res.B2d 3.3.4)	Coordinate animal health disease outbreak assessment activities. – <i>The extent of the outbreak is tracked</i> – <i>Investigation teams are directed to potential outbreak locations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to conduct an assessment of the risk wildlife poses to the transmission of a foreign animal disease	TARGET Within 7 days	ACTUAL
	Contamination source and affected areas secured	Yes [] No []	

1.6 (Res.B2d 3.5.3)	Coordinate emergency public information through the Joint Information System (JIS). <ul style="list-style-type: none"> – <i>Public information plan or strategy is established and implemented</i> – <i>News releases are coordinated between responsible agency representatives and released in a timely manner</i> – <i>The public information officer conducts periodic media briefings to keep the media informed of developments</i> – <i>Accurate and current information is presented in news releases and briefings</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.7 (Res.B2d 3.5.2)	Exchange/post data as necessary for appropriate treatment. <ul style="list-style-type: none"> – <i>Information on treatment methods and status are shared between responders</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.8 (Res.B2d 3.5.5)	Coordinate site clean-up. <ul style="list-style-type: none"> – <i>Site cleanup plans are developed and implemented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to carry out cleaning and disinfection on premises where Foot and Mouth Disease (FMD) is presumed or confirmed to exist	TARGET Within 48 hours	ACTUAL
	All responders monitored for exposure to hazardous materials	Yes []	No []
	Decontamination sites established	Yes []	No []
	Decontamination is conducted in accordance with local protocol for all contaminated personnel, equipment, and animals	Yes []	No []
1.9 (Res.B2d 3.8)	Personal Protective Equipment (PPE) is distributed to personnel in response site operations and clean-up. <ul style="list-style-type: none"> – <i>Personal protective equipment (PPE) is selected and used to prevent infection or spread of the disease</i> – <i>PPE requirements are communicated to all agencies via MACs or incident command</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	All appropriate personnel issued personal protective equipment (PPE)	Yes []	No []

	Screening and action conducted in response to affected personnel	Yes [] No []
1.10 (Res.B2d 3.3.4.1)	Coordinate epidemiological investigations and lab testing for disease outbreaks. <ul style="list-style-type: none"> – <i>Lists of approved laboratory facilities are consulted and provided to epidemiological investigators taking samples</i> – <i>Laboratory services are obtained to test samples obtained during investigations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Activate Animal Health Emergency Support

Activity Description: In response to a notification of animal disease, respond, mobilize, and arrive on scene to begin emergency veterinary operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.B2d 4.1)	Activate animal health operations. <ul style="list-style-type: none"> – <i>Call-down lists are used to notify personnel and agencies about the animal disease</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time of implementation of plans in accordance with the National Response Plan/National Incident Management System (NRP/NIMS)	TARGET Within 24 hours	ACTUAL
	Time for deployment of sufficient veterinary medical field staff and other resources (veterinarians, animal health technicians, disease specialists, veterinary diagnostic labs, etc.)	TARGET Within 24 hours	ACTUAL
2.2 (Res.B2d 4.3)	The response team's resources are monitored and the deliveries of needed supplies are coordinated by the multi-agency coordination system.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to identify need for logistical support to aid the operation	TARGET Within 48 hours	ACTUAL

2.3 (Res.B2d 4.2)	Establish and maintain response communication systems across responsible entities. <ul style="list-style-type: none"> – <i>Communication checks are conducted between response entities</i> – <i>Preliminary and backup communication channels operate properly</i> – <i>Backup communication systems are available and function properly if primary systems fail</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time to implement communications plan in accordance with NRP/NIMS		TARGET Within 24 hours	ACTUAL

Activity 3: Conduct Animal Health Epidemiological Investigation and Surveillance

Activity Description: Conduct investigations and surveillance of animal populations to determine the sources of an animal disease outbreak as well as the potentially infected animal populations, and to verify the elimination of the disease.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B2d 5.1)	Conduct an epidemiological investigation as surveillance reports warrant. <ul style="list-style-type: none"> – <i>Epidemiologists conduct investigations based on reports of suspicious cases</i> – <i>Personnel are dispatched to potential sources of infection or potential new locations</i> – <i>Laboratory services are engaged to test samples obtained during investigations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time to assign status and priority of investigation to premises		TARGET Within 6 hours	ACTUAL
Time to initiate a foreign animal disease investigation, as verified by the veterinarian in charge (AVIC)		TARGET Within 8 hours	ACTUAL
3.2 (Res.B2d 5.3)	Coordinate Federal, State, and local veterinary assets/services.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
All responders were monitored for exposure to hazardous materials		Yes []	No []

	Screening of affected personnel was conducted	Yes [] No []	
3.3 (Res.B2d 5.1.7)	Determine whether the introduction of the infectious animal disease agent was intentional or accidental. <ul style="list-style-type: none"> – <i>Outbreaks are traced back to index case(s)</i> – <i>Potential natural sources are considered and ruled out or determined to be the source</i> – <i>Evidence of intentional introduction is obtained and ruled to be the cause</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate joint USDA-DOJ investigation into source of disease introduction	TARGET Within 24 hours	ACTUAL
3.4 (Res.B2d 5.1.3)	Determine whether the emerging infectious animal disease agent or biological threat agent consists of single or multiple strains.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.5 (Res.B2d 5.1.6)	Conduct animal tracing to determine source, destination, and disposition of affected animals. <ul style="list-style-type: none"> – <i>Interviews with owners/operators are conducted</i> – <i>Document reviews are conducted to obtain data on animal history and disposition of animals/animal products</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate an investigation of suspected wildlife cases by a qualified veterinarian	TARGET Within 24 hours	ACTUAL
	Time to implement a surveillance plan to define the present extent of outbreak and detect new cases	TARGET Within 48 hours	ACTUAL
	Time to complete trace-forwards and trace-backs to determine primary and secondary animal exposure	TARGET Within 48 hours	ACTUAL
	Period for which trace-back analysis is conducted	TARGET Minimum of two average incubation periods	ACTUAL

	Period for which trace-forward analysis is conducted	TARGET Up to the time that quarantine is imposed	ACTUAL
	Rate (number of animals per day) at which surveys for trace-out and epidemiology reporting can be conducted at potentially affected premises	TARGET 400 herds per day	ACTUAL
3.6 (Res.B2d 5.1.3)	Determine whether an emerging infectious disease agent or a biological threat agent consists of single or multiple strains. – <i>Laboratories analyze and compare disease agents from multiple animals at multiple locations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for case definition using effective epidemiology	TARGET Within 24 hours	ACTUAL
	Time to characterize the disease, identify risk factors, and develop mitigation strategies	TARGET Within 96 hours	ACTUAL
3.7 (Res.B2d 5.2.3)	Establish a vector control technical expertise team for surveillance and monitoring of animal infections until population densities and infection rates return to pre-event levels. – <i>A vector control plan is developed</i> – <i>A list of needed expertise is developed</i> – <i>Team members are matched with needed expertise</i> – <i>Team members are trained in their respective roles</i> – <i>Teams use the vector control plans</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to identify disease-free zones using a surveillance plan	TARGET Within 7 days	ACTUAL
3.8 (n/a)	Conduct visual surveillance. – <i>A Surveillance plan is developed to identify when/where to visually inspect animals or facilities</i> – <i>Staff are provided with training/instructions on how to conduct surveillance and report results</i> – <i>Inspection protocols are followed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency of inspection for surveillance of susceptible animals at Contact Premises and Suspect Premises	TARGET Minimum of three times per average	ACTUAL

	Frequency of inspection for surveillance of susceptible animals at At-Risk-Premises	TARGET Minimum of two times per average	ACTUAL
	Time to confirm absence of diseases through monitoring and surveillance	TARGET Within 3-6 months	ACTUAL
3.9 (Res.B2d 5.1.2.1)	Obtain samples for lab testing. – <i>Pre-established sampling protocols are implemented</i> – <i>Sampling protocols are modified as needed based on type of animals, locations, etc.</i> – <i>Samples are marked in accordance with protocols</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Implement Disease Containment Measures

Activity Description: Establish isolation and quarantine zones, issue stop movement orders, and initiate animal vaccination and treatment programs, euthanasia efforts, or other protective measures designed to control the spread of the disease.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B2d 6.2)	Implement plans, procedures, protocols, and systems for distribution of mass prophylaxis from the National Veterinary Stockpile (NVS). – <i>Written plans are available</i> – <i>Distribution points are established</i> – <i>Priorities are established for distribution to multiple locations</i> – <i>Logs are maintained to track the distribution of prophylaxis</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to implement bio-security measures	TARGET Within 24 hours	ACTUAL
	Time to eradicate a foreign animal disease during the event or exercise (assuming a single-point introduction, under optimal response conditions)	TARGET Within 100 days	ACTUAL
	Time to eradicate a foreign animal disease during the event or exercise (assuming a multiple-point introduction, under optimal response conditions)	TARGET Within 1 year	ACTUAL

	Market demand for commodities remains stable throughout outbreak	Yes [] No []	
4.2 (Res.B2d 6.3.6)	Implement animal control measures, i.e. for infected animals threatening the public's health (also includes stray pets, domestic animals and commensal wild animals). <ul style="list-style-type: none"> - <i>Animal control plans are in place and implemented</i> - <i>Animal control measures are selected and implemented</i> - <i>Isolation and quarantine zones are established to minimize movement of infected animals</i> - <i>Stop movement orders are issued to prohibit movement of infected animals</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for establishing a control area to ensure effective implementation of quarantine and movement control (Federal quarantine is maintained until the disease is either eradicated or a smaller control area is implemented)	TARGET Within 12 hours	ACTUAL
	Time to implement security at processing facilities	TARGET Within 7 days	ACTUAL
	Time to implement zoning plan	TARGET Within 7 days	ACTUAL
	Time from diagnosis or last case until trade restrictions no longer apply	TARGET Within 3-12 months	ACTUAL
	Number of remaining animals affected by the foreign animal disease upon resumption of normal trade	TARGET Zero	ACTUAL
4.3 (Res.B2d 6.2.2)	Provide human vaccinations if needed. <ul style="list-style-type: none"> - <i>Plan for human vaccination is developed for zoonotic animal disease and conveyed to the responders</i> - <i>Vaccines and/or prophylaxis are provided to the responders</i> - <i>Humans are vaccinated or treated in accordance with instructions</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Number of humans who contract the disease during the epidemic	TARGET Zero	ACTUAL
4.4 (Res.B2d 6.2.1)	Conduct strategic vaccinations or treatments of animals. <ul style="list-style-type: none"> - <i>Vaccination or treatment regimes are selected and conveyed to the responders</i> - <i>Vaccines and/or prophylaxis are provided to the responders</i> - <i>Animals are vaccinated or treated in accordance with instructions</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to complete an emergency ring-vaccination program (assuming vaccination is the selected strategy)	TARGET Within 7 days	ACTUAL
	On-side education for producers, farmers, and responders is provided at the time of diagnosis and/or euthanasia	Yes []	No []
4.5 (Pro.B1b 3.5.2.1)	Coordinate cleaning and decontamination of affected food facilities. – <i>Affected facilities are identified and closed until decontaminated</i> – <i>Cleaning and decontamination is conducted in accordance with plans and procedures</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 5: Provide Animal Welfare

Activity Description: Provide affected animals with veterinary care, husbandry services, food, and sheltering to minimize suffering while being isolated, quarantined, or undergoing treatment.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B2d 7.1)	Conduct an animal safety and bio-security response. – <i>Appropriate animal safety and biosecurity measures are identified based on the disease</i> – <i>Animal safety and biosecurity measures are conveyed to responding entities</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Number of animals vaccinated for disease control	TARGET 400 herds per day (assuming 670 cloven- hoofed animals per herd)	ACTUAL
5.2 (Res.B2d 7.2)	Provide husbandry services. – <i>Animals are provided with food and water and other care needed to maintain health while in isolation or quarantine</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 6: Conduct Euthanasia/Disposal

Activity Description: Provide humane methods to euthanize affected animals to stop the spread of disease or alleviate suffering and properly dispose of animal remains.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B2d 8.2.1)	Coordinate with appropriate agencies to implement disposal methods for agricultural waste, including carcasses, to reduce the spread of animal disease. <ul style="list-style-type: none"> – <i>Disposal plans are in place and used</i> – <i>Potential disposal sites or facilities are identified and contacted</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for disposal of infected animals	TARGET Within 24 hours	ACTUAL
6.2 (Res.B2d 8.1)	Euthanize animals to prevent the spread of disease. <ul style="list-style-type: none"> – <i>Humane euthanasia methods are selected appropriate for the animals involved</i> – <i>Animals selected for euthanasia based upon disease transmission risk</i> – <i>Euthanasia is conducted in a manner that does not spread disease</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to implement a plan for euthanasia and dispose of infected and susceptible animals	TARGET Within 24 hours	ACTUAL
	Number of animals euthanized and disposed of for disease control using a 10-person team	TARGET One herd per day	ACTUAL
6.3 (Res.B2d 8.2)	Collect and dispose of materials. <ul style="list-style-type: none"> – <i>Potentially infected or contaminated materials (PPE, equipment, decontamination wastes, etc.) are collected and segregated from clean materials</i> – <i>Infected or contaminated materials are treated or decontaminated to render them incapable of spreading disease</i> – <i>Infected or contaminated materials are disposed in a manner that prevents spread of disease</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 7: Demobilize

Activity Description: Account for all assets utilized and safely return them to their original location and functions.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.B2d 9.1)	Develop a demobilization plan. <ul style="list-style-type: none"> – <i>Sequence of demobilization determined through rate of completion of restoration efforts</i> – <i>Resources identified to support the demobilization effort</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time after diagnosis of last case until quarantine is lifted	TARGET Within 3-6 months	ACTUAL
7.2 (Res.B2d 9.2.1)	Restore personnel and equipment to normal operations. <ul style="list-style-type: none"> – <i>Personnel are debriefed and identified to participate in Critical Incident Street Management (CISM)</i> – <i>Equipment is cleaned, inventoried and repaired as necessary</i> – <i>Personnel and equipment returned to point of origin</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Personnel and equipment returned to normal operations	Yes []	No []
7.3 (Res.B2d 9.2.3)	Appropriate documentation is completed for demobilization. <ul style="list-style-type: none"> – <i>Reimbursement documentation completed</i> – <i>Initial observations prepared for After Action Report (AARs)</i> – <i>Contact information is obtained on all personnel prior to departure for follow-up as necessary</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Timely completion of all appropriate documentation	Yes []	No []

Animal Health Emergency Support

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

CBRNE Detection

Exercise Evaluation Guide:

Capability Description:

The Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Detection capability provides the ability to detect CBRNE materials at points of manufacture, transportation, and use through area monitoring. It does not include the detection of CBRNE materials through their effects (i.e., symptoms) on humans and animals (addressed through the public and animal health capabilities), and does not include actions taken to respond to the consequences of a release or activities to render any CBRNE device safe (Refer to WMD/HAZMAT Response and Decontamination EEG). The CBRNE Detection target capability is the ability to recognize potential CBRNE threats through equipment, education, and effective protocols, not just technology. The importance of training, communication, and close coordination with intelligence, law enforcement (LE), public safety, public health, and international partners is recognized as a critical enabler for this capability. However, only the CBRNE Detection-specific tasks to these cross-cutting elements have been identified in this capability.

Capability Outcome:

CBRNE materials are rapidly detected and characterized at borders, critical locations, events, and incidents.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Screen

Activity Description: Conduct ongoing surveillance of material and personnel for CBRNE.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task / Observation Keys	Time of Observation/ Task Completion
1.1 (n/a)	Implement screening plan appropriate to threat analysis. <ul style="list-style-type: none"> – Plan addresses legal implications for that event – Plan addresses appropriate resources and personnel – Plan includes notification and response protocols – Plan includes the establishment of force protection for screening operations if necessary – Secure the screening point area before the operation begins 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.2 (Pre.A1a 3.3.1 / Pre.A1a 3.3.2)	Screen people and material (e.g. baggage, cargo, mail, etc.) for WMD/HAZMAT materials.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 2: Detect		
Activity Description: Detect CBRNE materials at points of manufacture, transportation, and use.		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (n/a)	Identify necessary screening points (e.g., sea and air ports, border crossings, special event venues, etc.). – <i>Maps/drawings/blueprints/computer models are reviewed and analyzed</i> – <i>Ensure facility emergency plan coincides with screening protocols</i> – <i>Identify distribution, capability and coverage of fixed detection</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	CBRNE screening locations assessed for potential circumvention	Yes [] No []
	CBRNE screening and detection plan based upon threat assessment	Yes [] No []
2.2 (n/a)	Deploy mobile monitoring and detection capability at identified screening points.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Distribution of mobile monitoring and detection equipment is prioritized based on threat analysis	Yes [] No []
	Validate operational status of CBRNE screening and detection equipment prior to its deployment	Yes [] No []

2.3 (n/a)	Continuously screen and monitor at key points for potential WMD/HAZMAT materials. – <i>Documentation is reviewed and tracked</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Venues inspected for potential CBRNE threats prior to major events	TARGET No less than 24 hours prior to event
		ACTUAL
2.4 (n/a)	Identify personnel/material that require additional or specialized screening. – <i>Documentation is reviewed and tracked</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Confirm and Characterize

Activity Description: Describe or portray the qualities of detected CBRNE materials.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Pre.A1a 3.1.2)	Detect presence of CBRNE materials.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2 (n/a)	Isolate suspected CBRNE materials. – <i>Establish hazard control zone</i> – <i>Provide public safety and security around CBRNE as appropriate [Refer to Public Safety EEG]</i> – <i>Make appropriate notifications</i> – <i>Separate suspect personnel from materials</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.3 (Pre.A1a 4.1.2)	Identify (analyze) suspect material. – <i>Sampling protocols based upon nature of the event [Refer to the WMD/HAZMAT Response EEG]</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Suspicious material is analyzed (either on-site or via laboratory support) and initial risk evaluation is made	TARGET On-site - Within 30 minutes of detection Off-site - Within 4 hours of detection	ACTUAL
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Activity 4: Communicate CBRNE Detection Incidents

Activity Description: Provide CBRNE warning information to intelligence, law enforcement, public safety, and public health officials.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (n/a)	Based on initial risk evaluation, protocols for resolving CBRNE alarms are implemented and appropriate warnings are issued. – <i>Accurate records are kept of all suspect issues or alarms and their resolution</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	False WMD/HAZMAT alarms at screening points are resolved	TARGET False alarms are resolved within 1 hour of initial event	ACTUAL
4.2 (n/a)	Provide CBRNE data and risk evaluation to appropriate agencies and personnel. – <i>Standardized SITREP provided</i> – <i>Information is transmitted over secure communications (fax, land line, cellular)</i> – <i>Secure messages deciphered and information release for general public coordinated [Refer to Public Information and Warning EEG]</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Provide Situation Reports (SITREPs) to appropriate agencies and personnel	TARGET Every hour or as directed by site/incident supervisor	ACTUAL
4.3 (n/a)	Continuously update initial risk evaluation. – <i>Standardized updates are provided</i> – <i>Information is transmitted over secure communications (fax, land line, cellular)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Provide updated risk evaluations to appropriate agencies and personnel	TARGET Every hour or as directed by site/incident supervisor	ACTUAL
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CBRNE Detection

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Citizen Evacuation and Shelter-In-Place

Exercise Evaluation Guide:

Capability Description:

Citizen evacuation and shelter-in-place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals), and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.

Capability Outcome:

Affected and at-risk populations (and companion animals) are safely sheltered-in-place and/or evacuated to safe refuge areas in order to obtain access to medical care, physical assistance, shelter, and other essential services, and effectively and safely reentered into the affected area, if appropriate.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Evacuation and/or In-Place Protection Tactical Operation

Activity Description: In response to a hazardous condition for a locality, direct, manage, and coordinate evacuation and/or in-place sheltering procedures for both the general population and those requiring evacuation assistance throughout incident.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (n/a)	Make the decision to evacuate or shelter in place. <ul style="list-style-type: none"> – <i>Danger to the public rapidly identified</i> – <i>Appropriate course of action is determined with regard to a NIMS/ICS compliant decision making process and unified command</i> – <i>Coordinate with IC/UC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.2 (Res.B3a 3.3)	Implement evacuation/shelter-in-place decision. <ul style="list-style-type: none"> – <i>Decision process facilitated among agencies and policy makers</i> – <i>Decisions coordinated with appropriate agencies</i> – <i>Evacuation order and instructions are based on hazards or risk to public</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

<p>1.3 (Res.B3a 3.1.2)</p>	<p>Identify populations and locations at-risk.</p> <ul style="list-style-type: none"> - <i>Demographic maps utilized</i> - <i>Coordinate with private entities</i> - <i>Locate populations with special needs</i> - <i>Hazard information updated periodically or upon incident changes</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.4 (n/a)</p>	<p>Identify emergency evacuation routes.</p> <ul style="list-style-type: none"> - <i>Priority access routes identified for emergency response units</i> - <i>Route openings/closures coordinated with transportation and Law Enforcement personnel</i> - <i>Egress routes identified and communicated to the public, emergency response, law enforcement and other public safety communities</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.5 (n/a)</p>	<p>Identify evacuee pickup points.</p> <ul style="list-style-type: none"> - <i>Number of evacuees needing transportation is estimated</i> - <i>Locations specified where evacuees without transportation will be picked-up</i> - <i>Pickup locations and times are identified and communicated to the public</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.6 (n/a)</p>	<p>Coordinate transportation response.</p> <ul style="list-style-type: none"> - <i>Resources identified for evacuees</i> - <i>Transportation support personnel mobilized with appropriate support structure</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.7 (n/a)</p>	<p>Coordinate location of shelter facilities and services for evacuees.</p> <ul style="list-style-type: none"> - <i>Number of evacuees estimated</i> - <i>Shelter sites selected based on evacuation routes and incident characteristics</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.8 (Res.B3a 3.4.2)</p>	<p>Coordinate with mass care services.</p> <ul style="list-style-type: none"> - <i>Proximity of shelter location(s) to hazard communicated</i> - <i>Approximate number of evacuees communicated</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.9 (n/a)</p>	<p>Communicate instructions for shelter-in-place procedures.</p> <ul style="list-style-type: none"> - <i>Coordinate with Emergency Public Information</i> - <i>Coordinate with private sector media</i> - <i>Instructions and information released in a timely manner</i> - <i>Citizens are instructed to check on at-risk neighbors, if appropriate to the incident</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.10 (n/a)</p>	<p>Monitor progress of affected area to determine when re-entry is deemed appropriate.</p> <ul style="list-style-type: none"> - <i>Criteria established for reentry</i> - <i>Initial timeline developed for reentry</i> - <i>Coordinate reentry decisions with appropriate agencies</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 2: Activate Evacuation and/or In-Place Protection

Activity Description: In response to activation, identify and ensure notification of at-risk population, and identify populations requiring assistance in evacuation and/or in-place protection.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.B3a 4.1)	Identify and mobilize appropriate personnel. <ul style="list-style-type: none"> – <i>Support personnel are identified</i> – <i>Personnel are briefed on plans of action</i> – <i>Personnel are mobilized as needed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.2 (Res.B3a 4.2.1)	Issue shelter-in-place order. <ul style="list-style-type: none"> – <i>Coordination with IC/UC and EOC/MACC/IOF</i> – <i>Shelter-in-place order issued in a timely manner</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to complete the evacuation of affected general population for an event with advanced warning	TARGET Within 24-72 hours	ACTUAL
	Time to complete the evacuation of affected special needs population for an event with advanced warning	TARGET Within 24-72 hours	ACTUAL
	Time to notify affected population of shelter-in-place order	TARGET Within 15 minutes	ACTUAL
2.3 (Res.B3a 4.2.3)	Issue evacuation order. <ul style="list-style-type: none"> – <i>Coordinate with IC/UC and EOC/MACC/IOF</i> – <i>Evacuation order issued in a timely manner</i> – <i>Evacuation order issued to affected population(s)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Implement Evacuation Orders for General Population

Activity Description: Conduct evacuation of affected population with public information and instructions, traffic control plans, and support services to evacuees along evacuation routes.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B3a 5.1)	Provide instructions for evacuations. <ul style="list-style-type: none"> – Detailed instructions are provided in multiple languages, formats, and technologies – Information disseminated on evacuation routes 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency of notification to the public of evacuation procedures, routes, locations, or sources of evacuation information throughout the incident	TARGET Continuous for first 24 hours, every 30 minutes for next 48	ACTUAL
3.2 (n/a)	Assist in the evacuation of special needs population. <ul style="list-style-type: none"> – Transportation secured for prison inmates – Evacuation assistance provided for the sick/disables/handicapped – Persons without access to private transportation identified 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.3 (Res.B3a 5.2)	Activate approved traffic control plan <ul style="list-style-type: none"> – Implement contra-flow procedures – Mass transportation personnel briefed on evacuation plan 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Res.B3a 5.2.1)	Coordinate traffic control. <ul style="list-style-type: none"> – Provide situational updates to IC/UC – Transportation support assets requested from IC/UC to provide assistance with traffic flow 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.5 (Res.B3a 5.4.1)	Identify evacuation support resources that may be required along evacuation routes (fuel, medical, tow trucks, etc.).	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

3.6 (Res.B3a 5.3)	Monitor evacuation traffic flow/demand and adjust evacuation traffic management plan and measures as appropriate. <ul style="list-style-type: none"> – <i>Evacuation support coordinated along route</i> – <i>Traffic flow adjusted as needed to support evacuation</i> – <i>Resources immediately provided to mitigate traffic disruptions due to accidents/disabled vehicles</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time in which the traffic and transportation plan is implemented to enable evacuation within the incident timeframe		TARGET Within 1-3 hours	ACTUAL

Activity 4: Implement In-Place Protection Procedures

Activity Description: Upon in-place protection activation, assist at-risk population to designated in-place sheltering locations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B3a 9.2)	Identify steps to reduce infiltration of hazard(s). <ul style="list-style-type: none"> – <i>Ventilation systems are turned off/closed</i> – <i>Interior rooms are identified as appropriate safe-rooms</i> – <i>Windows and doors are sealed and secured</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Res.B3a 9.3.1)	Ensure access to emergency communications while sheltered-in-place. <ul style="list-style-type: none"> – <i>Appropriate communications equipment identified (i.e., portable radio, cell phone, personal digital assistant (PDA), etc.)</i> – <i>Backup power supplies available</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Frequency at which follow-up instructions are provided to sheltered-in-place populations (e.g. hazard mitigation recommendations)		TARGET Every hour	ACTUAL
Time to notify affected population of initial in-place protection procedures		TARGET Within 15 minutes	ACTUAL

Activity 5: Assist Re-Entry

Activity Description: Upon notification of the affected area being safe, ensure that in-shelter population and/or evacuees may safely re-enter area.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (n/a)	Develop re-entry plan. <ul style="list-style-type: none"> – <i>Reentry plan addresses any reunification issues</i> – <i>Reentry plan based on applicable scenarios in the Incident Action Plan</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.2 (Res.B3a 10.1)	Implement re-entry plan. <ul style="list-style-type: none"> – <i>Reentry coordinated with supporting agencies</i> – <i>Checkpoints identified</i> – <i>Appropriate public safety measures taken</i> – <i>Prioritize reentry order</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Evacuees notified of temporary re-entry procedures	Yes [] No []
5.3 (Res.B3a 10.2)	Assist in the re-entry of people and pets into evacuated areas when appropriate and safe. <ul style="list-style-type: none"> – <i>Appropriate transportation is available for those returning</i> – <i>Special needs populations provided appropriate transportation assistance</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.4 (Res.B3a 10.3)	Provide re-entry information to the public over structured intervals, as defined by DHS Policy and Guidance. <ul style="list-style-type: none"> – <i>The public has been educated on the safety of reentry</i> – <i>Guidance disseminated in languages, formats, and technologies as appropriate</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Evacuees instructed of re-entry procedures	Yes [] No []

Activity 6: Demobilize Citizen Evacuation and Shelter-Place Operations

Activity Description: Upon completion of assigned duties, decontaminate equipment, supplies, and personnel if appropriate, and demobilize.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (Res.B3a 11.2)	Participate in incident debriefing. <ul style="list-style-type: none"> – <i>Issues and accomplishments of Citizen Protection mission documented</i> – <i>Initial lessons learned discussed and documented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Evacuation and/or in-place protection personnel debriefed	Yes [] No []
6.2 (Res.B3a 11.3)	Release personnel. <ul style="list-style-type: none"> – <i>Personnel return to routine duties</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Citizen Evacuation and Shelter-In-Place

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Communications

Exercise Evaluation Guide:

Capability Description:

Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they possess sufficient wireless communications capabilities to meet their daily internal and emergency communication requirements before they focus on interoperability.

Capability Outcome:

A continuous flow of critical information is maintained as needed among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies, and governmental officials for the duration of the emergency response operation in compliance with National Incident Management System (NIMS). To accomplish this, the jurisdiction has a continuity of operations plan for public safety communications to include the consideration of critical components, networks, support systems, personnel, and an appropriate level of redundant communications systems in the event of an emergency.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Alert and Dispatch

Activity Description: In response to an incident alert, notify and provide communications management until the Incident Command (IC), Emergency Operations Center (EOC), and Emergency Management Agency (EMA) are activated.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (ComC 4.2)	Implement response communications interoperability plans and protocols. - <i>Staff and management are informed of interoperable communications requirements</i> - <i>Interoperable communications equipment, channels and protocols are activated</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.2 (ComC 4.2.1)	<p>Communicate incident response information per agency protocols.</p> <ul style="list-style-type: none"> - <i>Timely, accurate and clear incident information passed to dispatched response teams</i> - <i>Incident information relayed to pertinent incident management facilities (e.g., Incident Command Post (ICP), Emergency Operations Center/Multi Agency Coordination Center (EOC/MACC), etc.)</i> - <i>Incident information logged and disseminated to communications staff, as appropriate</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	<p>Provide dispatch information to initial responders in an accurate and timely manner in conformity with: National Fire Protection Association (NFPA)-1221; Association of Public Communications Officials (APCO)-25; and/or Communications Assistance for Law Enforcement Act (CALEA) standards</p>	<p>Yes [] No []</p>	
	<p>Information is transmitted via secondary means when primary means are overloaded or fail</p>	<p>TARGET</p> <p>Continuous</p>	<p>ACTUAL</p>
1.3 (ComC 4.2.1.1)	<p>Use established common response communication language (i.e., plain English) to ensure information dissemination is timely, clear, acknowledged, and understood by all receivers.</p>	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	<p>First responders acknowledge receipt and understanding of radio communications information</p>	<p>Yes [] No []</p>	
1.4 (ComC 3.5)	<p>Initiate documentation process of required forms and follow-up notations.</p> <ul style="list-style-type: none"> - <i>Create logs of actions and messages sent and received</i> - <i>Forms, logs and reports are created in accordance with local requirements</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
1.5 (ComC 4.1.1)	<p>Ensure that all critical communication networks are functioning.</p> <ul style="list-style-type: none"> - <i>Communications networks are continually checked for quality, degradation or failure</i> - <i>Maintenance and repair are conducted</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	<p>Alternate communications and/or dispatch centers are staffed in the event of a catastrophic loss of the primary site</p>	<p>Yes [] No []</p>	

	Equipment and personnel capabilities within communications and/or dispatch centers are available to process incoming calls with increased call volume, and/or loss of any one communication or dispatch center	Yes [] No []
1.6 (ComC 4.3)	Implement procedures to protect information facility and communication network systems. <ul style="list-style-type: none"> - Facility and physically secure - Communications equipment is sheltered from weather and physical damage - Communications equipment is monitored and protected from malicious attacks, including cyber attacks - An equipment accountability system is established 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Provide Emergency Operations Center Communications Support

Activity Description: In response to notification of an incident, provide and receive interoperable voice, data, and video communications.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (ComC 4.2)	Implement incident communications interoperability plans and protocols. <ul style="list-style-type: none"> - Interoperable communications equipment, channels and protocols are activated and placed into service 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.2 (ComC 5.4.7)	Inform staff and management of interoperable communications requirements.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.3 (ComC 4.2.1)	Communicate incident response information per agency protocols. <ul style="list-style-type: none"> - Accurate and clear information passed to dispatched response teams - Incident information relayed to pertinent incident management facilities (e.g. ICP, EOC/MACC, etc.) - Incident information logged and disseminated to communications staff, as appropriate 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.4 (ComC 4.2.1.1)	Use established common response communications language (i.e. plain English) to ensure information dissemination is timely, clear, acknowledged, and understood by all receivers. <ul style="list-style-type: none"> - Dissemination is timely, clear, acknowledged, and understood by all receivers 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

2.5 (ComC 4.2.2)	Coordinate incident site communications to be consistent with the NIMS framework. - A Communications Unit Leader (COML) is designated - An Incident Radio Communications Plan (ICS Form 205) is developed and maintained for complex incidents as a component of the Incident Action Plan (IAP)	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.6 (ComC 4.2.3)	Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notations. - Create logs of actions and messages sent and received - Forms, logs and reports are created in accordance with local requirements	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.7 (ComC 4.1.1)	Verify that all critical communication networks are functioning. - Communication networks are continually checked for quality, degradation or failure - Maintenance and repair are conducted	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Communications plan includes provision for back up if primary mode of communications overloads or fails	Yes [] No []
2.8 (ComC 4.1)	Establish and maintain response communications systems on-site. - Interoperable communications equipment is available to responders - Communications systems operators and technical personnel are available	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	First responders are provided with command, tactical and support communications networks as requested by the Incident Commander (IC)	Yes [] No []
2.9 (ComC 4.3)	Implement information systems protection procedures. - Communications equipment is sheltered from weather and physical damage - Communications equipment is monitored and protected from malicious attacks, including cyber attacks - An equipment accountability system is established	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Communications plan accounts for known equipment incompatibility, and identifies strategies to overcome deficiencies	Yes [] No []

2.10 (ComC 5.2)	Establish and ensure connectivity to EOC/MACC.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.11 (ComC 5.3.1.2)	Coordinate and provide telecommunications and information technology support to Federal, State, regional, tribal, local officials and non-governmental entities.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Communications are established with incoming personnel	Yes [] No []

Activity 3: Return to Normal Operations

Activity Description: Initiate incident-specific demobilization procedures for the interoperable communications system.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task / Observation Keys	Time of Observation/ Task Completion
3.1 (ComC 7.1.1)	Develop communications section of the demobilization plan. - <i>Size of demobilization effort determined through review of incident records</i> - <i>Evaluate resources needed to support the demobilization effort</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2 (ComC 7.1)	Initiate communications demobilization procedures. - <i>An updated demobilization plan is developed</i> - <i>Staff follow demobilization plan</i> - <i>Interoperable communications channels and equipment are successfully demobilized</i> - <i>Interoperable equipment returned</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Communications resources are returned to normal operations	Yes [] No []

<p>3.3 (ComC 7.1.2)</p>	<p>Monitor communications demobilization. - <i>Demobilization plan distributed</i> - <i>Account for communications resources and return to normal operations</i></p>	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>
<p>3.4 (ComC 4.2.3)</p>	<p>Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notations. - <i>Create logs of actions and messages sent and received</i> - <i>Forms, logs and reports are created in accordance with local requirements</i></p>	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>

Communications

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Community Preparedness and Participation

Exercise Evaluation Guide:

Capability Description:

Everyone in America is fully aware, trained, and practiced on how to prevent, protect/mitigate, prepare for, and respond to all threats and hazards. This requires a role for citizens in personal preparedness, exercises, ongoing volunteer programs, and surge capacity response.

Capability Outcome:

There is a structure and a process for ongoing collaboration between government and nongovernmental resources at all levels; volunteers and nongovernmental resources are incorporated in plans and exercises; the public is educated and trained in the four mission areas of preparedness; citizens participate in volunteer programs and provide surge capacity support; nongovernmental resources are managed effectively in disasters; and there is a process to evaluate progress.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Prevent-Educate Citizens to be Aware

Activity Description: Develop plans, processes, and organizations, including leadership support, which are necessary to provide the foundation for programs that enhance community preparedness and participation in all mission areas.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task / Observation Keys	Time of Observation/ Task Completion	
1.1 (Pro.B4a 3.2.1)	Train the public to be aware of potential terrorist threats and how to report suspicious items and behavior.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage annual increase of citizens within a jurisdiction that are trained in identifying unusual behaviors that indicate potential terrorist activity	TARGET 5%	ACTUAL
	Percentage annual increase of citizens within a jurisdiction that are trained to be aware of terrorism, suspicious behavior, and are capable of providing detailed reports of such behavior	TARGET 5%	ACTUAL

	Percentage annual increase of citizens aware of heightened national threat levels as determined by an annual survey	TARGET 5%	ACTUAL
1.2 (n/a)	Develop education programs to prepare volunteers for all-hazards incident support.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.3 (n/a)	Provide education programs to prepare volunteers for all-hazards incident support.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.4 (Pro.B4a 3.2.2)	Provide crime prevention, counter-terrorism, and public education program materials in multiple languages.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Protect-Develop/Distribute Education on Community and Family

Activity Description: Develop and implement materials and training programs to enhance citizen awareness and the ability to report suspicious behaviors and situations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (n/a)	Establish leadership support at the Federal, State, and local levels for promoting citizen preparedness and participation.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage annual increase of a jurisdiction's population that is trained in all-hazards preparedness (including life-saving first aid, emergency response skills, and a clear understanding of CBRNE and decontamination skills)	TARGET 5%	ACTUAL

2.2 (n/a)	Develop all-hazards preparedness requirements and a process to increase citizen capabilities at all levels of citizen engagement.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage annual increase of a jurisdiction's population that participates in an evacuation drill somewhere within the community during the year	TARGET 5%	ACTUAL
	Percentage of citizens (i.e., non-emergency responders) that participate in planning, implementing, and reviewing community emergency exercises at least once every two years	TARGET 25%	ACTUAL
2.3 (n/a)	Revise and maintain EMAC agreements to include citizen surge personnel and private sector/NGO resources.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.4 (n/a)	Establish and maintain a process to evaluate citizen preparedness and participation, and to recognize exemplary citizens in preparedness programs.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.5 (n/a)	Establish an educational program to encourage the development of disaster plans and kits.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage annual increase of households that conduct pre-incident preparation - including having a communication plan, disaster supplies, and a practice evacuation/shelter-in-place - as determined by an annual survey	TARGET 5%	ACTUAL
	Percentage annual increase of a jurisdiction's population trained in workplace, school, and community emergency plans, as determined by an annual survey	TARGET 5%	ACTUAL
2.6 (Pro.B4a 3.3.3)	Develop public education programs and materials in multiple languages.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

2.7 (n/a)	Develop and disseminate public service announcements to general public.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.8 (Pro.B4a 3.3.2)	Develop and provide public education program and materials for at risk population.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage annual increase of a jurisdiction's population trained in CBRNE and decontamination procedures	TARGET 5%	ACTUAL
2.9 (Pro.B4a 3.3.3)	Develop and disseminate public service announcements for non-English speaking communities and special needs populations.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Citizen participation reflects the population composition of the jurisdiction and includes persons with disabilities, language barriers, and low income	Yes []	No []
2.10 (Pro.B4a 3.1.2)	Provide continuing education and support for the public on: prevention, protection/mitigation, emergency response plans, alerts and warnings (including threat levels); evacuation/in-place protection plans and exercises; participating in government-sponsored emergency exercises, volunteer opportunities and training for year round volunteer role or surge capacity role in response and recovery.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of citizens prepared to shelter-in-place, evacuate, or go to designated shelter and have emergency supplies on hand	TARGET 85%	ACTUAL
	Percentage annual increase of households, businesses, and schools that have implemented mitigation measures to protect property from all-hazards	TARGET 5%	ACTUAL

Activity 3: Respond and Recover-Develop/Distribute Education on Citizen Preparedness

Activity Description: Develop and implement education and training programs and materials to enhance family and community preparedness efforts, which may include development of preparedness plans and organizations, collection of equipment and supplies, and participation in emergency exercises.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (n/a)	Develop and implement training and exercise programs to enable citizens to provide surge capacity in incident management.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of people with training in preparedness for high-threat incidents, which may include life-saving first aid, emergency response skills, clear understanding of CBRNE and decontamination procedures	TARGET 72%	ACTUAL
	Population responded to official instructions and provided self care and by-stander care	Yes []	No []
	Citizens with disabilities or special needs that require 24-hour care and/or equipment have access to necessary resources during emergency situations	Yes []	No []
	Public communications were accessible to all citizens in the jurisdiction, including people with disabilities and non-English speaking populations	Yes []	No []
	Percentage of unaffiliated volunteers during the recovery phase who have been trained to augment and supplement recovery efforts	TARGET 20%	ACTUAL
	Percentage of citizens trained ad hoc to participate in recovery efforts within one week of incident	TARGET 50%	ACTUAL
3.2 (n/a)	Develop and implement training and exercise programs to enable citizens to provide surge capacity in volunteer and donation management.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

3.3 (n/a)	Develop and implement training and exercise programs to enable citizens to provide surge capacity in community relations.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.4 (n/a)	Develop and implement training and exercise programs to enable citizens to provide surge capacity in medical surge.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.5 (n/a)	Develop and implement training and exercise programs to enable citizens to provide surge capacity in light search and rescue.	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Community Preparedness and Participation

Exercise Evaluation Guide Analysis Sheets

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Observations Summary

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[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Critical Infrastructure Protection

Exercise Evaluation Guide:

Capability Description:

The Critical Infrastructure Protection (CIP) capability enables public and private entities to identify, assess, prioritize, and protect critical infrastructure and key resources so they can detect, prevent, deter, degrade, and mitigate deliberate efforts to destroy, incapacitate, or exploit the Nation’s critical infrastructure and key resources.

Capability Outcome:

The risk to, vulnerability of, and consequence of attack to critical infrastructure are reduced through the identification of critical infrastructure; conduct, documentation, and standardization of risk assessments; prioritization of assets; decisions regarding protective and preventative programs; and, implementation of protective and preventative plans.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Coordinate and Manage Critical Infrastructure Protection

Activity Description: Partner/coordinate with Federal, State, local, and tribal entities, the private sector, and the international community.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Pro.A1a 3.3.1)	Operate public-private partnerships for critical infrastructure protection (CIP) activities.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which memoranda of understanding (MOUs) to ensure cooperation with respect to CIP is signed by all relevant parties	TARGET Within one year of official Capability List (TCL) publication	ACTUAL

1.2 (Pro.A1a 3.3.2)	Operate sector-specific Government Coordinating Councils.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 2: Identify Critical Infrastructure/Key Resources

Activity Description: Develop an inventory of the individual assets and systems that make up the Nation's CI/KR, some of which may be located outside the U.S., and collect information on them, including dependencies, interdependencies, and reliance on cyber systems.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Pro.A1a 4.1.1)	Develop selection criteria to identify critical infrastructure/key resources.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Data collected on assets and systems are relevant to risk assessment efforts	Yes [] No []
	Data collected on assets and systems address dependencies and interdependencies that affect functionality and performance	Yes [] No []
	Data has been verified for accuracy	Yes [] No []
2.2 (Pro.A1a 4)	Identify critical infrastructure and key assets within the Nation, region, State, or local area.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Sector-specific agencies have identified assets of potential national-, regional-, or sector-level importance	Yes [] No []

Activity 3: Assess Risk

Activity Description: Determine which assets and systems are critical by calculating risk, combining potential direct and indirect consequences of an attack (including dependencies and interdependencies associated with each identified asset), known vulnerabilities to various potential attack vectors, and general or specific threat information.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Pro.A1a 5.1)	Conduct a top-screen consequence analysis to determine which assets and systems are high-consequence and therefore require risk assessment.	Time:	Task Completed?
		Fully []	Partially [] Not [] N/A []
3.2 (Pro.A1a 5.3)	Conduct vulnerability assessments on high-consequence critical infrastructure/key resources.	Time:	Task Completed?
		Fully []	Partially [] Not [] N/A []
	Procedures for analyzing threats, vulnerabilities, consequences, and risks are implemented	Yes []	No []
	Percentage of high-consequence assets that have completed vulnerability assessments	TARGET 100%	ACTUAL
3.3 (Pro.A1a 5.4)	Conduct detailed threat assessments on high-consequence critical infrastructure/key resources.	Time:	Task Completed?
		Fully []	Partially [] Not [] N/A []
	Potential threats to critical infrastructure/key resources and high consequence systems have been identified	Yes []	No []
3.4 (Pro.A1a 5.5)	Develop risk profiles of high-consequence critical infrastructure/key resources.	Time:	Task Completed?
		Fully []	Partially [] Not [] N/A []

	Percentage of high-consequence assets that have completed a risk assessment	TARGET 100%	ACTUAL
	Risk analysis results were disseminated to the proper authorities	Yes []	No []
3.5 (Pro.A1a 5.6)	Conduct an interdependency analysis to determine the relationship of risks within and across sectors.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.6 (Pro.A1a 5.7)	Share the assessment of sector-specific infrastructure risk with interdependent entities within appropriate sectors.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Prioritize

Activity Description: Aggregate and order assessment results to present a comprehensive picture of national CI/KR risk in order to establish protection priorities and provide the basis for planning and the informed allocation of resources.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (Pro.A1a 6.1)	Prioritize high-risk critical infrastructure/key resources for consideration of protective measures.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Critical infrastructure/key resources and high consequence systems are normalized and prioritized for consideration of protective programs	Yes [] No []

Activity 5: Protect

Activity Description: Select appropriate protective measures or programs and allocate resources to address targeted priorities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Pro.A2a 1.1.4)	Develop surge capacity plans to increase critical infrastructure protection (CIP) capacity during a crisis.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of high-risk assets and systems for which plans for surge capacity during a crisis have been developed	TARGET 100%	ACTUAL
5.2 (Pro.A2a 2.3)	Implement surge capacity plans to increase critical infrastructure protection (CIP) capacity during a crisis.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.3 (Pro.A2a 1.1)	Develop protective programs and plans to reduce the general level of risk for the highest risk critical infrastructure/key resources.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of high-risk assets for which risk has been measurably reduced	TARGET 100%	ACTUAL
5.4 (Pro.A2a 1.2)	Develop protective programs and plans to respond to and recover from specific threat-initiated actions.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of high-risk assets and systems for which protective programs and/or mitigation strategies have been developed	TARGET 100%	ACTUAL

5.5 (Pro.A2a 5)	Implement programs to defend and devalue physical critical infrastructure/key resources.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Percentage of high-risk assets and systems for which protective programs and/or mitigation strategies have been implemented	TARGET 100% ACTUAL
	Percentage of high-risk assets that have active protective programs to measurably reduce risk	TARGET 100% ACTUAL
5.6 (Pro.A3a 5)	Implement programs to defend and devalue critical cyber assets.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.7 (Pro.A3a 4.1.1)	Implement detection measures such as inspection surveillance, employee monitoring, and security counterintelligence.	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 6: Measure Effectiveness

Activity Description: Incorporate metrics and other evaluation procedures at the national and sector levels to measure progress and assess effectiveness of the national CI/KR protection program.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (Pro.A1a 7.1)	Collect national metrics data.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Frequency with which national metrics data are collected and reported	TARGET Annually ACTUAL

6.2 (Pro.A1a 7.1.1)	Analyze national metrics data.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.3 (Pro.A1a 7.2)	Collect sector-specific metrics data.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency with which sector-specific metrics data are collected and reported	TARGET Annually	ACTUAL
6.4 (Pro.A1a 7.2.1)	Analyze sector-specific metrics data.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Critical Infrastructure Protection

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Critical Resource Logistics and Distribution

Exercise Evaluation Guide:

Capability Description:

Critical Resource Logistics and Distribution is the capability to identify, dispatch, mobilize, and demobilize, as well as to accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those resources necessary to preserve life, property, safety, and security.

Capability Outcome:

Critical resources are available to incident managers and emergency responders upon request for proper distribution, in order to aid disaster victims in a cost-effective and timely manner.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Critical Resource Logistics (CRL) and Distribution

Activity Description: In response to an incident or situation that may require outside resource support, management and coordination of CRL and Distribution capability is provided from activation through demobilization.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B1d 3.1.1)	Establish communication between Emergency Operations Center (EOC) and Incident Management Team to determine resource needs to support incident response and operations. <ul style="list-style-type: none"> – <i>Incident resource needs identified</i> – <i>Mission tracking assigned to supplement resource shortages</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.2 (Res.B1d 3.2.2)	Identify existing internal, jurisdiction-specific resources available to support response and recovery operations. <ul style="list-style-type: none"> – <i>Available internal resources provided</i> – <i>Project additional resource requirements</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.3 (Res.B1d 3.1.2)	<p>Make determination regarding the need for additional external resources and implementing a critical resource logistics and distribution plan.</p> <ul style="list-style-type: none"> – Needs assessment reviewed – External resources requested – Identify Mobilization Base for initial report 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
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Activity 2: Activate Critical Resource Logistics and Distribution						
Activity Description: In response to activation, initiate the resource logistics and distribution process, including identifying and establishing a Logistics Staging Area (LSA).						
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure						
	Task /Observation Keys	Time of Observation/ Task Completion				
2.1 (Res.B1d 4.1)	<p>Initiate resource logistics and distribution support for incident response operations according to the Incident Management Team (IMT) assignments in the Incident Action Plan (IAP).</p> <ul style="list-style-type: none"> – Resource list identifying external resources required is developed and assigned to logistics for follow-up mission tasking 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>				
	Time in which a resource logistics and distribution system is established to supplement resource deficiencies in responding to and recovering from an incident	<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="1302 792 1617 909">TARGET</td> <td data-bbox="1617 792 1925 909">ACTUAL</td> </tr> <tr> <td data-bbox="1302 909 1617 909">Within 2 hours</td> <td data-bbox="1617 909 1925 909"></td> </tr> </table>	TARGET	ACTUAL	Within 2 hours	
TARGET	ACTUAL					
Within 2 hours						
2.2 (Res.B1d 3.2.4)	<p>Meet ongoing resource support needs through appropriate procurement sources from EOC/MACC/IOF.</p> <ul style="list-style-type: none"> – Communications are established between IC and EOC/MAC – System is established and in place to request resources from incident scene/command post to EOC/MACC/IOF 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>				
2.3 (Res.B1d 4.2)	<p>Implement plans and procedures for establishing a logistics staging area (LSA) for internal and external response personnel, equipment, and supplies in coordination with IC/UC or area command.</p> <ul style="list-style-type: none"> – Facilities are secured to set up LSA – Personnel, including LSA Logistics Chief, are assigned and in place at LSA – Equipment required to support LSA operations is in place – System to track all incoming and outgoing human and material resources is in place to include provider of resource and recipient of resource 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>				

2.4 (Res.B1d 6.3.2)	Provide facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services through the logistics staging area (LSA). <ul style="list-style-type: none"> – <i>System is in place to receive and distribute resources to support incident response as required</i> – <i>Ongoing communications are established between LSA, EOC/MACC, and incident scene/command post</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.5 (Res.B1b 8.1.1)	Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notation. <ul style="list-style-type: none"> – <i>System is in place to precisely document receipt and distribution of all resources to and from the LSA</i> – <i>Tracking system is established in the EOC/MAC to track/document resource type, where resource is needed (physical location), who requested/Point of Contact, resource provider, and estimated time of arrival (ETA) of delivery</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Respond to Needs Assessment and Inventory

Activity Description: Based on the EOC/MAC needs assessment, types of resources needed to support response operations are determined.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B1d 5.2)	Identify and inventory, by type and category, all resources available to support emergency operations, including facilities, equipment, personnel, and systems. <ul style="list-style-type: none"> – <i>Checklist developed (or existing checklist utilized) and refined to identify resources by type and category that are required for incident response</i> – <i>All material resources needed, including equipment and facilities, are specified</i> – <i>Approximate number of personnel and specific expertise required is specified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (n/a)	IC/UC determines additional human and material resources needed to support response and requests needed resources from EOC/MACC/EOC/IOF. <ul style="list-style-type: none"> – <i>List is further refined to identify those resources that will need to be acquired from outside agencies and/or private vendors. Exact type and number of material resources required is specified including equipment and facilities. Exact number of additional personnel required to support is specified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time for Incident Commander or IC/UC designee to determine critical human and material resources required to effectively manage an incident		TARGET Within 1 hour	ACTUAL

Activity 4: Acquire Resources

Activity Description: Request and acquire resources from local, State, Federal, or private providers.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B1d 7.4)	EOC/MACC/IOF provides support to IC with human and material resource needs. <ul style="list-style-type: none"> – EOC/MACC/IOF receives requests from Incident Commander or other individual for needed material or human resources – EOC/MACC/IOF designee coordinates with EOC Operations Officer to acquire needed resources from appropriate emergency support functions (ESFs) or other providers 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Res.B1d 6.1)	Implement plans, procedures, and protocols for resource acquisition and management in accordance with NIMS. <ul style="list-style-type: none"> – Incident management system is in place to coordinate logistics between the incident scene/command post, EOC/MACC/IOF, and LSA 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.3 (Res.B1d 6.3.3)	Obtain supplies stocked in distribution facilities, national stockpiles, and customer supply centers. <ul style="list-style-type: none"> – LSA Logistics Chief and EOC Resource Logistics Officer coordinate to identify type and number of supplies that are stocked at LSA and those that still need to be acquired from external sources – EOC Resource Logistics Officer coordinates with EOC Operations and Command Officer to identify, recommend, and obtain approval on where and how to acquire additional resources from external sources 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which State critical resources are delivered in response to request	TARGET Within 12 hours	ACTUAL
	Time in which Federal critical resources are delivered in response to request	TARGET Within 24 hours	ACTUAL

Activity 5: Transport, Track, and Manage Resources			
Activity Description: Once a resource request has been filled, deploy the resource to the incident through the LSA and in coordination with EOC.			
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure			
	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B1d 7.1.4)	Mobilize and dispatch human and material resource needs. <ul style="list-style-type: none"> – <i>Resource request is filled and tracked through EOC in coordination with LSA</i> – <i>Human and material resource needs are deployed from LSA to support response and recovery operations</i> – <i>Provide capability to support additional resources requested by Command: Preventative Maintenance, POL, Food/Shelter/Sanitary Facilities/Rest Area and Medical and Safety Needs</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which resources received at LSA are deployed	TARGET Within 8 hours	ACTUAL

Activity 6: Maintain and Recover Resources			
Activity Description:			
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure			
	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B1d 8.3.2)	IC/UC, EOC, and LSA determine that equipment and unused resources/supplies are no longer needed to support operation. <ul style="list-style-type: none"> – <i>IC/UC has identified certain equipment and resources/supplies that are no longer required and has communicated that information to EOC</i> – <i>EOC has coordinated with LSA to reference resource tracking to identify providers of equipment, material resources/supplies</i> – <i>Equipment non longer required and unused material resource/supplies are returned to providers</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which deployed resources are recovered following the end of response/recovery operations	TARGET Within 72 hours	ACTUAL

Activity 7: Demobilize Critical Resource Logistics and Distribution

Activity Description: Upon completion of assigned duties or as directed by superiors, shut down the logistics staging area and return to pre-incident readiness.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.B1d 9.3)	Implement demobilization and deactivation procedures. – <i>Personnel no longer needed to support incident response/recovery are dismissed</i> – <i>Equipment is returned and replenished</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from determination that demobilization should begin to full implementation of demobilization plan	TARGET Within 8 hours	ACTUAL

Critical Resource Logistics and Distribution

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Economic and Community Recovery

Exercise Evaluation Guide:

Capability Description:

Implement short and long-term recovery and mitigation processes after an incident. This will include: identifying the extent of damage caused by an incident, conducting thorough post-event assessments, and determining and providing the support needed for recovery and restoration activities to minimize future loss from a similar event.

Capability Outcome:

Economic impact is estimated, priorities are set for recovery activities, business disruption is minimized and returned to operation, and individuals and families are provided with appropriate levels and types of relief with minimal delay.

Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Economic and Community Recovery Operations

Activity Description: Command and control economic and community recovery operations, facilitate prioritization of economic assistance for businesses, individuals, and governments, and ensure that both monetary and non-monetary assistance relief is provided to minimize the negative economic effects of the incident.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Rec.C3b 3.4)	Coordinate regional and State support for community recovery and rehabilitation services. <ul style="list-style-type: none"> - <i>Regional/State recovery team is established</i> - <i>Short-term recovery action plans are established</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which a recovery plan is implemented	TARGET Within 48 hours	ACTUAL

1.2 (Rec.C3b 3.2)	Prioritize recovery sequence. – <i>Short and long-term economic needs are identified</i> – <i>Prioritized actions list developed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time for jurisdictions to estimate the social and economic consequences of an event in the affected area	TARGET Within 7 days
1.3 (Rec.C3b 3.3)	Coordinate the request for State/Federal aid. – <i>State and local declarations of emergency are reviewed</i> – <i>Federal and State recovery programs are identified and prioritized</i> – <i>Federal and State program thresholds and requirements are addressed while considering program requests</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.4 (Rec.C3b 3.6)	Establish long-term recovery goals. – <i>Recovery needs beyond 90 days are identified and prioritized</i> – <i>Long-term recovery goals coordinated with State and local agencies</i> – <i>Long-term recovery goals approved by Governor or designated authority</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.5 (Pro.B1b 3.5.4)	Coordinate agricultural recovery programs. – <i>Agriculture recovery needs are communicated to USDA for consideration of assistance</i> – <i>Subsidies made available to farmers</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Activate Economic and Community Recovery.

Activity Description: Alert recovery program staff of need for services, conduct notification, dispatch, and other staff mobilization activities as necessary to begin recovery activities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Rec.C3b 4.2)	Establish community recovery assistance programs. – <i>Local requirements prior to making requests are satisfied (e.g., local proclamation of emergency, exhaustion of local resources)</i> – <i>Authorized individuals request State and Federal assistance</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

2.2 (Rec.C3b 4.1)	Conduct dispatch and notification for recovery personnel. <ul style="list-style-type: none"> – <i>Recovery team roster exists</i> – <i>Recovery team briefed, including Incident Action Plan, Safety/Health issues, Emergency Procedures, and Communications Plan</i> – <i>Process/procedure for notification is documented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.3 (Rec.C3b 4.1.1)	Mobilize technical experts to assist in response and recover effort. <ul style="list-style-type: none"> – <i>Potential agency roles and responsibilities are identified</i> – <i>Agency points of contact are informed of specific needs</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Percentage of notified personnel who report	TARGET 100%
		ACTUAL
2.4 (Rec.C3b 4.3)	Implement Federal assistance programs. <ul style="list-style-type: none"> – <i>Coordinate with State and Federal recovery programs</i> – <i>All applicable assistance is identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.5 (Rec.C3b 4.4)	Implement State, regional, tribal, and local assistance and recovery plans. <ul style="list-style-type: none"> – <i>Private sector support providers/coordinators are contacted</i> – <i>Private sector support providers/coordinators are integrated into recovery planning and operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Assess and Prioritize Recovery Needs

Activity Description: Assess economic recession in order to prioritize monetary and non-monetary relief.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Rec.C3b 5.1)	Conduct post-event assessment and planning to effect successful long-term recovery, including the mitigation of damages from future disasters. <ul style="list-style-type: none"> – <i>Comprehensive scope of recovery needs are identified</i> – <i>Long-term economic recovery plan is developed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

3.2 (Rec.C3b 5.2)	Assess the situation and forecast economic needs for victims. – <i>Recovery planning team coordinates needs and requests with damage assessment personnel</i> – <i>Recommendations provided to Direct Operations for economic prioritization</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time in which 50% of impacted individuals and businesses will be registered for disaster assistance		TARGET Within 60 days	ACTUAL

Activity 4: Provide Monetary Relief

Activity Description: Provide funding to damaged or impacted entities in advance of necessary recovery expenditures or to reimburse entities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Rec.C3b 6.1)	Assess business recovery needs. – <i>Coordinate with Small Business Administration (SBA)</i> – <i>Loss and damage of business considered</i> – <i>Cascading economic impact assessed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Rec.C3b 6.1.1)	Provide disaster loans for individuals and business. – <i>Small Business Administration and other loan programs are requested, implemented</i> – <i>Coordinate Federal, State, and local programs</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time in which Federal disaster assistance loans are provided to individuals and businesses		TARGET Within 60 days	ACTUAL
4.3 (Rec.C3b 6.3)	Operate individual assistance programs. – <i>Requests for personal items (clothing, furniture, kitchen utensils) are directed to operable programs (e.g., volunteer agency or Federal program)</i> – <i>Audit for duplicative assistance</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time to provide fair market value indemnity to owners of destroyed animals and materials		TARGET Within 72 hours	ACTUAL

4.4 (Rec.C3b 6.2)	Provide economic stabilization, community recovery, and mitigation support and/or financial restitution to key service sectors (e.g., medical, financial, public health and safety). – <i>Programs are requested or implemented that address prioritized recovery objectives</i> – <i>Essential sectors given priority</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which Federal grant funds are obligated for 50% of FEMA's small project Public Assistance applications	TARGET Within 1 year	ACTUAL
	Time in which Federal grant funds are obligated for 75% of FEMA's Public Assistance applications	TARGET Within 2 years	ACTUAL
	Time in which Federal grant funds are obligated for 90% of FEMA's Public Assistance applications	TARGET Within 3 years	ACTUAL
	Time in which Federal grant funds are obligated for 95% of FEMA's Public Assistance applications	TARGET Within 4 years	ACTUAL
	Time in which Federal grant funds are obligated for 100% of FEMA's Public Assistance applications	TARGET 5 years	ACTUAL
4.5 (Rec.C3b 6.4)	Notify appropriate authorities of disaster relief reimbursement vehicles. – <i>Coordinate public information releases</i> – <i>Coordinate with Congressional and Legislative staffs in the affected areas</i> – <i>Coordinate different vehicles so access is easier for individuals</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.6 (Rec.C3b 6.3.3)	Provide financial counseling. – <i>Privacy maintained</i> – <i>Available to all affected persons (e.g., special needs, language)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.7 (Rec.C3b 6.5)	Process entity restitution/ reimbursement claims. – <i>Audit for duplicative assistance</i> – <i>Claim paperwork/file kept secure</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 5: Provide Non-Monetary Relief

Activity Description: Provide direct assistance in the form of equipment, facilities, supplies, staff, technical assistance, and other material resource support to meet recovery needs of affected entities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Rec.C3b 7.2)	Participate in and facilitate recovery activities related to public works and Engineering. – <i>Public Assistance Applicant Briefings occur</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.2 (Res.C3a 7.5)	Provide temporary housing. – <i>Federal disaster housing programs are implemented</i> – <i>Local programs that support housing are identified, implemented, and coordinated with Federal efforts</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which persons in temporary housing/interim shelters will be relocated to long-term housing	TARGET Within 30-90 days	ACTUAL
5.3 (Rec.C3b 7.3)	Provide family support services. – <i>Clergy of request made accessible</i> – <i>Call centers made available to citizens in affected areas during recovery efforts</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for initiation of non-monetary forms of disaster assistance (e.g., crisis counseling, disaster legal services) to individuals and businesses	TARGET Within 7 days	ACTUAL

Activity 6: Demobilize Economic and Community Recovery

Activity Description: Account for all assets utilized and safely return them to their original locations and functions.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (Rec.C3b 8.1)	Develop a demobilization plan. <ul style="list-style-type: none"> – <i>Sequence of demobilization determined through rate of completion of restoration efforts</i> – <i>Evaluate resources needed to support the demobilization effort</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.2 (Rec.C3b 8.2)	Restore personnel and equipment to normal operations. <ul style="list-style-type: none"> – <i>Personnel are debriefed and identified for Critical Incident Stress Management (CISM)</i> – <i>Equipment is cleaned, inventoried and repaired as necessary</i> – <i>Personnel and equipment returned to point of origin</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Personnel and equipment returned to normal operations	Yes [] No []
6.3 (Rec.C3b 8.3)	Appropriate documentation is completed. <ul style="list-style-type: none"> – <i>Reimbursement documentation completed</i> – <i>Initial observations prepared for After Action Reports (AARs)</i> – <i>Contact information is obtained on all personnel prior to departure for follow-up as necessary</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Timely completion of all appropriate documentation	Yes [] No []

Economic and Community Recovery

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Emergency Operations Center Management

Exercise Evaluation Guide:

Capability Description: Emergency Operations Center (EOC) management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes: EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities. Similar entities may include the National (or Regional) Response Coordination Center (NRCC or RRCC), Joint Field Offices (JFO), National Operating Center (NOC), Joint Operations Center (JOC), Multi-Agency Coordination Center (MACC), Initial Operating Facility (IOF), etc.	
Capability Outcome: The event is effectively managed through multi-agency coordination for a pre-planned or no-notice event.	
Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Activate EOC/MACC/IOF		
Activity Description: In response to activation, perform incident notifications, recall essential personnel, and stand-up EOC/MACC/IOF systems to provide a fully staffed and operational EOC/MACC/IOF.		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B1c 4.3)	Activate, alert, and request response from EOC/MACC/IOF personnel. - <i>Rosters are accessible and up-to-date</i> - <i>Appropriate staff are notified to report, as necessary, per the plan</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	EOC/MACC/IOF system is staffed and operational	Yes [] No []

1.2 (Res.B1c 4.4)	Brief incoming personnel. - Staff are assigned to functional area - Situation briefings and assignments are based upon mission tasking and functional area activation	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.3 (n/a)	Activate EOC/MACC/IOF. - Facility is equipped and secure to meet operational needs [Reference: NFPA 1221] - Insure backup EOC/MACC/IOF is operable and accessible [Note: NFPA 1221 is a voluntary consensus standard addressing Public Safety Answering Point (PSAP) operations, equipment, and protocols only. This is not applicable to a standalone EOC/MACC/IOF. In many instances these facilities will not be comingled with the PSAP]	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Federal only - Designate Principal Federal Official (PFO) from appropriate agency, who will assemble a support staff and deploy to the affect area as soon as possible	Yes [] No []

Activity 2: Direct EOC/MACC/IOF Tactical Operations

Activity Description: Following activation of the EOC/MACC/IOF system, staff and organize the EOC/MACC/IOF in accordance with the comprehensive emergency management plan (CEMP) and the requisite policies, procedures, and directives.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.B1c 3.1)	Establish organization/operation of EOC/MACC/IOF. - Sections, branches, divisions, and groups are identified and implemented as appropriate - Agency/jurisdiction representative(s) for appropriate external entities requested and implemented within the command structure as needed - EOC/MACC/IOF emergency and situational reporting requirements established and implemented - Initiate logs of actions and messages sent and received - Forms, logs and reports are created in accordance with local requirements - Documentation library established	Time: Task Completed? Fully [] Partially [] Not [] N/A []

2.2 (Res.B1c 3.1.1)	<p>Ensure that all emergency support functions (ESFs) are staffed.</p> <ul style="list-style-type: none"> - <i>Informed and trained staff arrive in a timely manner</i> - <i>Staff have access to materials that support operations (e.g., plans, procedures, resources and accounted for in the incident management structure)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
EOC/MACC/IOF is appropriately staffed to meet incident demands		Yes [] No []
2.3 (n/a)	<p>Ensure safety and security measures are included in EOC/MACC/IOF management activities.</p> <ul style="list-style-type: none"> - <i>Personnel accountability is established and maintained</i> - <i>Resources are rotated, rehabilitated, and released, as needed</i> - <i>Maintenance is scheduled, as appropriate</i> - <i>Equipment rehabilitation and resupply is authorized</i> - <i>Return of resources is facilitated</i> - <i>Security measures are appropriately implemented and maintained according to the threat</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
EOC/MACC/IOF addresses the health, safety, and security of the staff		Yes [] No []
2.4 (Res.B1c 3.3.1)	<p>Coordinate management of EOC/MACC/IOF with other ICS operations.</p> <ul style="list-style-type: none"> - <i>Jurisdictional emergency management operations are supported and coordinated</i> - <i>Incident Command / Unified Command (IC/UC, emergency response priorities, and Incident Action Plans (IAPs)) are coordinated and supported by and with EOC/MACC/IOF</i> - <i>Ensure that non-ESF external organizations (e.g. government and non-government) are notified and integrated into the Command structure, as appropriate.</i> - <i>State/Federal authorities contacted for emergency or disaster declaration, as appropriate</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.5 (Res.B1c 3.5.3.1)	<p>Arrange for shelter, housing, and feeding for responders and personnel supporting the operation per the emergency plan, as applicable.</p> <ul style="list-style-type: none"> - <i>Coordinate with IC/UC at all levels</i> - <i>Coordinate with Planning and Logistics</i> - <i>Numbers of responders on-scene and support personnel requiring: feeding, shelters, conventional or special needs, pet friendly, mass care</i> - <i>Buildings or other structures identified that can be used for shelter and/or short-term housing identified, coordinated, implemented, and supported</i> - <i>Portable or make-shift food distribution centers are coordinated and implemented</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

2.6 (Res.B1c 3.5.3.2)	Arrange for shelter, housing, and feeding for displaced responder families and general population. <ul style="list-style-type: none"> - <i>Coordinate with IC/UC at all levels</i> - <i>Coordinate with Planning and Logistics</i> - <i>Number of responder families and general population on-scene requiring support</i> - <i>Buildings or other structures identified that can be used for shelter and/or short-term housing: transitional, congregational, special needs, pet friendly, mass care</i> - <i>Portable or make-shift food distribution centers coordinated, established, and maintained (Refer to Evacuation/Shelter EEG)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 3: Gather and Provide Information		
Activity Description: Upon establishing EOC/MACC/IOF operations, gather, organize, and document incident situation and resource information from all sources to maintain situational awareness within the EOC/MACC/IOF, and horizontally and vertically within the National Incident Management System (NIMS).		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Res.B1c 5.1.1)	Verify that all participating public safety-related Communication Centers, serving the EOC/MACC/IOF directly or indirectly, have established communication links with the EOC/MACC/IOF. <ul style="list-style-type: none"> - <i>Voice</i> - <i>Data/Video</i> - <i>Redundancy and backup procedures</i> - <i>Sustainability of high usage for duration of incident</i> - <i>Backup facilities are operationally functioning and accessible</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Establish process for assessing the status of any/all public safety communication centers throughout the event	Yes [] No []
	Verify connectivity with all participating public safety-related Communications Centers, serving the EOC/MACC/IOF directly or indirectly	Yes [] No []
3.2 (Res.B1c 5.1)	Ensure appropriate notifications are made. <ul style="list-style-type: none"> - <i>Appropriate organizations and responders contacted as per plans</i> - <i>Senior leadership and elected officials are notified and briefed</i> - <i>Current notification procedures used to contact all affected agencies</i> - <i>Joint Information Center (JIC) & Rumor Control implemented, coordinated, and maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

3.3 (Res.B1c 5.2.2)	<p>Coordinate emergency management efforts among local, county, regional, State, and Federal EOC/MACC/IOF.</p> <ul style="list-style-type: none"> - <i>Participation of appropriate EOC/MACC/IOF support organizations requested and integrated into the Command structure, where applicable</i> - <i>Outreach to appropriate various levels of government is implemented, coordinated, and maintained</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
<p>Establish process for assessing the status of other EOC/MACC/IOF throughout the event</p>		<p>Yes [] No []</p>	
3.4 (Res.B1c 5.2.3)	<p>Coordinate with non-governmental agencies and/or private sector to collect/share data on incident situation.</p> <ul style="list-style-type: none"> - <i>Various public/private organization or, nonprofits are contacted, mobilized, and integrated into the command structure, as appropriate</i> - <i>Subject Matter Experts (SMEs) from public/private agencies and academia who may be able to assist are contacted, mobilized, and integrated into the command structure, as appropriate</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
3.5 (Res.B1c 5.1.2)	<p>Monitor communications and information systems.</p> <ul style="list-style-type: none"> - <i>Communication and information systems (television, radio, print, internet) are monitored for public reaction to response efforts and integrated into SITREPs</i> - <i>Information analyzed for purpose of identifying additional response-related issues that need to be addressed and forwarded through the command structure for feedback</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
3.6 (Res.B1c 5.2)	<p>Collect, analyze, and disseminate information and intelligence.</p> <ul style="list-style-type: none"> - <i>Establish and maintain operations security (OPSEC) of information within EOC/MACC/IOF</i> - <i>Situation information collected to assess response level/conditions at all levels</i> - <i>Situational status and operational concerns solicited at all levels</i> - <i>Information gathered from the field is analyzed and consolidated</i> - <i>EOC/MACC/IOF SITREP developed and disseminated including status and contingency plans to all levels</i> - <i>Inputs for IAP are coordinated from all levels</i> - <i>SITREPs are distributed on a regular schedule to all levels</i> - <i>IAPs are distributed on a regular schedule to all levels</i> - <i>(Refer to Intelligence Gathering EEG)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
<p>EOC/MACC/IOF coordinates with IC/UC to distribute the IAP that defines the incident objectives and operational periods</p>		<p>Yes [] No []</p>	
<p>EOC/MACC/IOF produces and distributes a situation report (SITREP) during each operational period</p>		<p>TARGET</p> <p>At least one (1) per operational period</p>	<p>ACTUAL</p>

Activity 4: Identify and Address Issues

Activity Description: Upon receiving information, assess and identify current and anticipated resource shortages, technical support issues, community/public affairs, and key policy decisions needed across all capabilities, and provide to the applicable agency, function, jurisdiction or multi-agency coordination entity for resolution.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (Res.B1c 6.1.5)	Identify and elevate needs/issues up the chain of command as needed, while tracking status. <ul style="list-style-type: none"> - <i>Personnel and equipment challenges</i> - <i>Legal and regulatory</i> - <i>Policy</i> - <i>Interoperability</i> - <i>Political, social, and economic sensitivities</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Establish process to prioritize and track identified needs/issues until they are resolved	Yes [] No []
	Issues are elevated up the chain of command in a timely manner	Yes [] No []

Activity 5: Prioritize and Provide Resources

Activity Description: Upon identification of need/issues, establish priorities, provide strategic direction, coordinate and resolve multi-agency resource issues, and provide resources.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Res.B1c 7.3.1)	Facilitate resolution to legal, policy, political, social, and economic sensitivities of the affected jurisdiction as they impact response and recovery operations. <ul style="list-style-type: none"> - <i>Resources are allocated to minimize/address sensitivity issues</i> - <i>Resolution facilitated among affected parties</i> - <i>Issues are identified for elevation to a higher level for decision, if needed</i> - <i>Resolution of issue implemented, communicated, monitored, at all levels</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	EOC/MACC/IOF recognizes the need to implement mutual aid agreements (MAAs)	Yes [] No []
	Mutual Aid, State, and/or Federal resources are requested as needed during an incident based on availability of resources and mutual aid	Yes [] No []
	EOC/MACC/IOF consults appropriate decision-makers and facilitates resolution of needs/issues in a timely manner	Yes [] No []
	Designate resource staging areas, Logistical Bases, and Logistical Staging Areas (LSAs)	Yes [] No []
	Request activation of pre-positioned resources	Yes [] No []

Activity 6: Provide EOC/MACC/IOF Connectivity

Activity Description: Upon notification, initiate interoperable system operations, in addition to maintaining, managing, and assuring protection of the interoperable communications systems until the EOC/MACC/IOF is ordered to be deactivated.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (ComC 4.2)	Implement response communications interoperability plans and protocols. <ul style="list-style-type: none"> - <i>Interoperable communications equipment, channels and protocols are activated, monitored, maintained, and expanded, as necessary</i> - <i>Staff and management are informed of interoperable communications requirements during incident briefings</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.2 (Res.B2a 3.5.2)	Communicate internal incident response information. <ul style="list-style-type: none"> - <i>Accurate and clear incident information received from all sources</i> - <i>Incident information logged and passed on to appropriate command staff</i> - <i>All participants are aware of the current incident information and incident status</i> - <i>All participants have easy access to needed information, as appropriate</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

6.3 (Res.B1c 8.1.1)	Provide direction, information and/or support as appropriate to IC/UC and/or EOC/MACC/IOF/JFO. - <i>Interoperable communications systems are available, operable, maintained and provide for real time passage of critical incident information to all levels for discipline use, as appropriate</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.4 (ComC 5.3.1.2)	Coordinate and provide telecommunications and information technology (IT) support to Federal, regional, State, tribal and local officials and the private sector(s). - <i>Communications Leader is designated</i> - <i>Designee appointment is communicated to all concerned at all levels</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.5 (Res.B1c 3.1)	Establish organization/operation of EOC/MACC/IOF. - <i>Communications Officer/section is designated and staffed at the EOC/MACC/IOF position and communicated to all concerned at all levels</i> - <i>Communications Officer coordinates with the CO ML and supports the ICS Incident Communications Plan (ICS Form 205)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.6 (ComC 5.4)	Coordinate communications policy and procedure across response entities. - <i>Communications Officer coordinates local interoperable communications plan requirements with regional, State and Federal response and all response sources</i> - <i>Communications Officer advises Communications Unit Leader (COML) of regional, State, and Federal communications compliance status with local jurisdiction's Tactical Interoperable Communications Plan (TICP)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.7 (ComC 4.1)	Establish and maintain response communications systems. - <i>Interoperable communications systems status monitored and maintained to prevent failure</i> - <i>Maintenance accomplished expeditiously when required</i> - <i>Backup and alternate systems tested, maintained, and made available</i> - <i>Replacement equipment is made available</i> - <i>Interoperable Communications Plan reviewed, revised, and approved as required</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.8 (ComC 5.3)	Establish and maintain interoperable information systems network. - <i>Outages prevented, recognized and corrected expeditiously</i> - <i>Preventative maintenance accomplished on an ongoing basis, or as necessary</i> - <i>Backup and alternate systems made available</i> - <i>Replacement equipment is on-hand and available</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	The frequency in which communications back-up is provided during emergencies when the conventional mode of communications fail or become overloaded is continuous	Yes [] No []

6.9 (ComC 5.3.1.1)	<p>Coordinate distribution of latest technology available to all agencies participating in the response.</p> <ul style="list-style-type: none"> - <i>Communications asset information collected from all response agencies reviewed</i> - <i>Replacement interoperable communications equipment distributed as available to meet requirements and needs</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
6.10 (ComC 5.3.3)	<p>Assure redundant communications circuits/channels are available for use.</p> <ul style="list-style-type: none"> - <i>Interoperable Communications Plans provide for an appropriate number of redundant channels</i> - <i>Information on communications circuits/channels are provided to all response and management agencies at all levels</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
6.11 (ComC 4.2.1.1)	<p>Communications are clear, acknowledged, and understood by all receivers.</p>	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
	<p>Communications sent and received are completely understood without ambiguity by the sender or the intended receiver</p>	<p>Yes [] No []</p>
6.12 (ComC 5.5)	<p>Maintain a common operating picture (COP) for real time sharing of information with all the participating entities at all levels to ensure all responder agencies are working from the same information.</p> <ul style="list-style-type: none"> - <i>Interoperable communication systems support maintaining up to date information between EOC/MACC/IOF/JFO and all responder agencies and leadership to include Federal, Regional, State, County, Local, and Tribal fixed and mobile Operations centers</i> - <i>Responder agencies and leadership have easy access to needed information at all levels of incident management structure</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
6.13 (ComC 4.2.3)	<p>Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notations.</p> <ul style="list-style-type: none"> - <i>Create, maintain, and insure backups of logs of actions and messages sent and received</i> - <i>Forms, logs and reports are created in accordance with applicable requirements</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
6.14 (ComC 4.1.1)	<p>Verify that all critical communication links are functioning.</p> <ul style="list-style-type: none"> - <i>Communications links are continually checked for quality, degradation or failure at all levels of the incident management structure</i> - <i>If quality, failures, or degradation is discovered, maintenance and repair are conducted at all levels of the incident management structure</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

6.15 (ComC 4.3)	Implement information systems protection procedures. <ul style="list-style-type: none"> - <i>Communications equipment is sheltered from weather and physical damage</i> - <i>Communications equipment is monitored and protected from malicious attacks</i> - <i>An equipment accountability system is established</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.16 (n/a)	Open State communication channels to regional, local, tribal government, and the private-sector to assist in awareness, prevention, response, and recovery of communications activities. <ul style="list-style-type: none"> - <i>Communications systems provide for rapid relay and receipt of critical information to all local, State, Regional, and Federal government response operations centers, and tribal and appropriate private-sector entities</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 7: Support and Coordinate Response

Activity Description: Once requested, provide resource, technical, and policy support to the Incident Command by coordinating the actions of off-site agencies, organizations, and jurisdictions, implementing MAAs, and requesting higher-level assistance.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
7.1 (Res.B1c 8.1.1)	Provide direction, information, and/or support as appropriate to IC/UC, and/or EOC/MACC/IOF/JFO/ICP. <ul style="list-style-type: none"> - <i>SITREP is reviewed, approved, and distributed</i> - <i>Relevant protective action guidelines (PAGs) are identified and communicated to all levels</i> - <i>Protective Action Recommendations (PARs) are identified, approved, communicated, and distributed as Protective Action Decisions (PADs) at all levels</i> - <i>Decisions made at higher-levels that affect response operations are communicated to all levels</i> - <i>Information for public release is coordinated with JIC and Rumor Control</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Process to ensure direction, information, and/or support provided to field is established and maintained	Yes [] No []

7.2 (Res.B1c 8.3.2)	<p>Support incident response operations by providing resources ordered by the Incident Management Team (IMT) through the EOC/MACC/ IOF/JFO/ICP.</p> <ul style="list-style-type: none"> - Available resources, including mutual aid are identified, mobilized and deployed - Mutual aid agreements executed to provide resources, as appropriate - Resources and mission assignments are identified, allocated, deployed with information communicated to all levels of operations - Financial matters pertaining to procurement of resources are implemented and managed 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
7.3 (Res.B1c 8.3)	<p>Coordinate resource logistics and distribution.</p> <ul style="list-style-type: none"> - Local, Regional, State, and Federal transport assets coordinated at all levels - Resources prioritized for movement and decisions communicated to all levels - Resource movement (air, ground, sea) into and around affected areas coordinated - All resources tracked 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
Status of resource requests provided		<p>Yes [] No []</p>
7.4 (Res.B1c 8.2.2)	<p>Support identification and determination of potential hazards and threats including mapping, modeling, and forecasting.</p> <ul style="list-style-type: none"> - Assists with mapping (e.g. impacted area, affected population) - Assists with modeling (e.g. plume, dose projections, evacuations) - Assists with forecasting (e.g. weather) 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
7.5 (Res.B1c 7.4)	<p>Implement COOP plans and COG plans.</p> <ul style="list-style-type: none"> - Implementation needs are determined, prioritized, implemented, and maintained as necessary - All communications and coordination with organizations that have implemented their COOP or COG plans continue at all levels 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
Implementation of continuity of operations (COOP) plans and continuity of government (COG) plans		<p>Yes [] No []</p>

Activity 8: Demobilize EOC/MACC/IOF Management

Activity Description: Upon completion of response phase, terminate EOC/MACC/IOF response activities, archive records, and restore systems, supplies, and staffing to a pre-incident ready state (or as appropriate for recovery activities).

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
8.1 (Res.B1c 9.3)	Facilitate demobilization plans and procedures for preparation of after action reports (AARs). <ul style="list-style-type: none"> - <i>Criteria for EOC/MACC/IOF demobilization established at all levels</i> - <i>EOC/MACC/IOF demobilization planning coordinated with other participating entities at all levels</i> - <i>EOC/MACC/IOF demobilization and transitional plan to JFO communicated to affected entities</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Criteria established for demobilization of EOC/MACC, as appropriate	Yes [] No []
8.2 (Res.B1c 9.3.2)	Implement EOC/MACC/IOF demobilization, deactivation, and transitional plan to JFO. <ul style="list-style-type: none"> - <i>EOC/MACC/IOF entity staff released and facility deactivated in accordance with plans</i> - <i>Transitional information supplied through respective incident management structures to respective JFO sections</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	EOC/MACC/IOF deactivate/demobilize as appropriate	Yes [] No []
8.3 (Res.B1c 9.4)	Rehabilitate and re-supply EOC/MACC/IOF entity/resources to return to state of readiness. <ul style="list-style-type: none"> - <i>Personnel identified to conduct rehabilitation and resupply activities</i> - <i>Facility is returned to state of readiness within the time frame specified by demobilization plan</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Emergency Operations Center Management

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Emergency Public Information and Warning

Exercise Evaluation Guide:

Capability Description:

Develop, coordinate, and disseminate accurate alerts and emergency information to the media and the public prior to an impending emergency and activate warning systems to notify those most at-risk in the event of an emergency. By refining its ability to disseminate accurate, consistent, timely, and easy-to-understand information about emergency response and recovery processes, a jurisdiction can contribute to the well-being of the community during and after an emergency.

Capability Outcome:

Government agencies and public and private sectors receive and transmit coordinated, prompt, useful, and reliable information regarding threats to their health, safety, and property, through clear, consistent information delivery systems. This information is updated regularly and outlines protective measures that can be taken by individuals and their communities.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Manage Emergency Public Information and Warnings

Activity Description: In response to need for public notification, provide overall management and coordination of Emergency Public Information and Warning capability.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Res.B.5.1)	Activate plans, procedures, and policies for coordinating, managing, and disseminating public information and warnings. - <i>Public information is disseminated according to Incident Action Plan</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to activate Public Affairs surge plans	TARGET Within 1 hour	ACTUAL

	Time to develop initial communications strategy in collaboration with interagency partners	TARGET Within 20 minutes	ACTUAL
1.2 (Res.B1f 4.1.1)	Identify public information needs of the affected area.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.3 (Res.B1f 3.1.1)	Coordinate internal information programs. - <i>Critical incident information is obtained from IC/UC or EOC/IOF staff</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.4 (Res.B1f 3.1.2)	Coordinate external information programs. - <i>Staff instructed on procedures for release of information</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.5 (Res.B1f 3.1)	Coordinate public emergency information. - <i>Staff instructed on procedures for Protective Action Decisions</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Activate Emergency Public Information, Alert/Warning, and Notification Plans

Activity Description: Activate key personnel, facilities, and procedures.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.B1f 4.2.1)	Assign Public Information Officer. <ul style="list-style-type: none"> - <i>PIO activated</i> - <i>Joint Information Center (JIC) staff notification</i> - <i>JIC activated and assigned personnel that are briefed on incident details</i> - <i>Emergency Response agencies notified and appropriate PIO personnel partnered with JIC personnel</i> - <i>Public & private sector agencies notified and mobilized to support JIC/Rumor Control</i> - <i>Rumor Control notified and activated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.2 (Res.B1f 4.2.2)	Identify appropriate spokesperson(s). <ul style="list-style-type: none"> - <i>Recognized technical experts mobilized</i> - <i>Key public information positions filled</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.3 (Res.B1f 6.1.2)	Notify both public and private partner agencies of Joint Information Center (JIC) activation. <ul style="list-style-type: none"> - <i>Partner agencies notified and mobilized to support JIC operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for notification of partner agencies by the public information officer (PIO) for the initial responding agency	TARGET Within 1 hour of Incident Notification	ACTUAL
2.4 (Res.B1f 4.2)	Ensure appropriate representation of all relevant public affairs entities, including nongovernmental organizations and the private sector, in any Joint Information Center (JIC) that is established by the government. <ul style="list-style-type: none"> - <i>All partner agencies mobilized to support in JIC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Establish JIS			
Activity Description: Upon assigning PIO, activate and implement the JIS/JIC and disseminate information to public.			
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure			
	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B1f 5.1.1)	Coordinate the provision of timely and accurate emergency public information through the Joint Information System (JIS). <ul style="list-style-type: none"> - <i>The JIS is coordinated with States, tribal, and local officials to determine required assistance</i> - <i>The JIS is coordinated with EOC to publicize PAD (e.g., evacuation, shelter-in-place, etc.)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (Res.B1f 6.1)	Activate JIC to include nongovernmental and private-sector partners as appropriate. <ul style="list-style-type: none"> - <i>JIC facility opened</i> - <i>JIC Staff mobilized</i> - <i>Facility operational</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to establish a JIC	TARGET Within 2 hours	ACTUAL
3.3 (Res.B1f 3.2.2)	Coordinate and integrate the resources and operations of external affairs organizations to provide accurate, consistent, and timely information through the Joint Information Center (JIC). <ul style="list-style-type: none"> - <i>External affairs organizations are integrated into JIC</i> - <i>Coordinated and consistent messages are released through JIC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Res.B1f 6.1.3)	Provide a central contact for the media through the JIC, ensuring “one accurate message, many voices” approach to information dissemination. <ul style="list-style-type: none"> - <i>Consistent message is provided to all spokespersons</i> - <i>Spokespersons and technical experts from stakeholders are incorporated into the JIC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of JIC participants who agree that emergency public information was coordinated and consistent across agencies and organizations	TARGET 75%	ACTUAL

3.5 (Res.B1f 6.2.1)	Implement routing and approval protocols for release of information. - <i>Information is routed appropriately for approval prior to release</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Percentage of JIC participants who document that notifications were communicated to appropriate individuals and groups according to the public awareness, education, Emergency Operations and Incident Action plans		TARGET 75%	ACTUAL
3.6 (Res.B1f 5.1)	Disseminate crisis and emergency risk communication information to media, public, partners, and stakeholders. - <i>Information is released as scheduled or as it becomes available</i> - <i>Environmental/public health and safety information is disseminated</i> - <i>Information is disseminated taking into account special needs populations and special populations (based on demographics)</i> - <i>Volunteer and donations guidance is disseminated</i> - <i>Press packages are made available as needed</i> - <i>Technical experts provide background, context, and more detailed explanations of events, as appropriate</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.7 (Res.B1f 4.3)	Disseminate domestic and international travel advisories. - <i>Dissemination of domestic and international travel advisories is coordinated with DHS agencies including TSA, ICE, and CBP</i> - <i>Dissemination of international travel advisories is coordinated through U.S. Department of State</i> - <i>Dissemination of domestic travel advisories is coordinated through the U.S. Department of Transportation</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.8 (Res.B1f 5.2.4)	Provide emergency public information to special needs/disabled populations. - <i>Information is provided in multiple languages, formats, and technologies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Issue Emergency Warnings

Activity Description: Upon receiving Protective Action Decisions, issue emergency public warnings through established warning systems.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (n/a)	Implement communications and warning systems to include the media, the Emergency Alert System (EAS), and other warning systems that take into account general public, special needs/disabilities and special populations. <ul style="list-style-type: none"> - <i>Protective Action Decision (PAD) is broadcast</i> - <i>Population is notified of an emergency via multiple available warning systems (e.g., siren, TV, radio)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from threat notification to activation of warning systems	TARGET Within 30 minutes	ACTUAL
4.2 (Res.B1f 5.3)	Ensure accurate and timely dissemination of proactive and protective action messages to general public and emergency personnel. <ul style="list-style-type: none"> - <i>Information is released in accordance with operational procedures</i> - <i>Information is released in time to allow people to react to the hazard</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.3 (Res.B1f 5.2.1)	Disseminate prompt, accurate information to the public in languages and formats that take into account demographics and special needs/disabilities. <ul style="list-style-type: none"> - <i>Information released is in languages and formats that match the population demographics and is accessible to persons with special needs/disabilities</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 5: Conduct Media Relations

Activity Description: Upon activation of the JIS, monitor media contacts and conduct press briefings.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B1f 7.2.1)	Provide periodic updates and conduct regularly scheduled media conferences. <ul style="list-style-type: none"> - <i>Schedule of press conferences is published and adhered to</i> - <i>Additional press conferences are conducted as events require</i> - <i>Ensure policy maker (Leader) and Incident Commander are involved in media conferences, when practical and available</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to alert media of JIS/JIC activation and how to access services	TARGET Within 2 hours	ACTUAL
	Time from the incident to the first formal news conference	TARGET Within 3 hours	ACTUAL
	Information was released as scheduled, or as it became available	Yes []	No []
5.2 (Res.B.5.4.3.6)	Track media contacts and public inquiries, listing contact, date, time, query, and outcome. <ul style="list-style-type: none"> - <i>Phone line for public inquiries is established (or phone lines "are" established)</i> - <i>Phone line for media inquiries is established (or phone lines "are" established)</i> - <i>Inquiry staff have updated information</i> - <i>Staff conduct operations as one voice</i> - <i>Information and reassurance are conveyed to the public</i> - <i>Trends in public inquiries (e.g., rumors, misconceptions) are tracked</i> - <i>Incident Command is alerted to public issues affecting response</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.3 (Res.B1f 7.2.3)	Establish relationship with non-English speaking media. <ul style="list-style-type: none"> - <i>Non-English speaking media are identified within affected area, based on demographics</i> - <i>Non-English speaking spokespersons are available</i> - <i>Non-English news releases are accomplished as required</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

5.4 (Res.B1f 7.2.4)	Monitor media coverage of event to ensure that information is accurately relayed. <ul style="list-style-type: none"> - <i>Information is accurately relayed to public</i> - <i>Networks are monitored for information that may be misleading or misinterpreted</i> - <i>Potential misconceptions or information gaps are identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 6: Provide Public Rumor Control

Activity Description: Upon activation of the JIS, track inquiries for rumors.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B1f 7.2.5)	Track media contacts and public inquiries, listing contact, date, time, query, and outcome. <ul style="list-style-type: none"> - <i>Track trends in inquiries to help identify rumors</i> - <i>Insure JIC Leader & Command are apprised of rumor trends</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.2 (Res.B1f 7.2.6)	Issue corrective message when errors are recognized in previous public announcements. <ul style="list-style-type: none"> - <i>Corrective messages issued in timely manner</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Inaccuracies addressed on a timely basis	Yes []	No []
6.3 (Res.B1f 7.2.7)	Establish frequently updated emergency information hotline and website. <ul style="list-style-type: none"> - <i>Information on hotline recording is frequently updated as situation changes or within 30 minutes of incident staff briefings</i> - <i>Hotline number is disseminated to media and public</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to establish hotline	TARGET Within 4 hours	ACTUAL

Activity 7: Demobilize Emergency Public Information and Warning

Activity Description: Upon deciding public information services are no longer needed, close the JIC and demobilize personnel.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.B1f 8.2)	Disseminate notice of JIC closure to all Federal, State, local, tribal, and nongovernmental stakeholders. - <i>Notice of closure disseminated to media, partner agencies and general public</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time of notice of JIC closure disseminated	TARGET Within 24 hours	ACTUAL
7.2 (Res.B1f 8.3)	Archive important records of JIC activities and NIMS compliant records. - <i>Documentation of JIC activities boxed and stored appropriately</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.3 (Res.B1f 8.1)	Demobilize JIC personnel and facilities as necessary. - <i>JIC staff debriefed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.4 (n/a)	Implement secondary public protective actions (PPA). - <i>Based upon scope and nature of the event, initiate additional evacuation or protection-in-place measures</i> - <i>JIC staff released</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Emergency Public Information and Warning

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Environmental Health

Exercise Evaluation Guide:

Capability Description:

Environmental Health is the capability to protect the public from environmental hazards and manage the health effects of an environmental health emergency. This capability includes the design, implementation, and interpretation of results from environmental field surveys, laboratory sample analyses, rapid needs assessments, and comprehensive environmental health and risk assessments focused on drinking water, food, and mass care safety, waste water management, vector control, solid waste and debris removal, and hazardous materials disposal.

Capability Outcome:

After the primary event, disease and injury are prevented through the quick identification of associated environmental hazards to include exposure to infectious diseases that are secondary to the primary event and secondary transmission modes. The at-risk population (i.e. exposed or potentially exposed population) receives the appropriate treatment or protection (countermeasures) in a timely manner. The rebuilding of the public health infrastructure, removal of environmental hazards, and appropriate decontamination of the environment enable the safe re-entry and re-occupancy of the impacted area. Continued monitoring occurs throughout the re-building process to identify hazards and reduce exposure.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Environmental Health Tactical Operations

Activity Description: In response to notification of an environmental hazard, provide mobilization, assessment management, coordination, and support of environmental health activities through the demobilization layout of the incident.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B3c 1.1.6)	Develop an incident-specific plan to coordinate the various elements of environmental health among Federal, State, and local response. <ul style="list-style-type: none"> – <i>Confirm contact list Federal, State, and local representatives is current</i> – <i>Prepare, discuss, and distribute plan and responsibilities to Federal, State, and local representatives in accordance with established procedures</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.2 (n/a)	<p>Identify lead entity for the incident within each State for coordination of environmental health efforts to include: response work; database management of environmental sample results; interpretation of results; and, risk communication.</p> <ul style="list-style-type: none"> – <i>Use current lists of state agency representatives to make contacts</i> – <i>Identify lead entity for each assignments</i> – <i>Develop and exercise coordination mechanism</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
1.3 (n/a)	<p>Identify the entities within each State and Federal agency with which the Federal Radiological Monitoring and Assessment (FRMAC) needs to coordinate for data aggregation, analysis, and dissemination in the event of a nuclear/radiological event.</p> <ul style="list-style-type: none"> – <i>Ensure availability of FRMAC plans at Incident Command Post (ICP)</i> – <i>Identify lead entity for each assignment</i> – <i>Develop and exercise coordination mechanism</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
1.4 (n/a)	<p>Issue environmental health alerts at defined intervals over the course of the event as presented by DHS policy and guidance.</p> <ul style="list-style-type: none"> – <i>Environmental health issues identified through the assessment process were reviewed for issues calling for public notification Cold Zone (i.e., safe area within outer perimeter where Incident Command Post (ICP) and other support functions are; wearing of PPE not required)</i> – <i>Periodic review of potential environmental health issues calling for public notification was provided through the Incident Command System (ICS)</i> – <i>Development of environmental health alerts was coordinated with the public communications functions of the ICS and participating agencies</i> – <i>Public information functions in the ICS, media, partners, and other communications channels were used to issue health alerts</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	<p>Frequency that environmental public health education updates are provided to the general public via media and the Internet</p>	<p>TARGET</p> <p>Every 12-24 hours</p>	<p>ACTUAL</p>
	<p>Time that initial-situation environmental health education is provided to the general public via media and the Internet</p>	<p>TARGET</p> <p>Within 4 hours</p>	<p>ACTUAL</p>
	<p>Frequency with which environmental health experts provide input on forecasting and planning aspects as part of ICS for needs in the coming days, weeks, and/or months beyond event</p>	<p>TARGET</p> <p>Within 24 hours</p>	<p>ACTUAL</p>

Activity 2: Activate Environment Health Operations

Activity Description: In response to activation, required experts are identified and personnel are mobilized to begin an environmental health assessment and response activities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.B3c 4.1)	Identify environmental health specialists required to assess and support response. <ul style="list-style-type: none"> – <i>Provide preliminary assessment of incident to IC</i> – <i>Assessment used by IC to identify specialists and resources needed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.2 (Res.B3c 4.2)	Mobilize Environmental Health personnel. <ul style="list-style-type: none"> – <i>Conform availability of current rosters</i> – <i>Contact required personnel</i> – <i>Identify replacements for missing personnel</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to mobilize environmental health personnel	TARGET Within 24 hours	ACTUAL
2.3 (n/a)	Mobilize Environment Health assessment resources. <ul style="list-style-type: none"> – <i>Identify resources required to assess wastewater, Safe Drinking Water Act (SDWA) assets, debris removal, and vector control</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to mobilize environmental health assessment resources	TARGET Within 24 hours	ACTUAL
2.4 (Res.B3c 4.3)	Mobilize Environment Health response resources. <ul style="list-style-type: none"> – <i>Identify resources required to respond to and mitigate threats to wastewater, Safe Drinking Water Act (SDWA) assets, debris removal, and vector control</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to mobilize environmental health response resources	TARGET Within 24 hours assessment	ACTUAL
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Activity 3: Assess Environment

Activity Description: Upon arriving on scene, assess nature and extent of environmental hazards, assist in developing baseline standards, inform EOC of needs, and provide expert advice.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (n/a)	Provide assessment of immediate health and environmental consequences. <ul style="list-style-type: none"> – <i>Develop assessment plan to guide survey</i> – <i>identify qualified specialists to survey potential health and environmental hazards</i> – <i>Dispatch field personnel to pre-designated locations for survey</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (n/a)	Provide health impact assessment of sampling results from various environmental sources to include: water, air, surfaces and soil. <ul style="list-style-type: none"> – <i>Conduct sampling in accordance with appropriate emergency guideline</i> – <i>Compile sampling results from water, air, surfaces, and soils</i> – <i>Sampling results reviewed by subject matter experts</i> – <i>Subject matter experts conduct health impact assessment</i> – <i>Subject matter experts brief IC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.3 (Res.B3c 5.1)	Determine effect on all drinking water facilities. <ul style="list-style-type: none"> – <i>Identify qualified specialists to survey affected drinking water facilities</i> – <i>Identify drinking water facilities (private wells, non-SDWS, SDWA) and assign to specialists</i> – <i>Dispatch specialists to assigned locations to sample drinking water facilities</i> – <i>Conduct assessment of drinking water facilities in accordance with appropriate emergency guidelines</i> – <i>Subject matter experts assess sampling results and information from other sources to determine potability of affected drinking water sources</i> – <i>Subject matter experts brief IC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate assessment of SDWA drinking water facilities using Emergency Guidelines and Operation Criteria or applicable code such as revised EPA Protective Action Guides	TARGET Within 72 hours	ACTUAL

	Time to initiate assessment of non-SDWA drinking water facilities (e.g., private wells) using Emergency Guidelines and Operation Criteria or applicable code	TARGET Within 7 days	ACTUAL
3.4 (n/a)	<p>Conduct initial assessments of community sewer systems using Emergency Guidelines and Operation Criteria or applicable code.</p> <ul style="list-style-type: none"> – <i>Identify qualified specialists to survey affected sewer systems</i> – <i>Identify sewer systems and assign to specialists</i> – <i>Dispatch specialists to assigned locations to conduct assessments</i> – <i>Conduct assessment of community sewer systems in accordance with appropriate emergency guidelines</i> – <i>Subject matter experts assess sampling results and information from other sources to determine effect of incident on sewer systems</i> – <i>Subject matter experts brief IC</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Time to initiate assessment of community sewer systems (both collection and treatment) using Emergency Guidelines and Operation Criteria or applicable code	TARGET Within 72 hours	ACTUAL
	Time to initiate assessment of individual or small community wastewater systems using Emergency Guidelines and Operation Criteria or applicable code	TARGET Within 7 days	ACTUAL
3.5 (Res.B3c 6.2)	<p>Conduct initial assessments of food facilities using Emergency Guidelines and Operation Criteria or applicable code.</p> <ul style="list-style-type: none"> – <i>Identify qualified specialists to survey affected food facilities</i> – <i>Identify food facilities and assign to specialists</i> – <i>Dispatch specialists to assigned locations to conduct assessments</i> – <i>Conduct assessment of food facilities in accordance with appropriate emergency guidelines</i> – <i>Subject matter experts assess sampling results and information from other sources to determine effect of incident on food facilities</i> – <i>Subject matter experts brief IC</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Time to complete food safety assessment at mass-care facilities, shelters, feeding centers, food preparation sites, and food/ice distribution centers	TARGET Within 48 hours	ACTUAL
	Time to initiate assessment of food facilities using Emergency Guidelines and Operation Criteria or applicable code	TARGET Within 72 hours	ACTUAL
	Time to initiate food-safety assessment program to comply with FDA 1998 guidelines (specific for improvised nuclear device (IND) scenario)	TARGET Within 48 hours	ACTUAL

3.6 (n/a)	<p>Conduct assessment of insect, animal, and rodent vectors to include population densities, infectivity rates, and human risk potential.</p> <ul style="list-style-type: none"> – <i>Subject matter experts identify vectors</i> – <i>Subject matter experts assess vectors and map affected areas</i> – <i>Identify qualified specialists to survey vector populations</i> – <i>Dispatch specialists to assigned locations to conduct assessments</i> – <i>Conduct assessment of insect, animal, and rodent vectors in accordance with appropriate emergency guidelines</i> – <i>Subject matter experts assess sampling results and information from other sources to assess vector hazard and human risk potential</i> – <i>Subject matter experts brief IC</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Time to initiate assessment of insect, animal and rodent vectors	TARGET Within 24 hours	ACTUAL
3.7 (n/a)	<p>Conduct initial assessments in response to a release of hazardous materials assessments should include appropriate chemical, biological, and radiological sampling.</p> <ul style="list-style-type: none"> – <i>Develop plan to guide assessment of ambient air, water, community sites, and facilities involved in the production of and/or distribution of hazardous materials</i> – <i>Identify qualified specialists to survey specific media, locations, and facilities</i> – <i>Dispatch field personnel to pre-designated locations to conduct surveys</i> – <i>Conduct assessment of the release of hazardous materials in accordance with appropriate emergency guidelines</i> – <i>Subject matter experts assess sampling results and information from other sources to assess health and environmental consequences of the incident</i> – <i>Subject matter experts brief IC</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Percentage of exposed at-risk population leaving the affected area who are measured for radiological contamination via screening portals	TARGET 100%	ACTUAL
	Percentage of at-risk citizens, responders, and companion animals who are monitored for environmental contamination	TARGET 100%	ACTUAL
	Handheld contamination survey meters were available for primary or additional monitoring	Yes [] No []	
	Time to initial assessments of ambient soil, vegetation, air and potentially contaminated floodwaters, recreational waters, community sites, and other selected facilities	TARGET Within 72 hours	ACTUAL

3.8 (Pro.B1b 5.1.4)	<p>Conduct product tracing to determine source, destination, and disposition.</p> <ul style="list-style-type: none"> – <i>Identify follow-up actions from results of initial assessment of food facilities</i> – <i>Subject matter experts develop plan for product tracing</i> – <i>Coordinate implementation of plan with other agencies, including agriculture, commerce, and transportation agencies</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
3.9 (n/a)	<p>Conduct environmental investigations of disease outbreaks possibly related to food-borne exposure.</p> <ul style="list-style-type: none"> – <i>Collect information on disease outbreaks that are possibly related to food-borne exposure</i> – <i>Subject matter experts coordinate discussion of disease outbreak with appropriate agencies</i> – <i>Subject matter experts conduct preliminary epidemiological investigation of specific outbreak</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
3.10 (n/a)	<p>Conduct initial environmental assessment of mass care operation.</p> <ul style="list-style-type: none"> – <i>Identify and characterize mass care facilities</i> – <i>Subject matter experts develop plan to conduct environmental assessments of water, air, sanitation, food, and safety at mass care facilities, shelters, feeding centers, and food/ice distribution centers</i> – <i>Assign field personnel to specific mass care centers</i> – <i>Dispatch field personnel to conduct initial assessments</i> – <i>Conduct assessments of all factors</i> – <i>Compile field results to develop assessments of all mass care facilities</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
<p>Time to complete comprehensive environmental assessments (water, air, sanitation, food, and safety) at mass care facilities, shelters, feeding centers, and food/ice distribution centers</p>		<p>TARGET</p> <p>Within 48 hours</p>	<p>ACTUAL</p>
3.11 (n/a)	<p>Conduct assessment of solid waste and debris in affected geographic area, including: accumulation amounts, characterization of solid waste, and debris (wood, trees, vehicles, etc.).</p> <ul style="list-style-type: none"> – <i>Develop assessment plan to guide removal of solid waste and debris in affected areas</i> – <i>Identify qualified specialists to survey specific locations</i> – <i>Dispatch field personnel to pre-designated locations to conduct surveys</i> – <i>Conduct assessment of solid waste and debris in accordance with appropriate emergency guidelines</i> – <i>Subject matter experts assess sampling results and information from other sources to identify solid waste and debris problems caused by the incident</i> – <i>Subject matter experts brief IC</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
<p>Time to complete sanitation assessment at mass-care facilities, shelters, an feeding centers</p>		<p>TARGET</p> <p>Within 48 hours</p>	<p>ACTUAL</p>

	<p>Time to initial assessment of solid waste and debris in affected geographic areas. Assessment should address accumulation amounts and characterizations (radioactivity, chemical, or biological, as well as soil, sediment, wood, trees, and vehicles); and suitable repositories (including their capacities, authorized transportation routs, acceptable collection/decontamination methods, and permitted transporters affected)</p>	<p>TARGET</p> <p>72 hours</p>	<p>ACTUAL</p>
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Activity 4: Respond to Environmental Needs

Activity Description: Maintain continuous monitoring of environment affected by environmental hazards and provide expert advice on response measures.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (n/a)	<p>Provide drinking water technical expertise team for emergency operations, both for SDWA (larger, regulated systems) and non-SDWA (private wells) drinking water systems.</p> <ul style="list-style-type: none"> – <i>Identify drinking water technical experts from ICS rosters or in consultation with participating agencies</i> – <i>Consult team of experts to advise on all aspects of drinking water issues</i> – <i>Establish mechanism to use technical experts at the ICS or to deploy technical experts to field operations</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.2 (n/a)	<p>Provide wastewater technical expertise team for questions at emergency operations, both for large centralized community systems and smaller onsite systems.</p> <ul style="list-style-type: none"> – <i>Identify wastewater technical experts from ICS rosters or in consultation with participating agencies</i> – <i>Consult team of experts to advise on both large and smaller system issues</i> – <i>Establish mechanism to use technical experts at the ICS or to deploy technical experts to field operation</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.3 (n/a)	<p>Provide food safety technical expertise team for questions for emergency operations.</p> <ul style="list-style-type: none"> – <i>Identify food safety technical experts from ICS rosters or in consultation with participating agencies</i> – <i>Consult team of experts to advise on all aspects of food safety issues</i> – <i>Establish mechanism to use technical experts at the ICS or to deploy technical experts to field operations</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

4.4 (n/a)	<p>Provide a hazardous materials technical expertise team for emergency operations for both industry and public.</p> <ul style="list-style-type: none"> – <i>Identify hazardous materials technical experts from ICS rosters, or in consultation with participating agencies and industry</i> – <i>Consult team of experts on hazardous materials issues</i> – <i>Establish mechanism to use technical experts at the ICS or to deploy technical experts to field operations</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
4.5 (n/a)	<p>Provide short-term sewage disposal alternatives until infrastructure is restored.</p> <ul style="list-style-type: none"> – <i>Develop proposals for short-term sewage disposal alternatives</i> – <i>Reviews alternatives with wastewater technical experts and participating agencies</i> – <i>Identify needs, population centers, available resources, and other factors</i> – <i>Develop implementation plan for selected alternatives</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Affected populations are provided with adequate temporary sewage disposal alternatives	Yes [] No []	
4.6 (n/a)	<p>Conduct follow-up monitoring of drinking water quality and system pressure in SDWA systems.</p> <ul style="list-style-type: none"> – <i>Develop plan for follow-up monitoring of drinking water quality and system pressure</i> – <i>Consult technical experts to complete plan</i> – <i>Identify available resources for conducting monitoring among technical experts assigned to the ICS and in participating agencies</i> – <i>Deploy technical experts to conduct monitoring at assigned locations</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
4.7 (n/a)	<p>Conduct follow-up environmental health assessments (safety/food/air/water/wastewater sanitation) of mass care operations.</p> <ul style="list-style-type: none"> – <i>Develop plan for follow-up environmental assessment of mass care operations</i> – <i>Consult technical experts to complete plan to conduct environmental assessments of water, air, sanitation, food, and safety and mass care facilities, shelters, feeding centers, and food/ice distribution centers</i> – <i>Identify resources available for conducting monitoring among technical experts assigned to the IC and in participating agencies</i> – <i>Dispatch field personnel to mass care centers to conduct initial assessments</i> – <i>Field personnel conducted assessments of all factors</i> – <i>Compile field results to develop comprehensive assessments of all mass care facilities</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Percentage of affected communities, homes, educational, institutional and health care facilities monitored in accordance with established evaluation processes and criteria	TARGET 100%	ACTUAL
	Frequency with which data is analyzed to determine status of safe re-entry and re-occupancy of community, homes, and facilities	TARGET Every 24 hours	ACTUAL

	Time for a geo-coded system to be implemented to determine status of rehabilitation efforts and health and safety issues associated with re-entry and re-occupancy	TARGET Every 72 hours	ACTUAL
4.8 (n/a)	Determine, recommend, and assess appropriate decontamination methods. <ul style="list-style-type: none"> – <i>Identify hazards that can be transferred through exposed members of the public, responders, receivers, pets, vehicles, equipment, and other sources of transmission</i> – <i>Identify potential decontamination methods appropriate to the hazard</i> – <i>Identify individuals and agencies with subject matter expertise to advise on decontamination methods</i> – <i>Coordinate review and assessment of decontamination methods through the ICS</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.9 (Res.B3c 8.1)	Provide vector control. <ul style="list-style-type: none"> – <i>Implement vector control plan through ICS with consultation with technical experts</i> – <i>Identify and catalogue resources available from ICS technical experts, participating agencies, and industry</i> – <i>Dispatch resources to control vectors</i> – <i>Coordinate vector response activities through the ICS</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of vectors mitigated	TARGET 85%	ACTUAL
	Time to initiate animal control measures	TARGET Within 96 hours	ACTUAL

Activity 5: Monitor Environment

Activity Description: After vector is identified, mobilize and equip control personnel with appropriate personal protective equipment and direct control strategies and application of vector control substances.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Res.B3c 8.2)	Establish a vector control technical expertise team for surveillance and monitoring of animal infections until population densities and infection rates return to pre-event levels. <ul style="list-style-type: none"> – <i>Identify vector control technical experts from ICS rosters or in consultation with participating agencies and industry</i> – <i>Identify team of experts to advise on vector control issues</i> – <i>Establish mechanism to use technical experts at the IC or to deploy technical experts to field operations for long-term operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

5.2 (n/a)	Develop a geo-coded database of all geographic locations assessed for vectors including locations that were treated, i.e. larvicides, spraying, etc. <ul style="list-style-type: none"> – <i>Secure database</i> – <i>Update database</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency of updating database with areas treated for vector control	TARGET Every operational period during incident	ACTUAL
5.3 (n/a)	Develop emergency vector control guidelines that include surveillance and control of insect, arthropod, and rodent vectors. <ul style="list-style-type: none"> – <i>Identify and procure potential sources of emergency guidelines and operation criteria for vector control</i> – <i>Develop emergency guidelines for vector control with the support of technical experts in the IC and in cooperation with participating agencies and industry</i> – <i>Develop dissemination plan with the support of technical experts in the IC and in cooperation with agencies and industry</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 6: Demobilize

Activity Description: Upon completion of assigned mission, evaluate response to environmental hazards, return equipment, and release personnel.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (n/a)	Participate in incident debriefing. <ul style="list-style-type: none"> – <i>Document issues and accomplishments of environmental health mission</i> – <i>Discuss and document initial lessons learned</i> – <i>Identify meeting point(s) to conduct final personnel accountability procedures</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Environmental personnel debriefed	TARGET Yes	ACTUAL
6.2 (n/a)	Release personnel. <ul style="list-style-type: none"> – <i>Return personnel to routine duties</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

6.3 (n/a)	Reconstitute resources and facilities. <ul style="list-style-type: none"> – <i>Retrieve equipment</i> – <i>Inventory equipment</i> – <i>Return facilities to pre-incident state</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which environmental health personnel resume normal activities	TARGET Within 7 days	ACTUAL

Environmental Health

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Epidemiological Surveillance and Investigation

Exercise Evaluation Guide:

Capability Description:

The Epidemiological Surveillance and Investigation capability is the capacity to rapidly conduct epidemiological investigations. It includes deliberate and naturally occurring exposure and disease detection, rapid implementation of active surveillance, maintenance of ongoing surveillance activities, epidemiological investigation, analysis, communicating with the public and providers about case definitions, disease risk, mitigation, and recommendations for the implementation of control measures.

Capability Outcome:

Potential exposure and disease is identified rapidly (exposure, mode of transmission, agent, as well as interrupt transmission in order to contain the spread of the event and reduce number of cases). Confirmed cases are reported immediately to all relevant public health, food regulatory, environmental regulatory and law enforcement agencies. Suspected cases are investigated promptly, reported to relevant public health authorities, and accurately confirmed to ensure appropriate preventive or curative countermeasures are implemented. An outbreak is defined and characterized; new suspect cases are identified and characterized based on case definitions on an ongoing basis; relevant clinical specimens are obtained and transported for confirmatory laboratory testing; the source of exposure is tracked; methods of transmission are identified; and, effective mitigation measures are communicated to the public, providers, and relevant agencies are recommended as appropriate.

Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Direct Epidemiological Surveillance and Investigation Operations

Activity Description: Coordinate, maintain, enhance, analyze, and provide efficient surveillance and information systems to facilitate early detection and mitigation of disease.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Pro.B1a 3.3.2)	Identify applicable laws, policies, and implementation procedures for public health reporting and notification <ul style="list-style-type: none"> – <i>Applicable local, State, and Federal laws and regulations examined</i> – <i>Due process and HIPAA requirements followed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.2 (Pro.B1a 3.3.1)	Maintain public health communication channels <ul style="list-style-type: none"> – <i>Communication channels with clinical community maintained</i> – <i>Communication channels for disease tracking and reporting maintained</i> – <i>Communication channels for conduct and coordination of field activities maintained</i> – <i>Health Alert Network utilized</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for State to notify governments or local to notify State governments of receipt of a notice for a public health case with a high index of suspicion of a propriety condition	TARGET Within 1 hour	ACTUAL
1.3 (Pro.B1a 3.3.3)	Provide public health information to emergency public information for release <ul style="list-style-type: none"> – <i>Release approved by legally recognized Public Health authority</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to issue information to the public that acknowledges the event, provides status, and commits to continued communication once a response plan is activated	TARGET Within 1 hour	ACTUAL
1.4 (Pro.B1a 3.2.3)	Coordinate resources needed to respond to public health concern <ul style="list-style-type: none"> – <i>Public health personnel needed for response to public health concern identified</i> – <i>Resources requested from EOC, as needed</i> – <i>Timeline for public health response communicated</i> – <i>Sufficient equipment (e.g., personal protective equipment, information technology, communication, clinical sampling equipment, specimen collection material) to conduct investigation made available</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.5 (Pro.B1a 3.1)	Lead public health investigations, in collaboration with law enforcement, to determine source of disease <ul style="list-style-type: none"> – <i>Law Enforcement personnel needed for urgent public health concern response identified</i> – <i>Procedures for notification of Law Enforcement personnel needed for urgent public health response in place</i> – <i>Timeline for Law Enforcement response communicated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.6 (Pro.B1a 3.2.2)	Identify all stakeholders and agency representatives or liaisons <ul style="list-style-type: none"> – <i>Representatives of agencies who provide data identified</i> – <i>Users of data, including public health professionals, healthcare providers, public safety officials, and appropriate government officials identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.7 (Pro.B1a 3.3.4)	Make public health recommendations for prophylaxis and other interventions <ul style="list-style-type: none"> – <i>Emergency prevention and control measures implemented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time from case definition to dissemination of case findings and public health instructions to all hospitals in jurisdiction through the Health Alert Network	TARGET Within 1 hour	ACTUAL
1.8 (Pro.B1a 3.2.4)	Coordinate examination of deceased suspect patients with the medical examiner and/or coroner <ul style="list-style-type: none"> – <i>Fatality Management notified of deceased patients</i> – <i>Forensic and/or information provided to the ME/C</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Surveillance and Detection

Activity Description: Collect ongoing and event-specific health data to recognize events of public health significance.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Pro.B1a 4.5.4)	Facilitate public health reporting consistent with disease reporting laws or regulations <ul style="list-style-type: none"> – <i>Applicable reporting laws provided to physicians, healthcare facilities, and laboratories</i> – <i>Updated requirements/guidance (from executive authority) communicated to physicians, healthcare facilities, and laboratories</i> – <i>Information resent upon potential identification of an unusual event</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.2 (Pro.B1a 4.3)	Compile surveillance data <ul style="list-style-type: none"> – <i>Raw data gathered (e.g., lab results, surveys, notifiable diseases, vital records)</i> – <i>Data sorted in logical order/progression</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.3 (Pro.B1a 4.4)	Analyze surveillance data <ul style="list-style-type: none"> – <i>Pattern recognition standardized</i> – <i>Case reports from all sources validated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.4 (Pro.B1a 4.2.1)	Detect suspected outbreak through pattern recognition <ul style="list-style-type: none"> – <i>Patterns recognized at an early stage indicating outbreaks</i> – <i>Epidemiologic investigation initiated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Ability to receive, review, and analyze data warranting public health action	Yes [] No []
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Activity 3: Conduct Epidemiological Investigation						
Activity Description: Investigate disease and its determinants in a population; characterize and define a case; identify the source of the public health event, and, define the population at risk.						
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure						
	Task /Observation Keys	Time of Observation/ Task Completion				
3.1 (Pro.B1a 5.3)	Confirm the outbreak using lab data and disease tracking data – <i>Lab results reviewed and correlated with disease tracking data</i> – <i>Presumptive and confirmation lab test results received</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []				
	Time from initial notification to public health epidemiologists to initiate initial investigation	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">TARGET</td> <td style="width: 50%;">ACTUAL</td> </tr> <tr> <td>Within 3 hours</td> <td></td> </tr> </table>	TARGET	ACTUAL	Within 3 hours	
TARGET	ACTUAL					
Within 3 hours						
3.2 (Pro.B1a 5.2.1)	Define case characteristics – <i>Interviews conducted and medical records reviewed</i> – <i>Specificity and sensitivity for condition of interest established</i> – <i>Standard set of criteria based on case definition established action levels</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []				
	Time from laboratory confirmation of index case(s)/agent to creation of case definitions	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">TARGET</td> <td style="width: 50%;">ACTUAL</td> </tr> <tr> <td>Within 12 hours</td> <td></td> </tr> </table>	TARGET	ACTUAL	Within 12 hours	
TARGET	ACTUAL					
Within 12 hours						
3.3 (Pro.B1a 5.3.1)	Actively search for cases (identifying cases) – <i>Guidance provided to facilitate identifying cases based on case definition</i> – <i>Case definition criteria disseminated to health care providers</i> – <i>Records and new admissions for cases reviewed by treatment facilities</i> – <i>Rough case count generated</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []				
3.4 (Pro.B1a 5.3.2)	Create registries of ill, exposed, and potentially exposed persons – <i>Ill, exposed, and/or potentially exposed persons are identified and documented</i> – <i>Registry updated as incidence rate changes</i> – <i>Registry statistics are reported, as needed, to appropriate national and/or regional authorities</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []				

3.5 (Pro.B1a 5.4)	Conduct contact tracing of known and suspected cases <ul style="list-style-type: none"> – Interviews conducted with ill, exposed, and potentially exposed persons – Exposed population identified – Cases are compared to index case and diagnosis confirmed 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time for 75% of known suspected cases (or proxies) to be contacted/interviewed for more detailed epidemiologic follow-up		TARGET Within 48 hours	ACTUAL
3.6 (Pro.B1a 5.4.1)	Analyze and interpret epidemiological investigation data in coordination with data from the law enforcement investigation <ul style="list-style-type: none"> – Collaboration initiated – Ongoing briefings conducted – Relevant evidence identified and collected – Coordinate efforts with scientific/forensic testing laboratories 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.7 (Pro.B1a 5.4.2)	Analyze and confirm origin of outbreak <ul style="list-style-type: none"> – Index case identified – Pathogenic agent identified – Mode of transmission of pathogenic agent identified – Time factor in the outbreak and course of the disease are examined – Risk factors are determined 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.8 (Pro.B1a 5.5.1)	Recommend control measures for outbreak <ul style="list-style-type: none"> – Population at risk identified – Prophylaxis, isolation, and/or quarantine measures recommended to help control the transmission of disease – Medical treatment measures recommended for confirmed cases 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time from first identification of agent to first recommendation of public health intervention		TARGET Within 6 hours	ACTUAL
3.9 (Pro.B1a 5.6)	Draft and disseminate initial report of epidemiological investigation <ul style="list-style-type: none"> – All suspected cases by person, place, and time incorporated – Report provided to healthcare providers, labs, and Federal, State, and local public health officials in the affected area 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time from initial report to be produced describing all suspected cases by person, place, and time		TARGET Within 60 hours	ACTUAL

Activity 4: Monitor Containment

Activity Description: Based upon the extent of the population at risk and recommendations from outbreak control, assess the effectiveness of disease containment measures.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Pro.B1a 6.1.1)	Monitor the course and population characteristics of a recognized outbreak <ul style="list-style-type: none"> – <i>Routine sentinel surveillance of sites, events, providers, and vectors/animals continued</i> – <i>Data continues to be transmitted and processed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Pro.B1a 6.1)	Monitor effectiveness of mitigation steps <ul style="list-style-type: none"> – <i>Incidence rate monitored</i> – <i>Adverse reactions of Public Health interventions monitored</i> – <i>Therapeutic outcomes evaluated</i> – <i>Recommendations updated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of known cases and exposed persons successfully tracked from the point of identification through disposition in order to allow for continued follow-up	TARGET 100%	ACTUAL
4.3 (Pro.B1a 6.4)	Conduct after action debriefing (hot wash) to identify deficiencies that require corrective actions in areas such as personnel, training, equipment, and organizational structure <ul style="list-style-type: none"> – <i>Interdepartmental after action debriefing conducted</i> – <i>Intradepartmental after action debriefing conducted</i> – <i>Initial observations prepared for after-action reports (AARs)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Epidemiological Surveillance and Investigation

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Explosive Device Response Operations

Exercise Evaluation Guide:

Capability Description:

Explosive Device Response Operations is the capability to coordinate, direct, and conduct improvised explosive device (IED) response after initial alert and notification; coordinate intelligence fusion and analysis, information collection, and threat recognition; assess the situation and conduct appropriate Render Safe Procedures (RSP); conduct searches for additional devices and coordinate overall efforts to mitigate chemical, biological, radiological, nuclear, and explosive (CBRNE) threat to the incident site.

Capability Outcome:

Threat assessments are conducted, the explosive and/or hazardous devices are rendered safe, and the area is cleared of hazards. Measures are implemented in the following priority order: public safety; safeguard the officers on the scene (including the bomb technician), protect and preserve public and private property, collect and preserve evidence, and accommodate the public/restore services.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Explosive Device Response Operations (EDRO)

Activity Description: In response to notification of a potential exploding device, provide overall management and coordination of EDRO capability throughout response until termination of EDRO activity.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B2c 3.1)	Establish on-site command, control, communications and intelligence (C3I) operations for EDRO. <ul style="list-style-type: none"> – <i>Direction and control established</i> – <i>Determine need for bomb squad personnel</i> – <i>Communications equipment and procedures established</i> – <i>Real time operational and tactical information flow supports threat resolution, and data storage</i> – <i>Radio frequency exclusion area is established</i> – <i>Ensure other agencies and intelligence networks are notified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time until bomb squad is contacted, following location of suspicious device	TARGET Within 15 minutes	ACTUAL
	Time to establish on-site command and control communications (C3) and real time tactical information sharing (Note: If C3 and info-share are established, bomb squad will demonstrate ability to "join" rather than establish the network)	TARGET 15 min from time of recognition of the threat by on-scene first responders	ACTUAL
1.2 (Res.B2c 3.2)	Coordinate with IC to establish a perimeter (hot, warm, cold zones) commensurate with hazard magnitude. <ul style="list-style-type: none"> – <i>Determine perimeter, standoff distance(s), and downwind hazard areas</i> – <i>Employ K9 and other similar resources to search for hazardous devices within the various perimeters that will be occupied by response, investigative, command and support personnel</i> – <i>Consider the need for force protection to be deployed at the scene (counter sniper teams, Over-watch, etc.)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.3 (Res.B2c 3.3)	Communicate with appropriate response unit and develop a plan of action. <ul style="list-style-type: none"> – <i>Consider safety precautions</i> – <i>Consider equipment and PPE needs</i> – <i>Consider need for additional teams and activation of MOUs / mutual aid agreements (MAAs)</i> – <i>Consider containment, disabling, disruption tools and techniques, packaging, transport, etc.</i> – <i>Ensure EMS, Fire Department, or Hazardous Materials Response Team onsite with proper PPE</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.4 (Res.B2c 3.3.1)	Utilize canine, physical, and technical search techniques to secure inner perimeter. <ul style="list-style-type: none"> – <i>Search command post area</i> – <i>Searches should not be conducted down range</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Activate Explosive Device Response Operations (EDRO)

Activity Description: In response to activation, mobilize and arrive at the incident scene to begin operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (n/a)	Activate bomb squad team. – Rosters have correct contact information – Communication process and equipment work effectively	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to determine resources and personnel needed to complete the mission (Note: Identification may begin during notification and recall. Safety issues take precedence over time considerations)	TARGET Within 1 hour	ACTUAL
2.2 (Res.B2c 4.4.1)	Assemble properly equipped bomb squad team at designated location. – Team members and equipment arrive in timely manner at assembly area – Conduct situation briefing – Appropriate PPE available for each team member – Priority routine/escort provided to ICP	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for bomb squad to be dispatched toward the scene	TARGET Within 30 minutes from notification of activation	ACTUAL
	Time for bomb squad to be assembled	TARGET Within 1 hour after being en route to the scene (this time may be affected by traffic and distance)	ACTUAL

Activity 3: Search and Assess Site

Activity Description: Assess situation once on scene and equipped, provide rapid assessment of assigned EDRO work areas, recommend search priorities/tactics to management, and re-evaluate site perimeters based on Standard Operating Procedures (SOP) and threat.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B2c 5.1.1)	Interview on-scene commander and any witnesses with direct observation of the device. <ul style="list-style-type: none"> – <i>Team Leader coordinates with IC, LE, and EOC as appropriate</i> – <i>Team Leader receives and provides team situation updates</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (Res.B2c 5.1)	Conduct an initial reconnaissance of the area. <ul style="list-style-type: none"> – <i>Safe approach determined (retreat, robotics, information collection)</i> – <i>Initial Protective Action Recommendation (PAR) made</i> – <i>Threat and safety precautions are determined</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to verify adequacy of initial cordon	TARGET Within 15 minutes of initial bomb technician arrival on scene	ACTUAL
3.3 (Res.B2c 5.3)	Conduct IED threat analysis. <ul style="list-style-type: none"> – <i>Perform diagnostics and analysis of device and threat</i> – <i>Coordinate with IC, LE, and EOC as appropriate</i> – <i>Applicable maps, matrices, area infrastructure, etc. are reviewed</i> – <i>If potential CBRN is detected, notify FBI Special Agent Bomb Technician (SABT)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Res.B2c 5.3.1)	Based on reconnaissance and initial assessments, determine appropriate operational procedures. <ul style="list-style-type: none"> – <i>Information communicated to IC, LE, and the EOC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to provide briefing to Incident Command on selected render safe activity	TARGET Within 1 hour	ACTUAL

3.5 (Res.B2c 5.2)	Implement emergency assessment procedures. <ul style="list-style-type: none"> – <i>Bomb squad assets (e.g., robots) coordinated and deployed as appropriate</i> – <i>Appropriate diagnostic sensor (x-ray, CBRNE detectors, etc.) determined</i> – <i>Perimeter personnel provided appropriate PPE based on potential hazard</i> – <i>Coordinate with IC for other needed response entities (medical, fire, etc.)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 4: Render Safe Onsite

Activity Description: Once on scene, conduct IED on-site response and isolate device(s) from potential remote detonation commands, clear the onsite area for render safe operations, and determine whether situation is CBRN event.

Tasks Observed (check those that were observed and provide comments)
 Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (Res.B2c 6.3)	Conduct IED on-site response. <ul style="list-style-type: none"> – <i>Safety precautions followed</i> – <i>Communication established between the incident commander and the bomb squad team leader; and between the bomb squad team leader and bomb squad technician</i> – <i>Gross decontamination established (if CBRN is suspected)</i> – <i>HazMat support available, if necessary</i> – <i>Isolate device(s) from remote detonation commands if necessary</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (Res.B2c 6)	Render explosive device safe. <ul style="list-style-type: none"> – <i>Conduct RSP operations within the on-site plan</i> – <i>Continually re-evaluate the plan, based on new information developed in the course of conducting RSP</i> – <i>Conduct separate/analyze/disassemble operations</i> – <i>Secure any unexploded materials</i> – <i>In CBRN incidents, contact FBI who will ensure compliance with RAP, FRERP, and the National Response Plan for radiological IEDs</i> – <i>Compliance procedures/guidelines reviewed with Resource Conservation and Recovery Act (RCRA), 42 U.S.C. 6901-6922(k) as necessary</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Expected outcome was achieved	Yes [] No []
	Explosive hazard has been eliminated or mitigated and device components separated	Yes [] No []

4.3 (Res.B2c 7.4.2)	Initiate and advise crime scene investigative/forensic team. – <i>Chain of custody maintained</i> – <i>Site transferred to HazMat/crime scene investigative/forensic team</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.4 (Res.B2c 6.5.1)	If off-site render safe operations are determined to be necessary, then appropriate off-site location is identified and device is properly prepared for transport to secondary location.	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 5: Conduct Recovery, Removal, and Transport Operations

Activity Description: Collect and transport device components for further processing of hazardous elements.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B2c 7.1)	Conduct on-site processing of device and/or components for transport. – <i>Components recovered and documented in coordination with crime scene investigation team</i> – <i>Storage, compatibility, and transportation regulations observed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to prepare device for transport to a safe and secure site for treatment and or disposal	TARGET Within 30 minutes	ACTUAL
5.2 (Res.B2c 7.2)	Transport and escort components to a secure site. – <i>Device properly packaged for transport</i> – <i>Gas tight containment vessel used, if necessary</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.3 (Res.B2c 7.4.1)	Document and preserve evidence. – <i>Coordinate with HazMat/LE/forensics team, etc on debris dispersal after RSP operations</i> – <i>Chain of custody maintained</i> – <i>Information and data preserved from data capture systems</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 6: Demobilized EDRO Operations

Activity Description: Upon completion of assigned mission, conduct 100% accountability of personnel and equipment, reconstitute as required and disengage from incident site, and either be placed on standby or redeploy to headquarters and stand-down.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B2c 8.1)	Conduct 100% accountability of personnel and equipment. <ul style="list-style-type: none"> – <i>Rosters have been checked for 100% accountability of team members</i> – <i>Proper packing of equipment (i.e. PPE, Robotics, gas containment, etc.)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.2 (Res.B2c 8.2)	Coordinate with IC and EOC to redeploy bomb squad team. <ul style="list-style-type: none"> – <i>Direction and control established with IC, EOC, and headquarters, if required</i> – <i>Communications equipment check prior to departing site</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.3 (Res.B2c 8.3)	Conduct debriefing for bomb squad team personnel. <ul style="list-style-type: none"> – <i>After-action report/review documented</i> – <i>Lessons learned and critical operational information/intelligence shared, as appropriate</i> – <i>Personnel returned to readiness state and prepared for follow-on operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of bomb squad personnel debriefed after incident	TARGET 100%	ACTUAL
	Time to demobilize/deactivate bomb squad team from incident site to full operational preparedness prior to departing the incident site	TARGET Within 45 minutes of RSP	ACTUAL

Explosive Device Response Operations

Exercise Evaluation Guide Analysis Sheets

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[Insert text electronically or on separate pages]

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Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Fatality Management

Exercise Evaluation Guide:

Capability Description:

Fatality Management is the capability to effectively perform scene documentation; the complete collection and recovery of the dead, victim's personal effects, and items of evidence; decontamination of remains and personal effects (if required); transportation, storage, documentation, and recovery of forensic and physical evidence; determination of the nature and extent of injury; identification of the fatalities using scientific means; certification of the cause and manner of death; processing and returning of human remains and personal effects of the victims to the legally authorized person(s) (if possible); and interaction with and provision of legal, customary, compassionate, and culturally competent required services to the families of deceased within the context of the family assistance center. All activities should be sufficiently documented for admissibility in criminal and/or civil courts. Fatality management activities also need to be incorporated in the surveillance and intelligence sharing networks, to identify sentinel cases of bioterrorism and other public health threats. Fatality management operations are conducted through a unified command structure.

Capability Outcome:

Complete documentation and recovery of human remains, personal effects, and items of evidence is done (except in cases where the health risk posed to personnel outweigh the benefits of recovery of remains and personal effects). Remains receive surface decontamination (if indicated) and, unless catastrophic circumstances dictate otherwise, are examined and identified, and released to the next of kin's funeral home with a complete certified death certificate. Reports of missing persons and antemortem data are efficiently collected. Victims' family members receive updated information prior to the media release. All hazardous material regulations are reviewed and any restriction on the transportation and disposition of remains are made clear by those with the authority and responsibility to establish the standards. All personal effects are made safe to return to legally authorized person(s) unless contraindicated by catastrophic circumstances. Law Enforcement agencies are given all the information needed to investigate and prosecute the case successfully. Families are provided incident specific support services.

Jurisdiction or Organization:**Name of Exercise:****Location:****Date:****Evaluator:****Evaluator Contact Info:**

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Fatality Management

Activity Description: Direct all internal Fatality Management Operations, coordinating with other capabilities as needed.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.C4a 3.6.1)	Coordinate Federal mortuary/morgue services. <ul style="list-style-type: none"> – Request DPMU/DMORT – Provide situation report 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Allocate surge morgue resources	Yes [] No []
1.2 (Res.C4a 3.4.3)	Coordinate State assistance for next-of-kin notification and collection of antemortem information. <ul style="list-style-type: none"> – Request appropriate personnel (i.e., psychologists, social services) – Contact State for use of facilities 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.3 (Res.C4a 3.1.1)	Identify medico-legal authority. <ul style="list-style-type: none"> – Brief legal requirements/limitations – Number appropriate to incident as per Federal, State, local guidelines 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.4 (Res.C4a 3.1.2)	Coordinate with medical facility/Department of Public Health/general medical community. <ul style="list-style-type: none"> – Victim expired under medical care – Physician provided needed medicolegal authority to issue death certificate 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.5 (Res.C4a 3.3.1)	Identify key morgue staff. <ul style="list-style-type: none"> – Morgue supervisor – PIO – Safety officer – Liaison officer 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.6 (Res.C4a 3.4.1)	Identify ME/C staff for antemortem data collection in FAC. – <i>Trained (skills and psychologically)</i> – <i>Multiple shifts</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.7 (Res.C4a 3.5.1)	Coordinate regional and State assistance for victim identification and mortuary services, and the processing, preparation, and disposition of remains. – <i>Request State portable morgue</i> – <i>Available resources allocated by State authorities</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time to locate suitable facilities for fatality management activities	TARGET Within 12-18 hours
		ACTUAL

Activity 2: Activate Fatality Management Operations

Activity Description: Notify and mobilize appropriate personnel.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.C4a 4.2.5)	Provide primary care physician with medico-legal authority. – <i>Personnel used for fatality surge</i> – <i>Brief responsibilities/parameters for death pronouncement</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Appropriate number of physicians provided medical legal authority based on incident needs	Yes [] No []
2.2 (Res.C4a 4.2.1)	Mobilize medical examiner/coroner. – <i>Activate medicolegal authority activated</i> – <i>Situation report provided</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

2.3 (Res.C4a 4.3.1)	Deploy portable morgue as appropriate. – <i>State or Federal</i> – <i>Identify location</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to set-up functional morgue facilities (e.g. portable morgue) from arrival on scene	TARGET Within 24 hours	ACTUAL
2.4 (Res.C4a 4.3.2)	Determine morgue location. – <i>State or Federal</i> – <i>Identify location</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.5 (Res.C4a 4.4)	Request activation of DMORT as appropriate. – <i>Identify geographic location for operations</i> – <i>Ready facility for operations</i> – <i>Resources and personnel ready to receive and/or retrieve human remains</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for surge resources and personnel to be operational	TARGET Within 8-12 hours	ACTUAL
	Time for DMORT to arrive on-scene and set-up	TARGET Within 8-12 hours	ACTUAL

Activity 3: Conduct On-scene Operations

Activity Description: Conduct scene evaluation, document, and remove fatalities from scene.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Res.C4a 5.1)	Conduct scene survey for fatality management operations. – <i>Coordinate with tactical operations</i> – <i>Implement safety precautions for personnel</i> – <i>Develop plan to address fatalities</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to complete initial scene survey	TARGET Within 2 hours of notification	ACTUAL
3.2 (Res.C4a 5.2)	Document scene for fatality management operations. <ul style="list-style-type: none"> – <i>Map scene (GPS)</i> – <i>Photograph remains prior to movement</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.3 (Res.C4a 5.3.1)	Gather forensic evidence for fatality management operations. <ul style="list-style-type: none"> – <i>Maintain chain of custody</i> – <i>Document evidence</i> – <i>Evidence gathering is coordinated with Law Enforcement</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Res.C4a 5.5)	Remove remains to staging. <ul style="list-style-type: none"> – <i>Handle human remains in a respectful manner</i> – <i>Ensure safety of personnel</i> – <i>Document remains</i> – <i>Ensure refrigeration adequate to needs</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for appropriate refrigerated units to arrive on-scene	TARGET Within 48 hours	ACTUAL
3.5 (Res.C4a 5.5.4)	Transport remains from staging to morgue operations. <ul style="list-style-type: none"> – <i>Ensure safety of personnel and transporters</i> – <i>Handle human remains in a respectful manner</i> – <i>Track human remains</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Conduct Morgue Operations

Activity Description: Conduct multi-specialty forensic analyses of human remains to determine the cause and manner of death.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.C4a 6.1)	Implement morgue operations. <ul style="list-style-type: none"> – Store remains in appropriate manner, as indicated by Federal, State and local guidelines – Ensure adequate number of ME/C personnel to support morgue of that size per Federal, State or local guidelines – Ensure adequate resources available for specific incident 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Res.C4a 6.3)	Receive remains at morgue. <ul style="list-style-type: none"> – Track remains – Shelter remains from public view 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of remains tracked through morgue	TARGET 100%	ACTUAL
4.3 (n/a)	Decontaminate remains. <ul style="list-style-type: none"> – Adhere to appropriate decontamination procedures, as designated by Federal, State and local guidelines – Confirm complete decontamination 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.4 (Res.C4a 6.4)	Store human remains. <ul style="list-style-type: none"> – Hold remains in appropriate environment to maintain preservation until autopsy can be performed (ME office, offsite locations with appropriate power, water an sufficient evaluation room) – Ensure appropriate refrigeration provided as required by ME guidelines – Secure storage site 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.5 (Res.C4a 6.6.2)	Package personal effects found with remains for return to next of kin (if possible). <ul style="list-style-type: none"> – Track personal effects – Decontaminate personal effects – Prepare documentation 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Percent of personal effects tracked with appropriate set of remains	TARGET 100%	ACTUAL
4.6 (Res.C4a 6.5)	Perform autopsies. <ul style="list-style-type: none"> – <i>Perform autopsies with respect for dead</i> – <i>Perform decontamination</i> – <i>Diagram autopsy findings</i> – <i>Assign body tracker to remains throughout process</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 5: Manage Antemortem Data

Activity Description: Integrate fatality management staff into the Family Assistance Center (FAC) for the purpose of interviewing families of the missing and dead to collect information useful for identification purposes.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.C4a 7.1)	Activate antemortem data collection activities. <ul style="list-style-type: none"> – <i>Key staff on-scene</i> – <i>Provide staff counseling</i> – <i>Meet needs of victims and family of victims</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to activate a communications system for the general public to report missing persons	TARGET Within 1 hour	ACTUAL
	Time to first public announcement of missing persons reporting	TARGET Within 2-4 hours	ACTUAL
	Time to participation of Jurisdictional Medical Examiner/Coroner (ME/C) in the family reception center	TARGET Within 2 h ours	ACTUAL
5.2 (Res.C4a 7.1.1)	Establish antemortem record repository and its housing facility. <ul style="list-style-type: none"> – <i>Provide IT support</i> – <i>Ensure compatibility with other databases</i> – <i>Ensure database security</i> – <i>Backup electronic data</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time for repository/library to be ready to receive antemortem victims records from establishment of FAC	TARGET Within 24-48 hours	ACTUAL
5.3 (Res.C4a 7.2)	Conduct collection of antemortem information within the FAC. <ul style="list-style-type: none"> – Interview family – Secure information from general access – Properly dispose of paper copies per Federal, State or local security guidelines 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Activate and staff the antemortem information collection process within the Family Assistance Center (FAC)	TARGET Within 24-48 hours	ACTUAL
5.4 (Res.C4a 7.2.3)	Conduct DNA collection of family members. <ul style="list-style-type: none"> – Take medical precautions – Show respect for grieving families 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.5 (Res.C4a 7.4)	Enter data obtained in interviews into library. <ul style="list-style-type: none"> – Maintain security of paper copies – Implement ergonomics implemented for data enterer(s) – Perform QA/QC during data entry 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.6 (Res.C4a 7.3)	Implement a balanced approach to address the needs of victims versus those families who have lost family members. <ul style="list-style-type: none"> – Provide medical support – Provide religious counseling – Provide social services (mental health) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 6: Conduct Victim Identification

Activity Description: Compile antemortem records of missing individuals and comparing those to the repository of postmortem data collected through On-scene and Morgue Operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.C4a 8.2.5)	Compare data from morgue and Family Assistance Center (FAC). – <i>Coordinate FAC and morgue</i> – <i>Ensure compatibility w/ other databases</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for antemortem and postmortem medical, dental, and fatality management databases to be ready to receive records from establishment of FAC	TARGET 24-48 hours	ACTUAL
6.2 (Res.C4a 8.2.1)	Conduct DNA analysis. – <i>Conduct DNA tracking</i> – <i>Offer training</i> – <i>Protect samples from cross-contamination</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.3 (Res.C4a 8.2.2)	Conduct fingerprint/palm print/footprint analysis. – <i>Note level of accuracy for each</i> – <i>Information sharing across appropriate agencies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.4 (Res.C4a 8.2.3)	Check with local/State/Federal/international databases. – <i>Grant/Utilize access to databases</i> – <i>Enforce security enforced (IT, physical)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.5 (Res.C4a 8.3)	Identify remains. – <i>Notify Law Enforcement /Incident Commander</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Percent of recovered remains identified	TARGET 100%	ACTUAL
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Activity 7: Conduct Final Disposition

Activity Description: Return the human remains and personal effects to the families or designated legal authority (i.e., ME/C, Sheriff) for final disposition following recovery, decontamination, determination of the cause and manner of death and positive identification.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
7.1 (Res.C4a 9.1.1)	Issue Death certificate. <ul style="list-style-type: none"> - <i>Process documentation in accordance with local guidelines</i> - <i>Address when no remains are identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Death certificate issued	Yes [] No []
7.2 (Res.C4a 9.2)	Notify next-of-kin. <ul style="list-style-type: none"> - <i>Coordinate notifying authority with religious/social services</i> - <i>Make notification in privacy</i> - <i>Compassion shown by notifying authority</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
7.3 (Res.C4a 9.2.1)	Release remains to legally authorized person(s) or local authorities if no legally authorized person(s) are identified. <ul style="list-style-type: none"> - <i>Coordinate with funeral directors</i> - <i>Discuss restrictions on remains</i> - <i>Observe privacy of family</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
7.4 (Res.C4a 9.2.4)	Return effects to legally authorized person(s). <ul style="list-style-type: none"> - <i>Discuss restrictions on effects</i> - <i>Observe privacy of family</i> - <i>Confirm ownership prior to return of item(s)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 8: Demobilize

Activity Description: Return all fatality management assets and resources to pre-incident readiness levels.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
8.1 (Res.C4a 10.2)	Reconstitute Fatality Management personnel and equipment. <ul style="list-style-type: none"> – <i>Identify meeting point(s) to conduct final personnel accountability procedures</i> – <i>Retrieve equipment</i> – <i>Inventory equipment and document losses</i> – <i>Reorder irretrievable equipment</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
8.2 (Res.C4a 10.2.1)	Fatality Management personnel participate in operational debriefing. <ul style="list-style-type: none"> – <i>Document issues and accomplishments of mission</i> – <i>Identify "lessons observed" and monitor progress until they become "lessons learned"</i> – <i>Explain plan to personnel to return to prior readiness state</i> – <i>Provide contact information on resources to assist with administrative, financial, medical matters</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Fatality Management personnel participate in operational review	Yes [] No []
8.3 (Res.C4a 10.3.1)	Identify fatality management staff post-operational needs. <ul style="list-style-type: none"> – <i>Provide psychological first aid on a voluntary basis</i> – <i>Implement ongoing psychological needs plan</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Fatality Management

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Firefighting Operations/Support

Exercise Evaluation Guide:

Capability Description: This capability provides coordination and implementation of fire suppression operations, which include the following tasks: assessing the scene, assigning resources, establishing an incident command system (ICS) consistent with the National Incident Management System (NIMS), communicating the status of the situation, requesting additional resources, establishing a safe perimeter, evacuating persons in danger, rescuing trapped victims, conducting fire suppression, determining the cause of the fire(s), and ensuring the area is left in a safe condition. This capability further includes support necessary to prepare the community and reduce vulnerabilities in the event of an incident.	
Capability Outcome: Dispatch and safe arrival of the initial fire suppression resources occurs within jurisdictional response time objectives. The initial arriving unit initiates the incident command system (ICS), assesses the incident scene, communicates the situation, and requests appropriate resources. Firefighting activities are conducted safely and fires are contained, controlled, extinguished, investigated, and managed in accordance with emergency response plans and procedures.	
Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Activate Firefighting Operations and Support

Activity Description: Receive alarm signal and respond to incident site.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B2a 4.1)	Receive notification of incident. – Alarm is received – Personnel are notified of incident	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.2 (Res.B2a 4.3)	Respond to scene with initial full alarm assignment. – Initial full alarm assignment includes equipment, apparatus, and personnel with the ability to establish incident command, and initiate fire suppression, victim rescue, ventilation, and iRIC operations	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.3 (Res.B2a 4.4)	Arrive on scene. – <i>Initial assignments made</i> – <i>Appropriate gear deployed in preparation to assess site</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time for first unit to arrive on scene	TARGET Within 4 minutes of notification
	Time for initial full alarm assignment to arrive on scene	TARGET Within 8 minutes of notification
	Time to initiate tactical operations	TARGET Within 2 minutes of arrival

Activity 2: Size Up (Assess Site)

Activity Description: Observe scene and provide situation report to responding units.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.B2a 5.1.1)	Observe incident site upon arrival and conduct site assessment (360-degree circle check). – <i>Obvious scene hazards noted, such as presence of hazardous materials, collapsed structures, etc.</i> – <i>Determine likelihood of trapped occupants based on type of structure, time of day, witness report</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.2 (Res.B2a 5.1.4)	Provide verbal situation report to responding personnel. – <i>Observations communicated and hazards noted during circle check</i> – <i>Report given to appropriate person representing additional responding units</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to provide situation report to additional responding personnel/units	TARGET Within 2 minutes of arrival on scene	ACTUAL
2.3 (Res.B2a 5.2.1)	Communicate need for additional resources to dispatching center. <ul style="list-style-type: none"> – <i>Additional resources requested in anticipation of need</i> – <i>Appropriate level of detail provided in request to ensure appropriate resources deployed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Direct Firefighting Operations and Support Tactical Operation

Activity Description: In response to indication of fire, provide overall coordination and management of Firefighting Operations and Support.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Res.B2a 3.2.1)	Coordinate with Onsite Incident Management. <ul style="list-style-type: none"> – <i>Additional resources requested</i> – <i>Situation report provided to all incoming units (verbally)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time to establish incident command for firefighting operations	TARGET Within 5 minutes
3.2 (Res.B2a 3.3.1)	Assign a Safety Officer to oversee incident operations. <ul style="list-style-type: none"> – <i>At least one Safety Officer identified per incident</i> – <i>Safety Officer reports directly to the Incident Commander</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.3 (Res.B2a 3.2.5)	Establish initial Rapid Intervention Company (iRIC). <ul style="list-style-type: none"> – <i>At least two personnel remain in a safe area who are prepared to rescue lost or injured firefighters</i> – <i>Prior to the start of interior structural firefighting operations, iRIC must be prepositioned</i> – <i>iRIC must remain in place until Immediately Dangerous to Life and Health (IDLH) conditions are abated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to establish initial Rapid Intervention Company (iRIC)	TARGET Prior to start of interior structural firefighting operations	ACTUAL
3.4 (Res.B2a 3.2.2)	Establish objectives for incident scene. <ul style="list-style-type: none"> – <i>The following priorities are considered: Life Safety, Incident Stabilization, Property Conservation</i> – <i>Rescue, Exposures, Confinement, Extinguishment, Overhaul, Ventilation, Salvage are included as incident objective priorities</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.5 (Res.B2a 3.4.2)	Assess resource requirements. <ul style="list-style-type: none"> – <i>Personnel and equipment shortfalls are identified</i> – <i>Additional resources are requested if necessary</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.6 (Res.B2a 3.4.2.1)	Coordinate fire attack, victim rescue, and ventilation operations. <ul style="list-style-type: none"> – <i>Operations are coordinated to ensure proper ventilation or suppression operations do not cause the fire to spread or endanger victim rescue efforts</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.7 (Res.B2a 3.2.4)	Develop a water supply plan. <ul style="list-style-type: none"> – <i>Uninterrupted water supply is established</i> – <i>Tanker shuttles, drop tank operations, or other methods of ensuring a continuous water supply may be utilized in non-hydrated area</i> – <i>Multiple hydrants and supply lines should be utilized if available</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.8 (Res.B2a 3.3.4)	Maintain personnel accountability system. <ul style="list-style-type: none"> – <i>System implemented to track location and status of personnel operating at incident site</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Search Scene and Rescue

Activity Description: Upon arrival on scene, initiate search for trapped or endangered victims, remove victims to safe area, and request or provide medical treatment appropriate to the injuries/burns they might have received.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B2a 6.5.1)	Initiate search for trapped or injured victims. <ul style="list-style-type: none"> – <i>Coordinate with fire suppression and ventilation group</i> – <i>Utilize established SOPs to ensure safe operation</i> – <i>Conduct primary search (i.e. areas closest to fire)</i> – <i>Conduct secondary search (i.e. areas further away from fire)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to complete primary and secondary search	TARGET Reasonable time, consistent with size and scope of incident	ACTUAL
4.2 (Res.B2a 6.5.2)	Remove trapped or injured victims to safe area <ul style="list-style-type: none"> – <i>Coordinate with fire suppression and ventilation group</i> – <i>Fire lead informed of victim location and status</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.3 (Res.B2a 6.5.5)	Initiate or request treatment for victims. <ul style="list-style-type: none"> – <i>Coordinate with Incident Command</i> – <i>Information provided regarding number of victims and their condition</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	All viable victims are rescued	Yes []	No []

Activity 5: Contain and Control

Activity Description: Engage in fire suppression operations to confine, control, and extinguish fire.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B2a 6.1.1)	Deploy primary and back-up fire attack lines. <ul style="list-style-type: none"> – <i>Primary and backup line should each operate from independent water supply</i> – <i>Appropriate number of personnel available to operate lines</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Sufficient size and quantity of handlines are deployed	TARGET Consistent with type and size of structure and volume of fire present	ACTUAL
5.2 (Res.B2a 6.1)	Implement fire attack plan. <ul style="list-style-type: none"> – <i>Ensure coordination between fire attack, ventilation, and victim rescue groups</i> – <i>Situation is continuously monitored for safety considerations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.3 (Res.B2a 6.6)	Provide ongoing situation reports. <ul style="list-style-type: none"> – <i>Regular updates of status of interior conditions are provided to firefighting management</i> – <i>Regular Personnel Accountability Reports (PARs) provided to firefighting management</i> – <i>Intervals are appropriate based on changing conditions</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.4 (Res.B2a 6.5.3)	Incorporate additional resources to control and extinguish fire. <ul style="list-style-type: none"> – <i>Appropriate assignments given to additional responding units</i> – <i>Rotate units as needed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to contain and extinguish fire	TARGET Reasonable time, consistent with size and scope of incident	ACTUAL

Activity 6: Conduct Overhaul Operations

Activity Description: Locate and extinguish hot spots and hidden fire in void spaces.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B2a 7.2)	Locate hot spots and hidden fire in void spaces. <ul style="list-style-type: none"> – <i>Test holes, thermal imagers, or direct observation may be employed</i> – <i>Appropriate reports made when hot spots/hidden fire located</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage hot spots are located and extinguished	TARGET 100%	ACTUAL
6.2 (Res.B2a 7.1)	Conduct fire overhaul operations. <ul style="list-style-type: none"> – <i>Personnel are limited to an appropriate number</i> – <i>Areas of concern are identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of heavily involved areas opened up, exposed to air	TARGET 100%	ACTUAL
6.3 (Res.B2a 7.3)	Preserve incident scene for Fire Investigators/Law Enforcement. <ul style="list-style-type: none"> – <i>Special attention is paid to area of origin</i> – <i>Safety is not precluded when preserving evidence</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of materials removed from the structure and thoroughly soaked	TARGET 100%	ACTUAL

Activity 7: Conduct Cause and Origin Investigation

Activity Description: Conduct onsite investigation to determine origin of fire and possible cause.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.B2a 8.2)	Collect and preserve non-contaminated evidence. <ul style="list-style-type: none"> – Evidence is placed in individual collection containers and properly marked – Proper chain of custody procedures are followed 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to collect and preserve non-contaminated evidence	TARGET Within 1 hour of completion of overhaul	ACTUAL
7.2 (Res.B2a 8.3)	Collect and preserve contaminated evidence. <ul style="list-style-type: none"> – Evidence is placed in biosafe container and properly marked as contaminated – Proper chain of custody procedures are followed 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.3 (Res.B2a 8.4)	Investigate fire(s). <ul style="list-style-type: none"> – Origin of fire is determined – Source of ignition is determined – Cause of fire is determined as accidental, intentional, or unknown – Information is shared with appropriate State, Local, and Federal authorities 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for qualified Fire Investigator to arrive on scene	TARGET Within 1 hour of notification	ACTUAL

Activity 8: Demobilize Firefighting Operations and Support

Activity Description: Upon completion of activities, prepare apparatus and personnel to leave incident site and return to service.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
8.1 (Res.B2a 9.1)	Inventory equipment and apparatuses. <ul style="list-style-type: none"> – <i>Tools and equipment are accounted for</i> – <i>Missing equipment is located</i> – <i>Equipment is ready to go back into service</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for equipment and apparatus to be inventoried and readied for next alarm	TARGET Within 30 minutes of start of demobilization	ACTUAL
8.2 (Res.B2a 9.2)	Clean and repair equipment and apparatus prior to return to service. <ul style="list-style-type: none"> – <i>Decontamination as needed</i> – <i>Repairs made to all damaged equipment/apparatus</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for equipment and apparatus to be cleaned and prepared to return to service	TARGET Within 1 hour of start of demobilization	ACTUAL
8.3 (Res.B2a 9.3)	Participate in incident debriefing. <ul style="list-style-type: none"> – <i>Issues, accomplishments, and lessons learned of incident documented</i> – <i>Plan described to personnel to return to prior readiness state</i> – <i>General Incident Stress Management strategies discussed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Firefighting Operations/Support

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Food and Agriculture Safety and Defense

Exercise Evaluation Guide:

Capability Description:

Food and Agriculture Safety and Defense is the capability to prevent, protect against, respond to, and recover from chemical, biological and radiological contaminants, and other hazards that affect the safety of food and agricultural products. This capability includes the timely eradication of outbreaks of crop diseases/pests, assessments of the integrity of the food producing industry, the removal and disposal of potentially compromised materials from the U.S. food supply, and decontamination of affected food manufacturing facilities or retail points of purchase or service. This capability also includes appropriate laboratory surveillance to detect human illness or food product contamination. It is accomplished concurrent to protecting public health and maintaining domestic and international confidence in the U.S. commercial food supply. Additionally, the public is provided with accurate and timely notification and instructions related to an event and appropriate steps to follow with regard to disposal of affected food or agricultural products and appropriate decontamination procedures.

Capability Outcome:

Threats to food and agriculture safety are prevented, mitigated, and eradicated; trade in agricultural products is restored; affected products are disposed of; affected facilities are decontaminated; public, animal, and plant health are protected, notification of the event and instructions of appropriate actions are effectively communicated with all stakeholders; and confidence in the U.S. food supply is maintained.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Food and Agriculture Safety and Defense Operations

Activity Description: In response to a notification of an existing threat of food contamination or crop disease, provide the management and coordination of an epidemiological and food establishment investigations as well as appropriate food and crop control measures to stop further cases of illness or disease.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Pro.B1b 3.3.2)	Dispatch public health or agriculture personnel to location of suspected contamination. <ul style="list-style-type: none"> – <i>List of suspected contaminated locations is maintained</i> – <i>Public health teams are instructed on locations to visit</i> – <i>The status of locations visited is maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Appropriate numbers of trained personnel identified to respond to the State or local EOC and possibly the Joint Operations Facility	Yes []	No []
1.2 (Pro.B1b 3.4.4)	Request resources needed for response to field operations. <ul style="list-style-type: none"> – Resources (personnel, equipment, supplies, etc.) are tracked – Additional supplies from approved vendor lists are obtained – Mutual aid agreements are implemented as needed 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Protective gear is available for field staff or other designated first responders	Yes []	No []
1.3 (n/a)	Provide logistics support. <ul style="list-style-type: none"> – Resource requests are tracked – Resource requests are fulfilled – Process is established to monitor and support resources during operations through demobilization 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to identify need for logistical support to aid the operation	TARGET Within 48 hours	ACTUAL
	Time to delivery of logistical support to aid the operation	TARGET Within 72 hours	ACTUAL
1.4 (n/a)	Coordinate emergency management plans at Federal, State and local levels. <ul style="list-style-type: none"> – Multiagency coordinating systems provide animal health information to Incident Commands – Outbreak or contamination status is tracked – Incident Commands convey animal health information and status to multiagency coordinating systems – Written plans are available 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.5 (Res.B1f 5.1.1)	Coordinate emergency public information through the Joint Information System (JIS). <ul style="list-style-type: none"> – Public information plan or strategy is established and implemented – News releases are coordinated between responsible agency representatives and released in a timely manner – Public information officer conducted periodic media briefings to keep the media informed of developments – Information presented in news releases and briefings was accurate and current 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Boilerplate consumer messages developed	Yes [] No []
1.6 (Pro.B1b 3.4.5)	Establish and maintain response communication systems. <ul style="list-style-type: none"> – <i>Communication checks are conducted between response entities</i> – <i>Primary and backup communication channels operate properly</i> – <i>Backup communication systems are available and function properly if primary systems fail</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.7 (Pro.B1b 3.4)	Coordinate and provide food and agricultural response support. <ul style="list-style-type: none"> – <i>Priorities are established for response actions</i> – <i>Logs are maintained to track events and actions</i> – <i>Extent of the outbreak or contamination is tracked</i> – <i>Investigation teams are directed to potential outbreak locations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.8 (Pro.B1b 3.5.1)	Coordinate food response and recovery. <ul style="list-style-type: none"> – <i>Response plans are available and used to guide the response</i> – <i>Priorities are established for response efforts</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.9 (Pro.B1b 3.5.2)	Coordinate food facility decontamination. <ul style="list-style-type: none"> – <i>Decontamination methods are determined</i> – <i>Schedules for decontamination are developed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Assets for decontamination procedures identified	Yes [] No []
1.10 (Pro.B1b 3.5.1)	Coordinate cleaning and decontamination of affected food facilities. <ul style="list-style-type: none"> – <i>Affected facilities are identified and closed until decontaminated</i> – <i>Cleaning and decontamination is conducted in accordance with plans and procedures</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Decontamination conducted in accordance with local protocol for all contaminated personnel, equipment, and animals	Yes [] No []

1.11 (Pro.B1b 3.5.3)	Coordinate the disposal of contaminated food. – <i>Disposal plans are in place and used</i> – <i>Potential disposal sites or facilities are identified and contacted</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Determination of quantity of food product is returned	Yes [] No []

Activity 2: Conduct Surveillance

Activity Description: In response to a notification that food products are contaminated or that crops are diseased, establish and implement a plan to expand on-going surveillance activities to focus on additional food products, crops, and facilities that might be affected.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (n/a)	Activate Food and Agriculture Safety and Defense personnel. – <i>Call down lists are used to notify personnel and agencies about the disease</i> – <i>Multiagency coordination system is established and implemented</i> – <i>Response resources monitored and delivery of needed supplies coordinated by multiagency commands</i> – <i>Mutual aid agencies and jurisdictions are contacted</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.2 (Res.B2d 5.1)	Conduct epidemiological investigations as surveillance reports warrant. – <i>Epidemiological investigation teams consisting of Federal, State, and local assets are established</i> – <i>Epidemiological investigation plans are developed based on surveillance reports</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to implementation of a surveillance plan to define the present extent of outbreak and detect new cases	TARGET Within 48 hours	ACTUAL
2.3 (Res.B2d 5.1)	Coordinate Federal, State, and local veterinary assistance assets/services.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to initiate joint USDA/FDA-DOJ investigation into source of introduction	TARGET Within 24 hours	ACTUAL
2.4 (Pro.B1b 4.2)	Actively search for cases (case finding). – <i>Plans are developed to search for possible cases</i> – <i>Investigation results are reviewed</i> – <i>Laboratory results are analyzed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency of inspection for surveillance of food products at contact premises and suspect premises	TARGET In accordance with Federal and State protocol	ACTUAL
	Frequency of inspection for surveillance of agricultural products at Contact Premises, Suspect Premises, and At-Risk premises	TARGET In accordance with Federal and State protocol	ACTUAL
2.5 (Pro.B1b 4.2.2.2)	Initiate database and data collection and management. – <i>Data is collected and assembled into a database</i> – <i>Database software is used to manage data</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.6 (Pro.B1a 4.3.1)	Develop basic case descriptions by conducting interviews and reviewing medical records. – <i>Interviews are conducted and documented</i> – <i>Interview checklists/forms are identified and used</i> – <i>Medical records are obtained from cases</i> – <i>Trends are identified by reviewing data</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.7 (Pro.B1b 4.3)	Conduct public health and agriculture laboratory detection and confirmation. – <i>Laboratory procedures are used to test samples</i> – <i>Laboratory QA/QC procedures are used to verify results</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Federal/State authorities have access to laboratories with validated methods for detection/identification of pathogens, chemical, biological, and radiological contaminants	Yes []	No []

2.8 (Pro.B1b 4.3.3)	Disseminate laboratory testing results to appropriate stakeholders/partners. <ul style="list-style-type: none"> – <i>Laboratory results are distributed to investigating teams and multiagency coordinating systems</i> – <i>Results are traceable to location and source</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.9 (Pro.B1b 4.3.2)	Maintain chain-of-custody. <ul style="list-style-type: none"> – <i>Samples are marked in accordance with protocols with information such as date, time, and location where samples are taken</i> – <i>Manifests or other documentation accompanies shipment of samples to laboratories</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Trace Suspect Products

Activity Description: Conduct investigations to determine the sources of contamination and identify other products and facilities that could be contaminated.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Pro.B1b 5.1.1)	Collect and preserve contaminated evidence. <ul style="list-style-type: none"> – <i>Evidence is collected and marked for tracking purposes</i> – <i>Evidence is marked with warnings about contamination</i> – <i>During evidence collection, personal protective equipment (PPE) or other precautions are used to prevent the spread of contamination</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (Pro.B1b 5.1.2)	Collect and preserve non-contaminated evidence. <ul style="list-style-type: none"> – <i>Evidence is collected and marked for tracking purposes</i> – <i>During evidence collection, PPE or other precautions are used to prevent the spread of contamination</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.3 (Pro.B1b 5.1.4)	Conduct product tracing to determine the source, destination, and disposition of adulterated or contaminated products. <ul style="list-style-type: none"> – <i>Product movements are traced and mapped</i> – <i>Quantities/volumes of products are tracked through their history</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate trace forward investigation once notified of contaminated food product involved	TARGET Within 1 hour	ACTUAL

	Time to initiate trace back investigation once notified of contaminated food product involved	TARGET Within 1 hour	ACTUAL
3.4 (Pro.B1b 5.2.1)	Conduct inspection and monitoring of food and agriculture products and establishments. – <i>A list of food establishments for inspections is developed</i> – <i>Inspection plans are developed and implemented</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.5 (Pro.B1b 5.1.3)	Generate possible associations of transmission, exposure, and source. – <i>History of cases are documented and traced</i> – <i>Associations between cases are identified and tracked</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.6 (Pro.B1b 5.1.5)	Identify possible sources of a public health event. – <i>Trace back analysis is used to identify potential sources</i> – <i>Evidence is examined to rule out or verify potential sources</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for FBI to be notified if the event appears to be due to intentional contamination	TARGET 6 - 12 hours	ACTUAL
3.7 (Pro.B1b 5.4)	Identify populations and locations at risk. – <i>Trace forward results are used to determine where contamination or disease may be spread</i> – <i>Predictive models or calculations are used to support predictions</i> – <i>Maps showing movement of food and agricultural products are used</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Food facilities potentially affected were identified	Yes []	No []

Activity 4: Implement Control Measures for Contaminated Food Products or Diseased Crops

Activity Description: Implement product recalls/embargoes, alert the public about the situation, and take control of contaminated facilities and products or diseased crops to ensure contaminated products do not enter the food supply and diseased crops are not further distributed.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (Pro.B1b 6.3)	Secure the contamination source and affected areas. <ul style="list-style-type: none"> – <i>Affected facilities are identified and closed until decontaminated</i> – <i>Security measures are established</i> – <i>Off-limits areas are delineated with signs or other warning devices</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Potentially affected locations are secured to prevent spread of contamination	Yes [] No []
	Biosecurity resources are established	Yes [] No []
4.2 (n/a)	Implement protective action decisions. <ul style="list-style-type: none"> – <i>Food/product recall, treatment, public warnings, etc</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Food recall order issued	Yes [] No []
	Recalls announced to the public	Yes [] No []
	Treatment is provided where appropriate	Yes [] No []

Activity 5: Conduct Product Disposal and Food Facility Decontamination

Activity Description: Dispose of infected or contaminated materials in an environmentally safe manner that prevents the materials' use as food or food product and utilize appropriate procedures for surface and facility decontamination.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Pro.B1b 7.1.3)	Clean and decontaminate affected food facilities. <ul style="list-style-type: none"> – <i>Cleaning and decontamination plan is implemented</i> – <i>Safety precautions followed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.2 (Pro.B1b 7.1.4)	Disposal of contaminated foods. <ul style="list-style-type: none"> – <i>Transportation arranged for disposal of contaminated foods</i> – <i>Safety precautions followed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Hazardous material disposal plan implemented	Yes [] No []

Food and Agriculture Safety and Defense

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Information Gathering and Recognition of Indicators and Warnings

Exercise Evaluation Guide:

<p>Capability Description: The Information Gathering and Recognition of Indicators and Warnings capability entails the gathering, consolidation, and retention of raw data and information from sources that include human sources, observation, technical sources and open (unclassified) materials. Unlike intelligence collection, information gathering is the continual gathering of only pure, unexamined data, not the targeted collection traditionally conducted by the intelligence community or targeted investigations. Recognition of indicators and warnings is the ability to see in this gathered data the potential trends, indications, and/or warnings of criminal and/or terrorist activities (including planning and surveillance) against U.S. citizens, government entities, critical infrastructure, and/or our allies.</p>	
<p>Capability Outcome: Locally generated threat and other criminal and/or terrorism-related information is identified, gathered, entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.</p>	
<p>Jurisdiction or Organization:</p>	<p>Name of Exercise:</p>
<p>Location:</p>	<p>Date:</p>
<p>Evaluator:</p>	<p>Evaluator Contact Info:</p>
<p><i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i></p>	

<p>Activity 1: Clearly Establish and Communicate Information Needs</p>		
<p>Activity Description: Information needs are clearly established and communicated to and from all levels of government.</p>		
<p>Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure</p>		
	<p>Task /Observation Keys</p>	<p>Time of Observation/ Task Completion</p>
<p>1.1 (Pre.A1b 1.7)</p>	<p>The Federal community develops and provides States and tribal authorities with clearly defined information needs and baseline indicators and warnings based on the threat environment in a timely manner.</p> <ul style="list-style-type: none"> - <i>Clear and concise information needs have been developed by the Federal community</i> - <i>Federal community delivered information needs to State officials using clearly defined process</i> - <i>State officials demonstrate receipt of information needs</i> - <i>Information needs are up to date</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

1.2 (Pre.A1b 1.4)	States provide the Federal community with feedback on specificity and relevance of Federal information needs products. – <i>Information needs products contain a feedback mechanism</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.3 (Pre.A1b 1.5)	States communicate information needs to local law enforcement, Tribal, private-sector, and other appropriate personnel as needed in a timely manner. – <i>There is a clearly defined process for consistently communicating information needs to the local level</i> – <i>This process is effectively implemented</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.4 (Pre.A1b 1.4)	Local and Tribal jurisdictions provide the State with feedback on specificity and relevance of State information needs products. – <i>Information needs products contain a feedback mechanism</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.5 (Pre.A1b 1.3)	State, Tribal, and local jurisdictions provide the Federal community with clearly defined information needs. – <i>State, Tribal, and local areas have a clearly defined process in their jurisdiction for requesting information from the Federal community</i> – <i>This process is effectively implemented</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.6 (Pre.A1b 1.1)	Use operationally sound policies to comply with regulatory, statutory, privacy, and other issues that may govern the gathering of information. – <i>Policies are in place and adhered to</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Gather Information

Activity Description: Gather information that could be used to identify terrorist operations (in addition to “all-hazards”/”all-crimes”) from all sources (e.g., law enforcement, public health, public works, transportation, firefighting, and emergency medical entities) through routine activities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Pre.A1b 3.1)	<p>Homeland security related information is gathered by law enforcement and other appropriate agencies during routine day-to-day activities.</p> <ul style="list-style-type: none"> – <i>Street-level personnel are advised as to updates regarding types of information to look out for during their daily activities</i> – <i>Collection efforts are guided by and/or based on requirements described in information needs documents</i> – <i>Pre-formatted Collection forms are available, such as field intelligence cards or incident reports</i> – <i>All relevant basic identifying information is collected on individual/place/event in question</i> – <i>Feedback is provided to those in the field</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.2 (Pre.A1b 3.1.1)	<p>Law enforcement and other appropriate agencies identify items and materials used by criminal and/or terrorist organizations to carry out attacks</p> <ul style="list-style-type: none"> – <i>Agencies use information needs and intelligence requirements products to identify at risk items and materials</i> – <i>All such items and materials in the jurisdiction are located</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.3 (n/a)	<p>Law enforcement and other appropriate agencies gather information on items and materials commonly used by criminal and/or terrorist organizations to carry out attacks.</p> <ul style="list-style-type: none"> – <i>Increased attention is paid to identified as risk items and materials</i> – <i>A formalized collection plan may be used</i> – <i>Bulletins or alerts educate street-level personnel on these items and materials</i> – <i>Inventory control systems track critical items, such as hazardous materials</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.4 (Pre.A1b 3.2)	<p>Law enforcement and other appropriate personnel conduct information gathering operations on critical infrastructure and other potentially high-risk locations.</p> <ul style="list-style-type: none"> – <i>During an elevated threat level, appropriate agencies have a clearly defined plan to increase information gathering activities around these locations (e.g. patrols, inspections, searches, surveillance detection, etc.)</i> – <i>This plan is effectively implemented</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.5 (Pre.A1b 3.3)	<p>Law enforcement and other appropriate personnel coordinate their information gathering activities with relevant local, Tribal, State, and Federal entities on an ongoing basis, in particular with the Joint Terrorism Task Force (JTTF) in terrorism-related cases.</p> <ul style="list-style-type: none"> – <i>There is a plan for such coordination and it is effectively implemented</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 3: Recognize and Identify Suspicious Circumstances or Indicators and Warnings

Activity Description: Law enforcement, public safety, the general public, and/or private-sector personnel recognize and identify suspicious circumstances or indicators and warnings associated with planning, support, and operations related to potential criminal and/or terrorist-related activities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Pre.A1b 4.1)	<p>Law enforcement and public safety personnel are able to recognize and identify suspicious circumstances or indicators and warnings that may be associated with potential criminal and/or terrorist-related activities.</p> <ul style="list-style-type: none"> – <i>Personnel demonstrate the ability to recognize a potential nexus with terrorism when faced with raw data, criminal reports, and investigations</i> – <i>Personnel are trained in and familiar with standard indicators and warnings of terrorist activity, including potential reconnaissance and surveillance, fraudulent document use, fund-raising, etc.</i> – <i>Personnel have access to guidance regarding indicators and warnings (e.g., Terrorism Awareness Cards, Be On the Lookout Books, etc.)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
3.2 (n/a)	<p>Key private-sector businesses are familiar with and can recognize suspicious activity.</p> <ul style="list-style-type: none"> – <i>Law enforcement and/or public safety agencies adequately educate/train key private-sector businesses on what constitutes suspicious activity</i> – <i>This education is regularly refreshed to account for employee turnover and changed threats</i> – <i>Sites with key materials know how to report unusual loss, theft, or sale</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
3.3 (n/a)	<p>Key private-sector businesses are familiar with and utilize a predefined notification process to advise law enforcement agencies of suspicious activity.</p> <ul style="list-style-type: none"> – <i>Key private-sector businesses are identified</i> – <i>For private-sector businesses, a recognized communication avenue exists for reporting suspicious activity</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
3.4 (n/a)	<p>The general public can recognize suspicious activity.</p> <ul style="list-style-type: none"> – <i>Public education programs effectively raise public awareness of suspicious activities</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
3.5 (n/a)	<p>The general public is familiar with and utilizes a predefined notification process to advise law enforcement agencies of suspicious activity.</p> <ul style="list-style-type: none"> – <i>The public demonstrates general familiarity with a defined system for public reporting of suspicious activity (i.e. dedicated Tips Line, 911, etc.)</i> – <i>Tips Lines monitor and/or track increased reporting</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 4: Conduct Initial Authentication and Screening of Information

Activity Description: Information is received, authenticated, and screened for relevance by the appropriate level of oversight/supervision, in a timely manner. Information is entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (Pre.A1b 5.3)	Maintain procedures and/or systems to process the inflow of gathered information from all sources in a timely fashion. <ul style="list-style-type: none"> – <i>Information gathered at the patrol level is appropriately reported to local supervisors</i> – <i>Information is reported in a reasonable timeframe from initial observation</i> – <i>Adequate personnel/systems support the inflow of information</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (n/a)	Ensure information provided by all sources is authentic and valid. <ul style="list-style-type: none"> – <i>Standards for accuracy and completeness are met</i> – <i>All available basic identifying information has been collected on the individual/place/event in question</i> – <i>Supervisory personnel are able to contact reporting entity for verification purposes</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3 (n/a)	Law enforcement personnel use appropriate investigatory protocols for follow up actions in response to a potential threat. <ul style="list-style-type: none"> – <i>Law enforcement personnel are familiar with and utilize the established protocols of the Terrorist Screening Center and appropriate Handling Codes</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.4 (Pre.A1b 3.1.2)	Catalog and database all information to enable timely retrieval (in accordance with all relevant laws and regulations).	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.5 (Pre.A1b 5.2)	Query databases or records to ascertain significance of information. <ul style="list-style-type: none"> – <i>Prior to and/or separate from intelligence fusion entities, law enforcement personnel have access to and can query necessary law enforcement and other databases to ascertain associations early in an investigation</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.6 (n/a)	Following initial review of gathered information, a decision is made whether to pass on the information to fusion centers and/or other relevant entities (e.g., the FBI). <ul style="list-style-type: none"> – <i>Appropriate decision is made and relevant information is passed on</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Information Gathering and Recognition of Indicators and Warnings

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Intelligence Analysis and Production

Exercise Evaluation Guide:

Capability Description:

The Intelligence Analysis and Production capability provides the ability to merge data and information for the purpose of analyzing, linking, and disseminating timely and actionable intelligence with an emphasis on the larger public safety and homeland security threat picture. This process focuses on the consolidation of analytical products among the intelligence analysis units at the Federal, State, local, and Tribal levels for tactical, operational, and strategic use. This capability also includes the examination of raw data to identify threat pictures, recognize potentially harmful patterns, or connect suspicious links to discern potential indications or warnings.

Capability Outcome:

Timely, accurate, and actionable intelligence/information products are produced in support of prevention, awareness, deterrence, response, and continuity planning operations.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Maintain, Operate, and Staff Intelligence Fusion Center/Process

Activity Description: Maintain and operate a multidisciplinary, all-source information/intelligence fusion center/process. Fusion center/processes and capabilities are staffed during all operational hours with individuals who have the appropriate training and expertise to handle the receipt, analysis, and dissemination of intelligence.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task / Observation Keys	Time of Observation/ Task Completion
1.1 (n/a)	Operate or participate in a fusion center/process. – <i>Fusion center/process follows national management guidelines and standards (e.g., Global Justice Information Sharing Initiative's Fusion Center Guidelines)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.2 (Pre.A1c 3.4)	<p>Coordinate the fusion center/process with the Joint Terrorism Task Force (JTTF) and FBI Field Intelligence Group (FIG) for all terrorist-related information.</p> <ul style="list-style-type: none"> – <i>There are clear standard operating procedures and division of responsibility between FBI and fusion center</i> – <i>Clear communications procedures/systems are used</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.3 (n/a)	<p>Maintain permanent and qualified analytic staff.</p> <ul style="list-style-type: none"> – <i>Adequate number of personnel are present during all hours of operation</i> – <i>Staff are qualified and meet their responsibilities</i> – <i>Staff demonstrate knowledge of operating systems and intelligence processes</i> – <i>Staff is knowledgeable in applicable risks, threats, and critical infrastructure</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.4 (n/a)	<p>Key stakeholders in the area of responsibility are actively represented in the fusion center/process.</p> <ul style="list-style-type: none"> – <i>All key departments, agencies, and organizations in the jurisdiction assign liaison personnel to the fusion center, either on a full or part-time basis</i> – <i>Diverse subject matter expertise is present in the fusion center</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.5 (Pre.A1c 3.6)	<p>Personnel adhere to privacy laws and regulations.</p> <ul style="list-style-type: none"> – <i>Personnel demonstrate familiarity with laws and rules, to include 28 CFR Part 23 and relevant State statutes and regulations</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.6 (n/a)	<p>Security measures are in place for the facility, and meet all relevant standards and regulations.</p> <ul style="list-style-type: none"> – <i>A security plan has been developed, published, and enforced</i> – <i>Personnel are familiar with the facility's security protocols</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.7 (n/a)	<p>Security measures are in place for data and personnel, and meet all relevant standards and regulations.</p> <ul style="list-style-type: none"> – <i>Fusion center meets all physical and clearance requirements to receive, store, and control secret/secure information</i> – <i>Key decision makers and relevant personnel have appropriate security clearances</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 2: Maintain Connectivity and Access Collected Information

Activity Description: Analysts and investigators at the fusion center/process have access to and receive collected information.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Pre.A1c 3.2 / Pre.A1c 3.2.2)	<p>Fusion center/process maintains technical and procedural connectivity with intelligence/information sources at all levels of classification, using appropriate technological redundancy.</p> <ul style="list-style-type: none"> – <i>The center has electronic access to relevant networks, classified and unclassified (e.g. HSIN, RISS/IEO, NCIC, etc.)</i> – <i>Connectivity is sustained and readily available</i> – <i>Simple access to and from the fusion center/process has been established for those responsible for gathering information (e.g. via an 800 number)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.2 (Pre.A1c 4.1)	<p>Personnel demonstrate ability to receive, extract, or collect information from all available sources, including all relevant databases and systems, on a continuous basis.</p> <ul style="list-style-type: none"> – <i>Personnel are familiar with use of relevant systems and databases</i> – <i>Personnel use appropriate systems and databases for a given scenario/investigation</i> – <i>The volume of use of these networks is recorded</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.3 (Pre.A1c 3.3)	<p>Fusion center/process maintains communications, including electronic connectivity, with other fusion center/processes.</p> <ul style="list-style-type: none"> – <i>Connectivity is sustained and readily available</i> – <i>MOUs are used to define processes and responsibilities for information sharing and to ensure there is no conflict with other fusion centers/processes</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.4 (Pre.A1c 5.1)	<p>Personnel prioritize information/intelligence based on the reliability and relevance of the information to potential threat elements.</p> <ul style="list-style-type: none"> – <i>A clearly defined process exists to establish threat</i> – <i>Gathered information is prioritized and prepped for analysis</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 3: Integrate and Analyze Information/Intelligence

Activity Description: The fusion center/process integrates and analyzes relevant information/intelligence.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Pre.A1c 5.2.1)	Analysts are able to blend, reconcile, and deconflict data, information, and intelligence received from multiple sources. – <i>Analysts demonstrate knowledge of relevant analytic methods and practices</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2 (Pre.A1c 5.2.2)	Analysts are able to identify patterns and trends that may indicate an emerging, immediate, or long-term threat condition. – <i>Analysts effectively employ predictive analysis</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.3 (Pre.A1c 5.2.3)	Analysts are able to understand and identify links between traditional criminal activity and terrorism-related activity so they can identify imminent or potential threats. – <i>Analysts are familiar with up-to-date lists of terrorism indicators, and prioritized intelligence requirements</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.4 (Pre.A1c 5.2.4)	Analysts utilize any and all relevant and useful analytic tools and software that provide a more comprehensive and useful product. – <i>The fusion center has an accessible repository of analytic tools (e.g. link analysis software)</i> – <i>Analysts use these tools effectively and in the appropriate situations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 4: Develop Analytic Products

Activity Description: Analytic products developed by fusion center/processes are consumer-tailored, clear, and objective and support the development of performance-driven, risk-based prevention, protection, and response programs at all levels.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (Pre.A1c 6.1)	Personnel produce briefings, reports, and/or alerts that provide clear, credible, and detailed information on actions or activities that may be indicative of an emerging threat. <ul style="list-style-type: none"> – <i>Products are usable and effective</i> – <i>Products support law enforcement and other public safety agencies in the development of intelligence and information-driven prevention plans</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (n/a)	Briefings, reports, and/or alerts are tailored to recipient/consumer needs. <ul style="list-style-type: none"> – <i>Analysts understand the unique needs of the different audiences to which they provide intelligence products</i> – <i>A feedback cycle monitors consumer satisfaction with the analytic product</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3 (Pre.A1c 1.1.2)	Tear-line formats are appropriately used and unclassified products are developed to ensure that State, local, and/or Tribal officials with varying levels of clearance have access to useful information. <ul style="list-style-type: none"> – <i>Personnel are familiar with policies and procedures guiding the dissemination of classified materials</i> – <i>Guidelines on use of tear-lines are followed</i> – <i>A clear process for developing unclassified briefings exists and is followed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.4 (Pre.A1c 1.1.3)	Product interoperability is ensured through use of uniform templates for analytic products. <ul style="list-style-type: none"> – <i>Personnel follow standards and templates for analytic products (e.g. Law Enforcement Analytic Standards, developed by the International Association of Law Enforcement Intelligence Analysts (IALEIA))</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.5 (Pre.A1c 1.1.1)	Fusion center/process uses standard terminology/lexicon to eliminate agency-to-agency terminology confusion. <ul style="list-style-type: none"> – <i>A standard terminology/lexicon glossary is used to ensure uniformity</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

<p>4.6 (Pre.A1c 6.4)</p>	<p>Products are adequately vetted and reviewed prior to distribution.</p> <ul style="list-style-type: none"> – <i>Procedures/mechanisms for vetting products prior to distribution are followed</i> – <i>Audit standards for reviewing products are followed</i> – <i>Oversight ensures products are relevant to intended audience</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>4.7 (Pre.A1c 6.3)</p>	<p>All information and intelligence is archived in a searchable repository to support future efforts.</p> <ul style="list-style-type: none"> – <i>A criminal intelligence file of stored information is maintained and accessible</i> – <i>Databases comply with 28 CFR Part 23</i> – <i>All guidelines and procedures governing file use are followed (e.g., Criminal Intelligence File Guidelines, developed by the Law Enforcement Intelligence Unit (LEIU))</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>4.8 (n/a)</p>	<p>Fusion center/process produces regular assessments of prioritized risks and threats in its jurisdiction.</p> <ul style="list-style-type: none"> – <i>These assessments are used to dictate short and long-term intelligence requirements</i> – <i>Analysts ensure that their products support established information needs (as described in the Information Gathering and Recognition of Indicators and Warnings capability)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Intelligence Analysis and Production

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Intelligence/Information Sharing and Dissemination

Exercise Evaluation Guide:

Capability Description:

The Intelligence/Information Sharing and Dissemination capability is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the Federal, State, local, and Tribal layers of government, the private sector and citizens. The goal of sharing and dissemination is to facilitate the distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers who need it. More simply, the goal is to get the right information to the right people at the right time. An effective intelligence/information sharing and dissemination system will provide durable, reliable, and effective information exchanges (both horizontally and vertically) between those responsible for gathering information and the analysts and consumers of threat-related information. It will also allow for feedback and other necessary communications in addition to the regular flow of information and intelligence.

Capability Outcome:

Effective and timely sharing of information and intelligence occurs across Federal, State, local, Tribal, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, and response to a threatened or actual domestic terrorist attack, major disaster, or other emergency.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Incorporate All Stakeholders Into Information Flow

Activity Description: All pertinent stakeholders across all disciplines are identified for inclusion in a clearly defined information sharing system.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Pre.A1d 1.1.1)	Identify all Federal, State, Tribal, and local law enforcement agencies to be included in the information sharing framework. <ul style="list-style-type: none"> – All identified agencies have connectivity and access to relevant systems – Distribution lists are up-to-date with points of contact routinely verified on a periodic basis 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.2 (Pre.A1d 1.1.2)	Identify relevant non-law enforcement governmental entities and officials to be included in the information sharing framework. <ul style="list-style-type: none"> – <i>All identified entities have readily available connectivity</i> – <i>Distribution lists are up-to-date with points of contact routinely verified on a periodic basis</i> – <i>Memorandums of understanding or similar agreements between appropriate entities exist and are on file</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.3 (Pre.A1d 3.1.1)	Adhere to predefined security clearances and need-to-know parameters when disseminating information and intelligence. <ul style="list-style-type: none"> – <i>Personnel demonstrate familiarity with and training on the handling of classified and/or sensitive materials</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.4 (Pre.A1d 1.1.3)	Identify law enforcement and other governmental personnel who require security clearances and provide clearances to those individuals. <ul style="list-style-type: none"> – <i>Adequate number of clearances are provided for the agency to fulfill its mission</i> – <i>Clearances are provided at an appropriate level</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.5 (Pre.A1d 4.2.2)	Whenever possible, declassify or provide tear lines for relevant information and/or intelligence. <ul style="list-style-type: none"> – <i>Clear policies and procedures are in place for declassification and/or use of tear lines</i> – <i>Personnel follow policies and procedures for declassification and/or use of tear lines</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.6 (Pre.A1d 3.1.2)	Comply with regulatory, statutory, privacy-related, and other issues that may govern the sharing of information. <ul style="list-style-type: none"> – <i>Operationally sound policies ensuring compliance have been implemented</i> – <i>Policies are followed by all personnel</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.7 (Pre.A1d 3.1.3)	Prevent, report, and/or address inappropriate disclosures of information and/or intelligence. <ul style="list-style-type: none"> – <i>Clearly defined process is implemented and followed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Conduct Vertical Flow of Information

Activity Description: Information flows vertically (from the Federal level down to street-level personnel and back up) within law enforcement and other appropriate agencies in a timely and effective manner.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Pre.A1d 4.1)	<p>Federal and State entities systematically share intelligence and information with each other in a timely and effective manner.</p> <ul style="list-style-type: none"> – <i>Terrorism-related information is promptly shared with nearest Joint Terrorism Task Force</i> – <i>An effective and technologically sufficient process for sharing information and/or intelligence is used</i> – <i>Receipt of information can be acknowledged</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.2 (Pre.A1d 4.1.1)	<p>Intelligence and/or information passed from Federal or State entities to local authorities is sent and received in a timely manner.</p> <ul style="list-style-type: none"> – <i>An effective and technologically sufficient process for sharing information and/or intelligence is used</i> – <i>Receipt of information can be acknowledged</i> – <i>Alternative, supplemental, and backup mechanisms are available and routinely evaluated</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.3 (Pre.A1d 4.1.2)	<p>Intelligence and/or information passed from Federal or State entities to local authorities is relevant and in a usable format.</p> <ul style="list-style-type: none"> – <i>Effective mechanisms are used to provide feedback</i> – <i>Local agencies can submit requests for additional and/or follow-up information to Federal/State entities as needed</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.4 (Pre.A1d 4.1.3)	<p>Relevant information and/or intelligence products are disseminated all the way to patrol-level law enforcement personnel.</p> <ul style="list-style-type: none"> – <i>Agencies regularly brief or make available information/intelligence products</i> – <i>Information dissemination tools, such as roll call, briefing books, posted bulletins, training, etc., are used as needed</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
2.5 (Pre.A1d 4.1.2)	<p>Intelligence and/or information passed from local authorities to Federal or State entities is sent and received in a timely manner.</p> <ul style="list-style-type: none"> – <i>An effective and technologically sufficient process for sharing information and/or intelligence is used</i> – <i>Receipt of information can be acknowledged</i> – <i>Alternative, supplemental, and backup mechanisms are available and routinely evaluated</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

2.6 (Pre.A1d 4.1.2)	Intelligence and/or information passed from local authorities to Federal or State entities is relevant and in a useable format. <ul style="list-style-type: none"> – <i>Effective mechanisms are used to provide feedback</i> – <i>Federal/State agencies can submit requests for additional and/or follow-up information to locals as needed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.7 (n/a)	There are adequate numbers of trained personnel at all levels (especially at dispatch or communications centers) to process and disseminate information. <ul style="list-style-type: none"> – <i>Backlogs of information are minimized</i> – <i>Personnel are aware of time requirements for all priority threat-related information/intelligence</i> – <i>Replacement or backup personnel are available</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Conduct Horizontal Flow of Information

Activity Description: Information flows across jurisdictions and across disciplines (among fire departments, EMS units, public works, the private sector, etc.) at all levels in a timely and efficient manner.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Pre.A1d 5.1)	Horizontal coordination across jurisdictions among law enforcement and other appropriate agencies is achieved at all levels through effective and timely information sharing. <ul style="list-style-type: none"> – <i>Multijurisdictional lines of communication are established and used</i> – <i>An effective and technologically sufficient process for sharing information and/or intelligence is used</i> – <i>Receipt of information can be acknowledged</i> – <i>Alternative, supplemental, and backup mechanisms are available and routinely evaluated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2 (Pre.A1d 5.1.1)	Intelligence and/or information is shared across disciplines (i.e., Law Enforcement, Fire, EMS, etc.) in a timely and effective manner. <ul style="list-style-type: none"> – <i>An effective and technologically sufficient process for sharing information and/or intelligence is used</i> – <i>Receipt of information can be acknowledged</i> – <i>Alternative, supplemental, and backup mechanisms are available and routinely evaluated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

<p>3.3 (Pre.A1d 5.2)</p>	<p>Dissemination and information sharing mechanisms are structured so that private-sector entities receive accurate, timely, and unclassified information that is consistent with intelligence requirements.</p> <ul style="list-style-type: none"> – <i>Information provided is updated frequently</i> – <i>Information provided is consistent with intelligence requirements</i> – <i>Effective mechanisms are used to provide feedback on information sent</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
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Intelligence/Information Sharing and Dissemination

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Isolation and Quarantine

Exercise Evaluation Guide:

Capability Description:

Isolation and Quarantine is the capability to protect the health of the population through the use of isolation and/or quarantine measures in order to contain the spread of disease. Isolation of ill individuals may occur in homes, hospitals, designated health care facilities, or alternate facilities. Quarantine refers to the separation and restriction of movement of persons who, while not yet ill, have been exposed to an infectious agent and may become infectious. Successful implementation will require that sufficient legal, logistical, and informational support exists to maintain these measures. Most experts feel that isolation and quarantine will not stop the outbreak and that if used, the focus will be on cases that might introduce the disease into the state or other geographic area.

Capability Outcome:

Individuals who are ill, exposed, or likely to be exposed are separated; their movement is restricted; basic necessities of life are available to them; and their health is monitored in order to limit the spread of a newly introduced contagious disease (e.g. pandemic influenza). Legal authority for these measures is clearly defined and communicated to the public. Logistical support is provided to maintain measures until danger of contagion has elapsed.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Isolation and Quarantine Tactical Operations

Activity Description: In response to a need for isolation and quarantine orders, direct, manage, and coordinate isolation and quarantine operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B3b 3.1.1)	Identify decision-makers to oversee isolation and quarantine operations. <ul style="list-style-type: none"> – <i>Identified individual(s) possess appropriate authority</i> – <i>Authority is provided to them in order to implement disease-specific plan</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.2 (Res.B3b 3.1.3)	Develop disease-specific isolation and quarantine plans. <ul style="list-style-type: none"> – <i>Quarantine sites identified</i> – <i>Centers for Disease Control (CDC) contacted for disease-specific guidance</i> – <i>Extent of spread determined</i> – <i>Parameters for containment determined</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to establish communications with public health officials (Federal, State, and local)	TARGET Within 30 minutes	ACTUAL
	Time to notify and assemble medical resource personnel at isolation and quarantine areas	TARGET Within 8-12 hours	ACTUAL
1.3 (Res.B3b 3.1.2)	Identify applicable isolation and quarantine laws, policies, and implementation procedures. <ul style="list-style-type: none"> – <i>Applicable Federal, State, and local laws and regulations examined</i> – <i>Due process and Health Insurance portability and Accountability Act (HIPPA) requirements reviewed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.4 (Res.B3b 3.2)	Provide isolation and quarantine information to emergency public information systems for release. <ul style="list-style-type: none"> – <i>Release approved by legally recognized public health authority</i> – <i>Instructions for additional information provided</i> – <i>Instructions for obtaining medical supplies provided, if needed</i> – <i>Travel advisories provided</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to issue isolation and quarantine order	TARGET Within 4 hours	ACTUAL
	Time to provide educational information for release	TARGET Within 1 hour	ACTUAL
1.5 (Res.B3b 3.3.1)	Coordinate with law enforcement (LE) to monitor and enforce restrictions, if necessary. <ul style="list-style-type: none"> – <i>Isolation and quarantine details provided to LE</i> – <i>Timeline for response communicated to LE</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.6 (Res.B3b 3.3.3)	Coordinate with mass care support to provide water, food, and bulk supplies. <ul style="list-style-type: none"> – <i>Support provided to isolated and quarantined individuals</i> – <i>Information on crossing quarantine perimeter and necessary precautions provided to Mass Care</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.7 (Res.B3b 3.3.4)	Coordinate with Public Works for retrieval and disposal of contaminated articles. <ul style="list-style-type: none"> – <i>Support provided to isolated and quarantined individuals</i> – <i>Information on crossing quarantine perimeter and necessary precautions provided to Public Works</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

1.8 (Res.B3b 3.4.2)	Report health status data. – <i>Data collected from appropriate monitoring points</i> – <i>Data coordinated with and provided to Epidemiology and the emergency operations center (EOC)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.9 (Pro.B1e 3.2.1)	Maintain communication channels (CDC Coordinating Office for Laboratory Response Network (LRN)). – <i>Disease tracked and reported</i> – <i>Activities coordinated with LRN</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Initiate plan and mobilize healthcare and security personnel and resources to contain a communicable disease outbreak

Activity Description: Initiate plan and mobilize healthcare and security personnel and resources to contain a communicable disease outbreak.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.B3b 4.1)	Identify community sites suitable for quarantine. – <i>Quarantine facilities/areas identified</i> – <i>LE is provided with authorized plan, security, and enforcement requirements</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.2 (Res.B3b 4.3)	Issue isolation and quarantine order or an agreement for voluntary isolation. – <i>Order received by public health personnel and LE in affected jurisdictions</i> – <i>Order issued by legally recognized Public Health authority</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.3 (Res.B3b 4.4)	Disseminate guidelines (in multiple languages) for restrictions, as well as the manner in which isolation/quarantine will be enforced and the consequences for violating restriction orders. – <i>Confirmation received from care providers</i> – <i>Confirmation received from LE or security</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.4 (Res.B3b 4.4.1)	Disseminate treatment and isolation protocols. – <i>Confirmation received from responders</i> – <i>Confirmation received from community officials and emergency public information</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to disseminate restriction guidelines and treatment protocols to medical care providers	TARGET Within 2 hours	ACTUAL
2.5 (Res.B3b 4.2)	Stand up isolation and quarantine units. – <i>Personnel reported as ordered</i> – <i>Facilities activated in accordance with plans and procedures</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to stand up isolation and quarantine units	TARGET Within 12-24 hours	ACTUAL
	Time to deploy personnel to traveler screening locations	TARGET Within 2 hours	ACTUAL

Activity 3: Implement Travel Restrictions

Activity Description: Screen travelers and implement travel restrictions consistent with disease-specific precautions.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B3b 5.1)	Screening locations established. – <i>Screening location (highways, waterways, ports of entry) properly identified and equipped</i> – <i>Traveler flow control process established</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to establish screening locations	TARGET Within 30 minutes	ACTUAL
3.2 (Res.B3b 5.2.1)	Screen inbound/outbound travelers from outbreak or pandemic areas for illness or exposure. – <i>Passengers are screened based on public health provided criteria</i> – <i>Public health is notified of suspected ill or exposed individuals</i> – <i>LE personnel are notified</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Percent of inbound/outbound travelers screened while isolation and quarantine order is in effect	TARGET 100%	ACTUAL
3.3 (Res.B3b 5.2.5)	Isolate or quarantine potentially infected travelers. <ul style="list-style-type: none"> – <i>Ill passengers are isolated in temporary isolation unit</i> – <i>Exposed passengers are quarantined in temporary quarantine area</i> – <i>Transportation arranged for isolated and quarantined travelers to established isolation and quarantine facilities</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of screened positive persons isolated	TARGET 100%	ACTUAL

Activity 4: Implement Voluntary Isolation and Quarantine

Activity Description: Within an identified geographic area, implement separation and restriction of movement of potentially exposed asymptomatic individuals, and isolate symptomatic individuals on a voluntary basis.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B3b 6.1)	Acquire identification information of affected individuals under voluntary isolation and quarantine. <ul style="list-style-type: none"> – <i>Care providers notified of documentation requirements</i> – <i>Medical status at location requested from those who may have been exposed</i> – <i>Information tracked and updated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of caregivers using infection control precautions while under voluntary isolation and quarantine	TARGET 100%	ACTUAL
4.2 (Res.B3b 6.2)	Provide medical and supportive care guidance to community under voluntary isolation and quarantine. <ul style="list-style-type: none"> – <i>Guidance provided addresses basic care needs specific to disease</i> – <i>Guidance provided is consistent with voluntary isolation and quarantine orders</i> – <i>Instructions for additional information provided</i> – <i>Emergency contact phone numbers provided</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of persons receiving care and prevention instructions while under voluntary isolation and quarantine	TARGET 100%	ACTUAL

4.3 (Res.B3b 6.5)	Provide infection control education materials to hospitals and community members under voluntary isolation and quarantine. <ul style="list-style-type: none"> – <i>Standard precautions addressing basic indoor/outdoor hygiene/sanitation provided</i> – <i>Contact precautions addressing transmission methods (e.g., airborne, personal contact, environmental contact) are provided</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency of updates to tracking system from voluntarily isolated or quarantined individuals while under voluntary isolation and quarantine	TARGET Daily	ACTUAL
4.4 (Res.B3b 6.3.1)	Monitor health status of voluntarily isolated and quarantined individuals and caregivers in the community and hospitals. <ul style="list-style-type: none"> – <i>Monitoring procedures implemented</i> – <i>Information collected and documented</i> – <i>Information reported to public health officials</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of caregivers for isolated patients who become infected while under voluntary isolation and quarantine	TARGET 0%	ACTUAL
4.5 (Res.B3b 6.4)	Arrange for transportation to designated healthcare facilities of critically ill individuals under voluntary isolation and quarantine. <ul style="list-style-type: none"> – <i>Coordination with designated facilities and transporting agency</i> – <i>Patient documentation and tracking procedures are coordinated and maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 5: Implement Mandatory Isolation and Quarantine

Activity Description: Ensure compliance with orders for separation and restriction of movement of potentially exposed asymptomatic individuals and isolation of symptomatic individuals within an identified geographic area.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B3b 7.1)	Acquire identification information of affected individuals under mandatory isolation and quarantine. <ul style="list-style-type: none"> – <i>Care providers informed of documentation requirements</i> – <i>Required information obtained from those who may have been exposed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency of updates to tracking system from isolated or quarantined individuals while under mandatory isolation and quarantine	TARGET Daily	ACTUAL

5.2 (Res.B3b 7.2)	Provide medical and supportive care guidance to affected population under mandatory isolation and quarantine. <ul style="list-style-type: none"> – <i>Guidance provided addresses basic care needs specific to disease</i> – <i>Guidance provided is consistent with mandatory isolation and quarantine orders</i> – <i>Instructions for additional information provided</i> – <i>Emergency contact phone numbers provided</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of persons receiving care and prevention instructions while under mandatory isolation and quarantine	TARGET 100%	ACTUAL
5.3 (Res.B3b 7.3)	Monitor compliance with infection control and mandatory restrictions. <ul style="list-style-type: none"> – <i>Standard infection control precautions are followed</i> – <i>Conduct presentations for infection control are followed</i> – <i>Access and egress control established and maintained</i> – <i>Hospital infection control protocols established and maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of caregivers using infection control precautions while under mandatory isolation and quarantine	TARGET 100%	ACTUAL
5.4 (Res.B3b 7.4)	Monitor health status of individuals and caregivers under mandatory isolation and quarantine and hospital staff. <ul style="list-style-type: none"> – <i>Monitoring procedures implemented</i> – <i>Health status information collected and documented</i> – <i>Health status reported in accordance with established protocols</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of caregivers for isolated patients who become infected while under mandatory isolation and quarantine	TARGET 0%	ACTUAL
	Percentage of isolated or quarantined persons receiving daily monitoring and compliance contact	TARGET 100%	ACTUAL
5.5 (Res.B3b 7.5)	Arrange for transportation to designated healthcare facilities of critically ill individuals under mandatory isolation and quarantine. <ul style="list-style-type: none"> – <i>Coordination with designated facilities and transporting agency</i> – <i>Patient documentation and tracking procedures are coordinated and maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 6: Demobilize

Activity Description: Upon isolation and quarantine order being lifted, decontaminate equipment, supplies, and personnel (if applicable) and demobilize.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B3b 8.2)	Participate in incident debriefing. <ul style="list-style-type: none"> – <i>Issues and accomplishments of isolation and quarantine mission documented</i> – <i>Initial lessons learned discussed and documented</i> – <i>Meeting point(s) identified to conduct final personnel accountability procedures</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Isolation and quarantine personnel debriefed	Yes []	No []
6.2 (Res.B3b 8.3)	Release personnel. <ul style="list-style-type: none"> – <i>Personnel return to routine duties</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.3 (Res.B3b 8.4)	Reconstitute resources and facilities. <ul style="list-style-type: none"> – <i>Equipment retrieved</i> – <i>Equipment inventoried and losses documented</i> – <i>Facilities return to pre-incident state</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to restore isolation and quarantine facilities to pre-incident operations	TARGET Within 7 days	ACTUAL

Isolation and Quarantine

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Law Enforcement Investigation and Operations

Exercise Evaluation Guide

Capability Description:

Law Enforcement Investigation and Operations is the capability that includes the broad range of activities undertaken by law enforcement and related entities to detect, examine, probe, investigate, and conduct operations related to potential terrorist activities. Current and emerging investigative techniques are used, with an emphasis on training, legal frameworks, recognition of indications and warnings, source development, interdiction, and related issues specific to antiterrorism activities.

Capability Outcome:

Suspects involved in criminal activities related to homeland security are successfully deterred, detected, disrupted, investigated, and apprehended. The United States Attorneys Office must aggressively prosecute all counterterrorism-related cases, including not only primary cases, but also secondary, tertiary, and obtusely-related cases.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned

Activity 1: Conduct Investigations of Criminal Activity

Activity Description: Law enforcement personnel are able to carry out effective investigations of criminal/suspicious activities.

Tasks Observed *(check those that were observed and provide the time of observation)*

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Tasks/Observation Keys	Time of Observation/ Task Completion
1.1.	Respond to initial reports of potential threats/suspicious behavior from the community, other agencies, or the subject. <ul style="list-style-type: none"> - <i>Collect appropriate information from informing entity</i> - <i>If provided via phone, follow SOPs (e.g. check caller ID and record number, record as much information as possible, use another line to contact appropriate authorities)</i> - <i>If input is written, treat as evidence and start procedures for evidence handling</i> - <i>Enough appropriate information is collected to make decision regarding need for further investigation or action</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

<p>1.2. Initiate investigation of a suspect.</p> <ul style="list-style-type: none"> - <i>Implement proper procedures and processes when conducting investigations</i> - <i>Open a case</i> - <i>Establish an investigative team structure and investigation action plan</i> - <i>Collect basic identifying information using NCIC, NTCT, USVISIT, FINCEN, etc.</i> - <i>Gather additional information, through interviews, police/military/financial records, and other background checks</i> - <i>Authenticate and corroborate information</i> - <i>Make determination of risk/threat and decide to close or advance the case</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.3. Conduct surveillance of a suspect.</p> <ul style="list-style-type: none"> - <i>Consider appropriate surveillance techniques and procedures, including Static, Trash Pull, Mail Covers, Strategic Surveillance, etc.</i> - <i>Assess behavior over time and determine likelihood of threatening actions</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.3. Follow standard crime-scene procedures.</p> <ul style="list-style-type: none"> - <i>Notify all appropriate law enforcement agencies with jurisdiction</i> - <i>Obtain search warrant when exigent circumstances do not apply</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.4. Gather, catalogue, and preserve evidence for prosecutorial purposes and attribution.</p> <ul style="list-style-type: none"> - <i>Request appropriate evidence collection teams to coordinate scene preservation and evidence gathering</i> - <i>Collect all criminal evidence</i> - <i>Immediately establish, and maintain, chain of custody over evidence/samples collected</i> - <i>Document all evidence collection efforts</i> - <i>Disseminate evidence to proper Forensic Crime Lab</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.5. Engage in effective source development activities.</p> <ul style="list-style-type: none"> - <i>Cultural awareness is demonstrated during source development</i> - <i>Establish credibility of Confidential Source</i> - <i>Maintain departmental Confidential Source handling procedures</i> - <i>Ensure sources remain confidential throughout the investigative process</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.6. Interview witnesses to criminal and/or suspicious activity.</p> <ul style="list-style-type: none"> - <i>Ensure questions extract all relevant information</i> - <i>Document interviews</i> - <i>Report results of interviews to appropriate personnel and supervisors</i> - <i>Consider that suspects may be among witnesses</i> - <i>Conduct "file checks" via criminal data bases on witnesses.</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>1.7. Maintain ability to address CBRNE hazards that may be encountered during the course of an investigation.</p> <ul style="list-style-type: none"> - <i>Follow awareness level first responder guidelines when encountering a potential CBRNE hazard</i> - <i>Be cognizant of appropriate specialized WMD HazMat response units</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

<p>1.8. Multiple and concurrent investigative activities are appropriately prioritized and coordinated among affected agencies.</p> <ul style="list-style-type: none"> - <i>If appropriate, consider Unified Command structure</i> - <i>Liaison with JTTF</i> - <i>Liaison with State Fusion Center</i> - <i>Consider establishment of local task force</i> - <i>Consider the use of undercover operations</i> 	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>
<p>1.9. Follow all legal guidelines</p> <ul style="list-style-type: none"> - <i>Information entering the intelligence system should be consistent with existing laws, policies and guidelines</i> - <i>Agencies should keep a dissemination record of the information.</i> 	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>
<p>1.10.</p>	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>

Activity 2: Identify Nexus between Criminal Investigations and Terrorist Activity

Activity Description: Investigators are able to identify a potential nexus between a criminal investigation and terrorism-related activity, and are able to act appropriately on this information

Tasks Observed (check those that were observed and provide the time of observation)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Tasks/Observation Keys	Time of Observation/ Task Completion
2.1.	<p>Recognize indicators and warnings of potential terrorist-related activity during criminal investigations.</p> <ul style="list-style-type: none"> - <i>Ensure investigators are familiar with indicators and warnings of targeting, financing, recruiting, obtaining weapons, surveillance, dry runs, etc.</i> 	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>
2.2.	<p>Identify and maintain liaisons with appropriate lead Federal terrorism investigation entities (ie. JTTF). Contact JTTF in a timely fashion when any nexus with terrorism is discovered.</p> <ul style="list-style-type: none"> - <i>All jurisdictions have either an established liaison with JTTF or an established procedure in place to contact JTTF</i> 	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>
2.3.	<p>Use investigative information to identify potential vulnerabilities and/or target lists.</p> <ul style="list-style-type: none"> - <i>Analyze potential threat using local risk and threat analysis</i> - <i>Consider liaison with critical infrastructure partners.</i> 	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>
2.4.		<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>

Activity 3: Share Information to Aid in Investigations

Activity Description: Law enforcement and other appropriate personnel effectively receive, develop, and share information to aid in an investigation.

Tasks Observed (check those that were observed and provide the time of observation)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

Tasks/Observation Keys	Time of Observation/ Task Completion
3.1. Share investigation-related information across jurisdictions and among law enforcement and other appropriate agencies as appropriate. <ul style="list-style-type: none"> - <i>Make appropriate notification to State Fusion Center, JTTF or other appropriate agencies/authorities</i> - <i>Deliver investigation-related information through pre-established channels appropriate for the originating source</i> - <i>Provide investigators with timely threat and intelligence information</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2. Follow up with reporting entity if more information is necessary. <ul style="list-style-type: none"> - <i>Document follow up in supplemental reports.</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.3. Communicate and coordinate with all relevant prosecution offices. <ul style="list-style-type: none"> - <i>Delegate appropriate investigator to liaison with U.S. Attorney and state / local Prosecutor</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.4. Follow legal protocols on handling and disseminating information related to an ongoing investigation. <ul style="list-style-type: none"> - <i>Consider information classification</i> - <i>Follow Grand Jury guidelines for information sharing</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.5. Conduct targeted outreach with non-law enforcement government agencies to assist in investigation	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.6. Conduct targeted outreach with private industries, businesses, and facilities to assist in investigation. <ul style="list-style-type: none"> - <i>Utilize existing partnerships such as InfraGard</i> - <i>Liaison with DHS Protective Security Advisor, as appropriate</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.7	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 4: Conduct Search, Seizure, and Other Intervention/Interdiction Operations

Activity Description: Specialized units and/or duly authorized and specially trained personnel are deployed and utilized for search, seizure, and other intervention/interdiction operations.

Tasks Observed (check those that were observed and provide the time of observation)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Tasks/Observation Keys	Time of Observation/ Task Completion
4.1.	Maintain access to special operations teams (e.g., SWAT teams). <ul style="list-style-type: none"> - <i>Share pertinent information on trends and tactics with specialized teams</i> - <i>Liaison with Violent Gang Units, Drug Units, etc.</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2.	Dispatch special operations teams according to standard policies and procedures. <ul style="list-style-type: none"> - <i>Request all necessary information from requestor</i> - <i>Receive and confirm initial threat and complete appropriate threat report</i> - <i>Command requests appropriate SWAT responders to assist with threat</i> - <i>Team arrives with sufficient personnel, equipment, and weapons to secure incident scene</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3.	Conduct tactical deployment. <ul style="list-style-type: none"> - <i>Request rules of engagement and use of force approval</i> - <i>Secure incident scene; establish perimeter around location</i> - <i>Establish tactical observation points around location</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.4.	Assess incident and develop action plan. <ul style="list-style-type: none"> - <i>If appropriate, plan for extended deployment</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.5.	Conduct hostage negotiations. <ul style="list-style-type: none"> - <i>Coordinate negotiations through the hostage negotiator</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.6.	Determine and don appropriate PPE. <ul style="list-style-type: none"> - <i>Ensure decontamination area is set up and manned with appropriate level of protection</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.7.	Conduct tactical entry to disarm, detain, or otherwise render harmless the suspects in accordance with the use of force policy/rules of engagement. <ul style="list-style-type: none"> - <i>Determine method of breaching facility and use of distractors</i> - <i>Be alert for booby traps and secondary devices; coordinate with bomb squad for detecting and rendering safe such devices</i> - <i>Minimize contact with items on location</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

4.8	<p>Execute search and seizure procedures.</p> <ul style="list-style-type: none"> - <i>Be cognizant of cross contamination from one scene to another</i> - <i>Develop crime scene search procedures and delegate responsibilities for photos, tagging, collecting/packaging</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.9	<p>Apprehend suspects.</p> <ul style="list-style-type: none"> - <i>Use reasonable force to subdue and apprehend the suspect and search for weapons</i> - <i>Afford constitutional rights, as appropriate</i> - <i>In the case of foreign national suspects, consider consulate requirements</i> - <i>Appropriately separate all suspects and by-standers for initial interrogation</i> - <i>Coordinate transport for those needing medical treatment</i> - <i>Transport suspects to an authorized holding facility</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.8	<p>Interrogate suspects.</p> <ul style="list-style-type: none"> - <i>Ensure that interrogation facilities are available</i> - <i>Obtain interpreter if necessary</i> - <i>Utilize officers who are competent with interrogation methods</i> - <i>Ensure that interrogators have access to latest relevant information/intelligence</i> - <i>Gather evidence for prosecution</i> - <i>Record and analyze interrogation</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.10	<p>Conduct mission debrief.</p> <ul style="list-style-type: none"> - <i>Discuss post-scene issues (e.g., forensic testing, insurance inquiries, interview results, criminal histories)</i> - <i>Communicate and document post-scene responsibilities</i> - <i>Address legal considerations</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.11	<p>Immediately share intelligence information from operation and archive all data in appropriate format to allow for quick retrieval for subsequent analysis and investigation.</p> <ul style="list-style-type: none"> - <i>Enter information in appropriate national databases</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.12	<p>Release the scene.</p> <ul style="list-style-type: none"> - <i>Contact public utilities</i> - <i>Evaluate biological and chemical hazards</i> - <i>Evaluate structural integrity issues</i> - <i>Assess environmental issues</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.13		<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations

Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes [] No []

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

[Insert text electronically or on separate pages]

2) References: (Include references to plans, policies, and procedures relevant to the observation)

[Insert text electronically or on separate pages]

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

[Insert text electronically or on separate pages]

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes [] No []

1) Analysis:

[Insert text electronically or on separate pages]

2) References:

[Insert text electronically or on separate pages]

3) Recommendation:

[Insert text electronically or on separate pages]

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes [] No []

1) Analysis:

[Insert text electronically or on separate pages]

2) References:

[Insert text electronically or on separate pages]

3) Recommendation:

[Insert text electronically or on separate pages]

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes [] No []

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

[Insert text electronically or on separate pages]

2) References: (Include references to plans, policies, and procedures relevant to the observation)

[Insert text electronically or on separate pages]

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

[Insert text electronically or on separate pages] [Insert text electronically or on separate pages]

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes [] No []

1) Analysis:

[Insert text electronically or on separate pages]

2) References:

[Insert text electronically or on separate pages]

3) Recommendation:

[Insert text electronically or on separate pages]

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes [] No []

1) Analysis:

[Insert text electronically or on separate pages]

2) References:

[Insert text electronically or on separate pages]

3) Recommendation:

[Insert text electronically or on separate pages]

Mass Care (Sheltering, Feeding, and Related Services)

Exercise Evaluation Guide:

<p>Capability Description: Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident, including special needs populations. Special needs populations include individuals with physical or mental disabilities who require medical attention or personal care beyond basic first aid. Other special-needs populations include non-English speaking populations that may need to have information presented in other languages. The mass care capability also provides for pet care/handling through local government and appropriate animal-related organizations. Mass care is usually performed by nongovernmental organizations (NGOs), such as the American Red Cross, or by local government-sponsored volunteer efforts, such as Citizen Corps. Special-needs populations are generally the responsibility of local government, with medical needs addressed by the medical community and/or its alternate care facilities. State and Federal entities also play a role in public and environmental health by ensuring safe conditions, safe food, potable water, sanitation, clean air, etc.</p>	
<p>Capability Outcome: Mass care services (sheltering, feeding, bulk distribution) for the affected general population, services for special-needs populations, and services for animals within the affected area are rapidly provided.</p>	
<p>Jurisdiction or Organization:</p>	<p>Name of Exercise:</p>
<p>Location:</p>	<p>Date:</p>
<p>Evaluator:</p>	<p>Evaluator Contact Info:</p>
<p><i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i></p>	

<p>Activity 1: Direct Mass Care Tactical Operations</p>			
<p>Activity Description: In response to requests made by agencies, provide overall management and coordination of mass care capability.</p>			
<p>Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure</p>			
	<p>Task / Observation Keys</p>	<p>Time of Observation/ Task Completion</p>	
<p>1.1 (n/a)</p>	<p>Activate mass care plan – <i>Mass care plans should address general population, special needs and pet care agencies</i></p>	<p>Time: Task Completed? Fully [] Partially [] Not [] N/A []</p>	
	<p>Time in which mass care plan is activated</p>	<p>TARGET Within 2 hours</p>	<p>ACTUAL</p>

1.2 (Res.C3a 3.3)	Designate sites to serve as mass care facilities to include shelters, feeding sites, reception centers, food preparation sites, distribution points, etc. – Consider capacity – Consider location – Consider suitability	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.3 (Res.C3a 3.4.3)	Coordinate environmental health assessment of mass care operations. – Provide environmental health support	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.4 (Res.C3a 3.1)	Conduct initial and ongoing mass care needs assessment. – Consider need for feeding activities – Consider need for sheltering activities – Consider need for bulk distribution activities	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Frequency at which recorded population levels, demographics, and location of affected populations (along with status updates) are received from all mass care facilities to date	TARGET Every 24 hours	ACTUAL
	Time in which initial mass care needs assessment is completed	TARGET Within 5 hours	ACTUAL
1.5 (Res.C3a 3.4.1)	Supervise day-to-day mass care operations. – Oversee feeding activities – Oversee sheltering activities – Oversee bulk distribution activities	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.6 (Res.C3a 3.8)	Ensure appropriate communication systems are available to mass care personnel. – Includes mass care facilities and management staff	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.7 (Res.C3a 3.4.2)	Coordinate mass care services for special needs populations with appropriate agencies. – Assign a liaison for appropriate agencies – Establish contact with appropriate agencies	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

1.8 (Res.C3a 3.4)	Coordinate mass care services for general populations with appropriate agencies. – <i>Assign a liaison for appropriate agencies</i> – <i>Establish contact with appropriate agencies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time in which appropriate organizations are tasked to mobilize resources to provide mass care services		TARGET Within 6 hours	ACTUAL
1.9 (Res.C3a 3.6)	Coordinate mass care services for companion animals with appropriate agencies. – <i>Assign a liaison for appropriate agencies</i> – <i>Establish contact with appropriate agencies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.10 (Res.C3a 3.7.1)	Acquire and provide resources necessary to support mass care services. – <i>Manage and procure items and account for them financially</i> – <i>Provide transportation for goods and people</i> – <i>Account for procured items using proper accounting protocols</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.11 (Res.C3a 3.7.6)	Activate vendor agreements/Memoranda of Understanding (MOUs) / Memoranda of Agreement (MOAs) in support of mass care activities. – <i>Access vendor lists</i> – <i>Access agreement lists</i> – <i>Review and activate standing contracts</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.12 (Res.C3a 3.1.1.1)	Obtain information on population levels, demographics, and location of affected populations. – <i>Review and record status reports</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.13 (Res.C3a 3.8.1)	Disseminate accurate and timely information to the public, media, support agencies, and vendors about mass care services. – <i>Coordinate with public information function</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.14 (Res.C3a 3.8.2)	Disseminate notification of cessation of mass care operations. – <i>Issue notice to support agencies, public, media, vendors, etc</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Activate Mass Care

Activity Description: Activate and mobilize mass care personnel and resources.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.C3a 4.2)	Notify trained mass care staff.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.2 (Res.C3a 4.3)	Mobilize needed mass care resources. – <i>Transport resources to mass care facility</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.3 (Res.C3a 4.2.1.1)	Assemble mass care management teams for each identified mass care facility. – <i>Designate management team</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which facility management teams report to facility	TARGET Within 4 hours	ACTUAL
2.4 (Res.C3a 4.4)	Mobilize veterinary and animal shelter services. – <i>Transport equipment to facility</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.5 (n/a)	Mobilize equipment needed for special needs population. – <i>Transport equipment to facility</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Establish Shelter Operations

Activity Description: Staff and equip shelter in preparation to receive displaced persons and/or companion animals.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (n/a)	Conduct building/facility inspection in advance to identify food/sanitation capability and suitability of structures identified as mass care facilities (housing, shelters, feeding and mass care facilities). – <i>Inspect structure for damage and hazards</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (Res.C3a 5.2.1)	Staff shelter with appropriately trained personnel. – <i>Ensure support services are staffed at all times</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which shelters are opened for staff and setup	TARGET Within 8 hours	ACTUAL
3.3 (Res.C3a 5.2)	Set up shelter for operations. – <i>Arrange tables, cots, signage, registration, etc</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (n/a)	Coordinate provision of shelter support services with appropriate agencies (e.g., food service, security, etc.). – <i>Provide health care/mental health services</i> – <i>Provide safety and security services</i> – <i>Provide Disaster Welfare Inquiry/Family and Pet-Owner Reunification</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which health and mental health services are provided to individuals sheltered	TARGET Within 4 hours	ACTUAL
	Time in which safety and security services are provided at shelter	TARGET 3 hours	ACTUAL

3.5 (Res.C3a 5.3.1)	Coordinate provision of mass care services within the shelter. – <i>Provide for feeding operations</i> – <i>Provide for bulk distribution operations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.6 (Res.C3a 5.2.4)	Provide regular updates on shelter needs and capacity. – <i>Monitor population levels</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 4: Shelter Special Needs

Activity Description: Provide temporary shelter for those individuals displaced during an incident who have special needs.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (n/a)	Conduct special-needs population registration. – <i>Ensure that all persons are registered</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (n/a)	Provide medical care to special-needs population. – <i>Ensure adequately trained staff are available to meet the needs of shelter population</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3 (n/a)	Provide feeding and bulk distribution services appropriate to special-needs population. – <i>Ensure that available food and services meet the nutritional needs of special needs population</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.4 (n/a)	Request resources and equipment needed to support special-needs population. – <i>Ensure appropriate equipment is available to fit the requirements of special needs population</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

4.5 (n/a)	Conduct special-needs shelter operations. – <i>Conduct disaster welfare inquiries and family reunification for special needs populations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time in which shelters are opened for staff and setup	TARGET Within 8 hours
		ACTUAL
4.6 (n/a)	Provide shelter guidance to agencies responsible for the care of special-needs populations. – <i>Coordinate guidance through liaisons</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 5: Shelter General Population

Activity Description: Provide temporary shelter for those individuals displaced during an incident but do not require additional medical assistance.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Res.C3a 6.1)	Conduct general population registration. – <i>All persons registered</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.2 (n/a)	Provide mass care services to general populations in shelters. – <i>Conduct feeding operations</i> – <i>Conduct bulk distribution operations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.3 (n/a)	Conduct shelter operations. – <i>Conduct disaster welfare inquires and family reunification for general population</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

5.4 (n/a)	Coordinate environmental health assessment of mass care operations. – - <i>Provide environmental health support, including sanitation, water, and waste</i> – - <i>Monitor population levels</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 6: Shelter Companion Animals

Activity Description: Provide temporary shelter for companion animals of displaced owners or those companion animals that are abandoned.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (n/a)	Implement procedures for companion animal intake/registration. – <i>Ensure that all pets are registered</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.2 (Res.C3a 7.3)	Operate companion animal care/handling facilities. – <i>Conduct pet disaster welfare inquiries</i> – <i>Conduct pet-owner reunification</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which shelters are opened for staff and setup	TARGET Within 8 hours	ACTUAL
6.3 (Res.C3a 7.3.6)	Implement tracking system for intake and export of companion animals in compliance with local holding regulations. – <i>Ensure proper pet-owner registration and identification process</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.4 (Res.C3a 7.1.3)	Arrange for companion animal care/handling services. – <i>Acquire and provide resources to support pet care operations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

6.5 (Res.C3a 7.4.1)	Provide feeding services that ensure adequate nutrition for companion animals. – <i>Ensure proper food is available for pets</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.6 (n/a)	Coordinate provision of veterinary medical services with appropriate agencies. – <i>Coordinate guidance through liaisons</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 7: Establish Feeding Operations

Activity Description: Identify real-time capacity and availability of resources for feeding operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.C3a 9.3.1)	Conduct building/facility inspection in advance to identify food/sanitation capability and suitability of structures identified as mass care facilities. – <i>Inspect structure for damage and hazards</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which kitchen facilities and staff are mobilized	TARGET Within 12 hours	ACTUAL
7.2 (Res.C3a 9.3.2)	Ensure kitchen facilities are in compliance with local health regulations. – <i>Provide environmental health support</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which first meal is served	TARGET Within 6 hours	ACTUAL

7.3 (Res.C3a 9.3.4)	Acquire and provide foodstuffs for feeding operations. – <i>Provide logistical support for feeding operations</i> – <i>Coordinate with private sector</i> – <i>Identify resources</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
7.4 (Res.C3a 9.6)	Coordinate with shelter managers to ensure adequate feeding is conducted at shelters. – <i>Consider population levels and demographics of affected populations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
7.5 (n/a)	Establish mobile feeding routes. – <i>Ensure safety of drivers in affected area</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 8: Close Shelter

Activity Description: Deactivate shelter and staff upon determination that immediate shelter needs have been met or if the shelter is no longer suitable to meet mission needs.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
8.1 (Res.C3a 8.1)	Transport shelter population to residence or temporary/interim housing. – <i>Coordinate transportation of shelter residents, including those with special needs</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which special-needs shelter residents are returned to their original home facility or an acceptable alternate facility	TARGET 12 hours	ACTUAL
8.2 (Res.C3a 8.2)	Disseminate notification to close shelter operations. – <i>Issue notice to support agencies, public, media, vendors, etc.</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time in which shelter closure notification is provided	TARGET 48 hours	ACTUAL
8.3 (Res.C3a 8.3)	Conduct closing inspection and walk-through of shelters. – <i>Inspect structure for damage</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 9: Prepare and Distribute Food

Activity Description: Prepare and distribute meals to affected general and special-needs populations, as well as companion animal shelters.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
9.1 (Res.C3a 10.1.2)	Conduct food preparations using safe food handling protocols. – <i>Enforce health guidelines</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of food tested for health safety	TARGET TBD	ACTUAL
9.2 (Res.C3a 10.1.4)	Ensure that adequate nutrition is provided for sheltered populations. – <i>Receive guidance from support agencies</i> – <i>Consider dietary restrictions</i> – <i>Consider food allergies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
9.3 (Res.C3a 10.3.1)	Conduct mobile feeding operations using safe food-handling protocol. – <i>Enforce health guidelines</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

9.4 (Res.C3a 10.3.1)	Conduct mass feeding operations at fixed sites using safe food-handling protocol. – <i>Enforce health guidelines</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
9.5 (Res.C3a 10.4.2)	Disseminate notification to end feeding operations. – <i>Issue notice to support agencies, public media and vendors, etc</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 10: Establish Bulk Distribution Operations

Activity Description: Upon arriving at a mass care facility, establish bulk distribution sites and distribute appropriate items to the affected population.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
10.1 (Res.C3a 11.1.2)	Establish distribution sites and routes. – <i>Ensure route safety</i> – <i>Ensure site safety</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which operational sites receive ongoing support to maintain service delivery	TARGET Within 24 hours	ACTUAL
10.2 (Res.C3a 11.3)	Acquire and provide items for bulk distribution. – <i>Ensure timely delivery of requested items</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time in which facilities are opened and operating to receive an distribute disaster relief items	TARGET Within 24 hours	ACTUAL

10.3 (Res.C3a 12.1)	Conduct bulk distribution of relief items. – <i>Deliver appropriate items</i> – <i>Ensure all affected populations receive items</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time in which federal commodities and non-governmental donations begin distribution to affected population	TARGET Within 72 hours
10.4 (Res.C3a 12.2)	Disseminate notification to end bulk distribution operations. – <i>Issue notice to support agencies, public, media and vendors, etc.</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 11: Demobilize Mass Care Operations

Activity Description: Upon completion of assigned mission, deactivate staff and demobilize mass care assets.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
11.1 (Res.C3a 13.4)	Demobilize mass care assets. – <i>Salvage remaining items from mass care facilities</i> – <i>Transport items to appropriate warehouses</i> – <i>Transfer items to appropriate agencies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
11.2 (Res.C3a 13.5)	Provide staff debriefing. – <i>Ensure staff receives mental health evaluation</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Percent of staff debriefed	TARGET 100%
		ACTUAL

11.3 (Res.C3a 13.6)	Deactivate staff from operations. – <i>Issue notice to mass care personnel</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Mass Care (Sheltering, Feeding, and Related Services)

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Mass Prophylaxis

Exercise Evaluation Guide:

Capability Description:

Mass Prophylaxis is the capability to protect the health of the population through administration of critical interventions (e.g., antibiotics, vaccinations, antivirals) to prevent the development of disease among those who are exposed or potentially exposed to public health threats. This capability includes the provision of appropriate follow-up and monitoring of adverse events, as well as risk communication messages to address the concerns of the public.

Capability Outcome:

Appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon the onset of an event to prevent the development of disease in exposed individuals. Public information strategies include recommendations on specific actions individuals can take to protect their family, friends, and themselves.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Mass Prophylaxis Tactical Operations

Activity Description: In response to notification of an incident requiring mass prophylaxis, provide overall management and coordination of mass prophylaxis operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.C2a 3.2)	Coordinate distribution/administration of mass prophylaxis. – <i>Identify and train site leadership prior to POD activation</i> – <i>Ensure sufficient staff levels to address expected throughput</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.2 (Res.C2a 3.4)	Coordinate public information regarding point of distribution (POD) locations. <ul style="list-style-type: none"> – Citizens provided necessary information (e.g., location of PODs, hours of operation, transportation, etc.) – Online information available – Plain English used in press releases and press conferences – Information translated into foreign languages wherever appropriate – Information available and accessible to individuals who are hearing impaired, visually impaired, etc. 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.3 (Res.C2a 3.3.1)	Coordinate with the medical stockpile warehouse to re-supply PODs as needed. <ul style="list-style-type: none"> – Communications secured – Plan to restock PODs prior to exhaustion of supplies implemented – Maintain accurate inventory – Return non-disposable supplies at the end of the operation 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Activate Mass Prophylaxis

Activity Description: Upon notification, activate PODs for mass prophylaxis operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.C2a 4.2.1)	Initiate call-down lists for mass prophylaxis site staffing. <ul style="list-style-type: none"> – Identify and contact primary incident command positions (e.g., operations, logistics) – Initiate call-down list (contact information accurate and up-to-date) – Identify anticipated and surge staff to meet anticipated need – Conduct in-briefing and just-in-time training to all staff (e.g., orientation and site walk-through) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of identified personnel receiving notifications of the operation	TARGET 100%	ACTUAL
	Percentage of site leadership that received appropriate pre-event training	TARGET 100%	ACTUAL
	Percentage of other personnel that receive just-in-time training	TARGET 100%	ACTUAL

2.2 (n/a)	<p>Ensure mass prophylaxis site operations are established in accordance with Memoranda of Agreement (MOAs)/Memoranda of Understanding (MOUs).</p> <ul style="list-style-type: none"> – <i>Follow Centers for Disease Control and prevention and Strategic National Stockpile program planning guidance and State/local plans in the selection of dispensing sites</i> – <i>Ensure access to building promptly provided</i> – <i>Assign personnel appropriately</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
	Was the POD set up to receive members of the general public, according to State/local plan	<p>Yes [] No []</p>
	Were there cars waiting for parking spaces	<p>Yes [] No []</p>
	Was there space to accommodate patients exposed to communicable diseases	<p>Yes [] No []</p>
	Was the site accessible to emergency vehicles (e.g., ambulances), disabled populations, and logistical equipment (e.g., supply trucks)	<p>Yes [] No []</p>
	Were there any power failures during the operations	<p>Yes [] No []</p>
	Did any temperature sensitive products have to be disposed of due to the storage temperature	<p>Yes [] No []</p>
	Were other general complaints received (e.g., the number of sanitary facilities provided onsite)	<p>Yes [] No []</p>
2.3 (Res.C2a 4.2.3)	<p>Assemble needed supplies and equipment for POD operations including materials to prepare oral suspension.</p> <ul style="list-style-type: none"> – <i>Pharmaceuticals (e.g., vaccines)</i> – <i>Medical supplies</i> – <i>Administrative supplies (e.g., paper, pens, clipboards)</i> – <i>Communications devices (e.g., two-way radios, cell phones)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
	Were all supplies specified in the SNS and State/local guidelines available prior to the scheduled opening of the facility	<p>Yes [] No []</p>

2.4 (n/a)	Prepare informative materials for POD staff, patients, and media. <ul style="list-style-type: none"> – Information regarding the dispensing site (e.g. location, hours, steps in the dispensing process) – Detailed information regarding the nature of the emergency – Signs and symptoms of the disease – Key phone numbers (e.g., hotlines) and websites – Answers to frequently asked questions 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.5 (Res.C2a 4.3.2)	Provide internal and external security for POD sites. <ul style="list-style-type: none"> – Identify and contact on-site security personnel – Obtain equipment to support security function – Perform security checks prior to the opening of the facility – Establish procedures to secure the facility and critical supplies during non-operational hours – Credential and provide access rosters for all site staff – Provide security escort for critical supplies (e.g., vaccines) – Provide continuous on-site security of critical medications – Provide secure space to store critical medical supplies – Secure private health information and personal information (e.g., social security number, dates of birth) in accordance with local, State or Federal regulations 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Dispensing operations were not disrupted by the actions of others (e.g., disruption of supply chain, unrest within the facility)	Yes [] No []	
2.6 (n/a)	Provide prophylaxis to POD staff, first responders, and critical infrastructure personnel and their families in accordance with State/local plans. <ul style="list-style-type: none"> – Force protection plan executed prior to sites opening to public – Pre-existing list of POD staff, first responder, and critical infrastructure personnel and family eligible for treatment exists 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of POD staff, first responders, and critical infrastructure personnel and their families given prophylaxis prior to POD opening to general public	TARGET 100%	ACTUAL
2.7 (n/a)	Establish plans to meet unanticipated transportation needs. <ul style="list-style-type: none"> – Sick individuals who cannot get to the facility – Disabled individuals who cannot get to the facility – Healthy individuals without vehicles – Individuals who cannot reach the site due to inclement weather (e.g., snow) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Conduct Triage for Symptoms

Activity Description: Conduct initial screening of individuals prior to their entering the POD in order to prevent symptomatic individuals from potentially contaminating POD.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (n/a)	In the event of a communicable disease, ensure initial triage is performed either at staging area or in area separate from mass prophylaxis site to prevent contamination of site. <ul style="list-style-type: none"> – <i>Clinical personnel available to staff triage station</i> – <i>Public information disseminated</i> – <i>Necessary supplies obtained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of patients triaged prior to entry into the dispensing site	TARGET 100%	ACTUAL
	Waiting time at triage station is within SNS and State/local guidelines	Yes []	No []
3.2 (Res.C2a 6.2.1)	Transport symptomatic individuals to appropriate health facility prior to their entering mass prophylaxis site. <ul style="list-style-type: none"> – <i>Symptomatic individuals transported to health facility</i> – <i>Emergency medical service (EMS) units standing by to transport symptomatic individuals</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Transportation assets are available to bring symptomatic individuals to appropriate treatment facility	Yes []	No []

Activity 4: Conduct Medical Screening

Activity Description: Review patient screening documentation and available medical history to determine proper course of treatment.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (n/a)	Provide information to each individual seeking treatment. <ul style="list-style-type: none"> - <i>Frequently asked questions provided to individuals in a printed form that is available in multiple languages or in an audio format (in multiple languages) for the functionally illiterate, visually impaired, etc.</i> - <i>Uniform information provided regarding the current situation (e.g., recent exposure and cases)</i> - <i>Information provided on the medications to be dispensed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of individuals receiving appropriate information	TARGET 100%	ACTUAL
4.2 (Res.C2a 7.2)	Identify appropriate prophylaxis based on medical history and exposure. <ul style="list-style-type: none"> - <i>Medical history discussed</i> - <i>Past allergic reactions discussed</i> - <i>Individuals with contraindications or medical conditions referred to clinicians according to site plans</i> - <i>Privacy of individual maintained</i> - <i>Personnel are available to assist with the completion of medical screening forms</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of patients receiving medical screening form	TARGET 100%	ACTUAL
4.3 (Res.C2a 7.3)	Ensure sufficient staffing at the POD site screening station to prevent initial bottlenecks. <ul style="list-style-type: none"> - <i>Staff pulled from other stations to assist with screening, as needed/feasible</i> - <i>Information provided to those waiting to be screened</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Waiting time at medical screening station is within SNS and State/local guidelines	Yes []	No []

Activity 5: Conduct Mass Dispensing

Activity Description: Provide patients with appropriate prophylaxis and maintain inventory control.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (n/a)	Implement dispensing plan in accordance with State/local plans. <ul style="list-style-type: none"> – Prescription order verified – Patient's identity is verified – Appropriate medication is dispensed – If applicable, instructions are provided for home administration of the medication – Information provided on medication packages consistent with State and Federal requirements (e.g., drug name, strength, and quantity) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Rate at which dispensing centers or vaccination clinics process patients (persons per hour) meets SNS Plans and State/local Plans	Yes [] No []
	Waiting time at dispensing station is within SNS an State/local guidelines	Yes [] No []
	Percentage of at-risk population that was successfully provided within initial prophylaxis within 48 hours of decision to provide prophylaxis within SNS and State/local guidelines	Yes [] No []
	Percentage of general population that was successfully provided initial prophylaxis within SNS and State/local guidelines	Yes [] No []
5.2 (n/a)	Implement plan to treat minors in accordance with State/local plan. <ul style="list-style-type: none"> – Parent/Guardian informed of treatment – Plan for treating minors without attending parent/guardian implemented 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.3 (Res.C2a 8.3)	Maintain a system for inventory management to ensure availability of critical prophylaxis medicines and medical supplies. <ul style="list-style-type: none"> – Redundant systems in place for asset management – Inventory usage forecasted 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

5.4 (n/a)	Submit re-supply orders early enough to prevent running out of pharmaceuticals. <ul style="list-style-type: none"> – <i>Re-supply of assets made prior to running out</i> – <i>Throughput of PODs monitored to prevent supply depletion</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Medical resources re-ordered prior to depletion	Yes [] No []
5.5 (n/a)	Acquire and maintain a supply of ancillary medical supplies to meet public health policies and guidance. <ul style="list-style-type: none"> – <i>Multiple sources of supplies utilized</i> – <i>Usage tracked to ensure supplies are not depleted</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.6 (Res.C2a 8.3.3)	Ensure availability and distribution of pre-printed drug information sheets. <ul style="list-style-type: none"> – <i>Information made available in all languages spoken in community, or readily translated</i> – <i>Phone number included where public could call for additional information</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 6: Adverse Events Monitoring

Activity Description: Through monitoring, identify individuals who have an adverse reaction to prescribed medication and initiate alternate therapies.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task / Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.C2a 9.1)	Track outcomes and adverse events following mass distribution of prophylaxis. <ul style="list-style-type: none"> – <i>System in place to track adverse events</i> – <i>Documentation established on each case of adverse reaction</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Individuals provided with prophylaxis are monitored prior to leaving POD	Yes []	No []
	Percentage of patient records collected	TARGET 100%	ACTUAL

	The percent of patients given the correct (i.e., the prescribed) countermeasures	TARGET 100%	ACTUAL
6.2 (n/a)	Inform patients about follow-up requirements (e.g., vaccine take assessment.)	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percent of patients who receive instructions for adverse event reaction and informed about follow-up requirements	TARGET 100%	ACTUAL
6.3 (n/a)	Adverse events documented and reported to the appropriate entity as described in the State/local plan.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 7: Demobilize

Activity Description: Upon completion, stand down POD operations, return site to normal operations, and release or re-deploy staff.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.C2a 10.1)	Debrief mass prophylaxis personnel. – <i>Initial lessons learned conducted</i> – <i>Issues and accomplishments of mission documented</i> – <i>Plan described to personnel to return to prior readiness state</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of staff debriefed after mass prophylaxis distribution	TARGET 100%	ACTUAL
7.2 (Res.C2a 10.2)	Reconstitute mass prophylaxis personnel and supplies. – <i>Inventories completed</i> – <i>Request replacement resources</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Percentage of equipment accounted for upon completion of the operation	TARGET 100%	ACTUAL
7.3 (n/a)	Complete administrative items following the order to demobilize. <ul style="list-style-type: none"> – <i>Determination of who will take possession of all records pertinent to the prophylaxis process</i> – <i>Logging of all documentation being turned over</i> – <i>Packing and transfer of records to appropriate local or State official</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of records returned to appropriate officials	TARGET 100%	ACTUAL
7.4 (n/a)	Provide a staff debriefing. <ul style="list-style-type: none"> – <i>Determine Critical Incident Stress Management (CISM) needs</i> – <i>Transition to normal operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Mass Prophylaxis

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Medical Supplies Management and Distribution

Exercise Evaluation Guide:

Capability Description: Medical Supplies Management and Distribution is the capability to obtain and maintain medical supplies and pharmaceuticals prior to an incident and to transport, distribute, and track these materials during an incident.	
Capability Outcome: Critical medical supplies and equipment are appropriately secured, managed, distributed and restocked in a timeframe appropriate to the incident.	
Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Direct Medical Supplies Management and Distribution Tactical Response		
Activity Description: In response to a need for medical assets, provide overall management and coordination for Medical Supplies Management and Distribution.		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (n/a)	Check State inventory of needed resources.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time to request state stockpile inventory following public health surveillance indication	TARGET 2 hours ACTUAL
1.2 (n/a)	Request Federal assistance. <ul style="list-style-type: none"> - HHS/CDC contact information is up to date - All key state personnel participates in calls with HHS/CDC/DSNS - State and RSS personnel maintain communications with the HHS/CDC/DSNS throughout the deployment process 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to request Strategic National Stockpile (SNS) following medical surveillance indication	TARGET 6 hours	ACTUAL
1.3 (Res.C1c 3.4)	Maintain communications with transportation vendors during distribution of medical supplies. <ul style="list-style-type: none"> – <i>Redundant communication systems employed</i> – <i>Communication maintained with drivers and security personnel</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.4 (Res.C1c 3.2.4)	Coordinate acquisition of private source medical supplies. <ul style="list-style-type: none"> – <i>Supplies obtained without stressing transportation resources</i> – <i>Authorized personnel available to sign for medication, if re required by law</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.5 (Res.C1c 3.3)	Monitor supply usage and stockpile levels of health facilities, mass prophylaxis sites, and other critical care venues. <ul style="list-style-type: none"> – <i>Redundant communications available</i> – <i>Anticipate re-supply cycles</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Activate Medical Supplies Management and Distribution

Activity Description: Upon identification of medical resource shortfalls and/or SNS deployment, activate warehousing operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.C1c 4.1)	Establish medical supplies warehouse management structure. <ul style="list-style-type: none"> – <i>Identify manager</i> – <i>Establish reporting requirements</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.2 (Res.C1c 4.2)	Activate warehousing operations for receipt of medical assets. <ul style="list-style-type: none"> – <i>Warehouse staffed and operational prior to delivery of assets</i> – <i>Staffing sufficient for expected warehouse needs</i> – <i>Material handling equipment is available</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time from approved request for Federal medical assets to activation and full staffing of warehouse	TARGET 6 hours	ACTUAL
	Time for request of local supplies to arrival at warehouse (to be used until Federal/State assets arrive)	TARGET 2 hours	ACTUAL
	Unloading of pallets was not delayed	Yes []	No []
2.3 (Res.C1c 4.3)	Identify needed transportation assets for medical supplies. <ul style="list-style-type: none"> – <i>Drivers briefed on process</i> – <i>Appropriate vehicles identified</i> – <i>Refrigerated vehicles identified (if needed)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.4 (Res.C1c 4.4)	Identify Technical Advisory Response Unit (TARU) resource needs. <ul style="list-style-type: none"> – <i>Designate space for TARU Operations Center in warehouse</i> – <i>Adequate vehicles and drivers available to pick up TARU at arrival airport and transport them to the warehouse</i> – <i>TARU Liaison Officer (LNO) transported from arrival airfield to appropriate Emergency Operations Center</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Establish Security

Activity Description: Upon activation of warehouse, activate Medical Supplies Management and Distribution security plan.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Res.C1c 5.3.1)	Execute plan for credentialing medical supplies personnel. <ul style="list-style-type: none"> – <i>All personnel have badges regardless of role</i> – <i>No one present without badges</i> – <i>Badges are collected prior to end of shift</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2 (Res.C1c 5.2.1)	Ensure security meets assets at point of entry into state. <ul style="list-style-type: none"> – <i>State security personnel present at delivery of Federal assets</i> – <i>US Marshal's Service notified of state/local security counterparts</i> – <i>Coordination with bordering states' law enforcement (LE) if applicable</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Percentage of appropriate security (e.g., US Marshals, State Police, County Sheriff, City Police) and credentialing provided at all steps of transportation of pharmaceuticals and supplies	TARGET All (100%)	ACTUAL
3.3 (Res.C1c 5.2.2)	Establish security checkpoints in vicinity of medical supplies warehouse and at staging areas. <ul style="list-style-type: none"> – <i>Checkpoint security briefed of credentialing protocols</i> – <i>Checkpoint locations are able to process vehicles and staff without backups</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Res.C1c 5.3.2)	Identify locations that require heightened security within the warehouse (such as controlled substance storage areas.) <ul style="list-style-type: none"> – <i>Controlled substances areas secured</i> – <i>Security compliant with State laws and regulations</i> – <i>Special credentials for access to heightened security areas</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Warehouse Operations and Distribution

Activity Description: After delivery of medical assets to warehouse facility, repackage pharmaceuticals and other assets and distribute to Points of Distribution (PODs) and other health facilities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (Res.C1c 6.2)	Assemble medical supplies warehouse teams (receiving, order management, picking, packaging, quality control, and shipping.) <ul style="list-style-type: none"> – <i>Job action sheets provided</i> – <i>Just-in-time training completed, as required</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (Res.C1c 6.3)	Inventory medical supplies warehouse resource levels. <ul style="list-style-type: none"> – <i>Document deliveries and distribution of medical resources</i> – <i>Future resource needs projected</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3 (Res.C1c 6.4)	Provide quality control/quality assurance for requested medical assets prior to shipping. <ul style="list-style-type: none"> – <i>Check orders and correct errors</i> – <i>Label outbound orders clearly</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

4.4 (n/a)	Track supply requests. <ul style="list-style-type: none"> – <i>Resource supply requests filled prior to exhaustion of existing supplies</i> – <i>Documentation maintained consistent with laws and regulations</i> – <i>Delivery confirmed and documented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from arrival of medical resources/SNS at warehouse to arrival at POD or other health facility	TARGET 12 hours	ACTUAL
4.5 (Res.C1c 6.5)	Track re-supply requests for medical supplies. <ul style="list-style-type: none"> – <i>Request re-supply prior to exhaustion of existing supplies</i> – <i>Documentation maintained consistent with laws and regulations</i> – <i>Delivery confirmed and documented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from approval of request for re-supply to the delivery of additional medical assets to POD or other health facility	TARGET 12-36 hours	ACTUAL

Activity 5: Recover Medical Resources/Return to Normal Ordering of Medical Supplies

Activity Description: As warehousing activities diminish, activate plan to recover unused medical resources and return to steady state.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.C1c 7.1)	Ensure recovery of unused (unopened) pharmaceuticals from RSS, and unused pharmaceuticals and durable items from mass prophylaxis sites. <ul style="list-style-type: none"> – <i>Reverse distribution stream to recover assets</i> – <i>Communicate with CDC and/or vendors for pickup</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of unused medical assets recovered	TARGET All (100%)	ACTUAL
5.2 (Res.C1c 7.2)	Unused but open medical resources distributed within the local health system according to local policies and plans. <ul style="list-style-type: none"> – <i>Health facilities identified and contacted</i> – <i>Transportation services provided</i> – <i>Document resources transferred</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 6: Demobilize

Activity Description: Inventory, reorganize, and reconstitute stockpiles to return to pre-incident levels, and release personnel from Medical Supplies Management and Distribution duties.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.C1c 8.1)	Execute plan to reduce warehouse operations as distribution needs ease. <ul style="list-style-type: none"> – <i>Shorten hours of operation</i> – <i>Release non-essential staff</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.2 (Res.C1c 8.2)	Dispose of waste materials generated by warehousing operations. <ul style="list-style-type: none"> – <i>Disposal carried out in accordance with applicable State laws and regulations</i> – <i>Warehouse personnel trained and oriented to waste disposal laws and regulation</i> – <i>Transportation precautions taken according to State laws and regulations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of medical waste materials disposed in accordance with applicable State laws and regulations	TARGET All (100%)	ACTUAL

Medical Supplies Management and Distribution

Exercise Evaluation Guide Analysis Sheets

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3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Medical Surge

Exercise Evaluation Guide:

Capability Description:

Medical Surge is the capability to rapidly expand the capacity of the existing healthcare system (long-term care facilities, community health agencies, acute care facilities, alternate care facilities and public health departments) in order to provide triage and subsequent medical care. This includes providing definitive care to individuals at the appropriate clinical level of care, within sufficient time to achieve recovery and minimize medical complications. The capability applies to an event resulting in a number or type of patients that overwhelm the day-to-day acute-care medical capacity. Medical Surge is defined as the rapid expansion of the capacity of the existing healthcare system in response to an event that results in increased need of personnel (clinical and non-clinical), support functions (laboratories and radiological), physical space (beds, alternate care facilities) and logistical support (clinical and non-clinical equipment and supplies).

Capability Outcome:

Injured or ill from the event are rapidly and appropriately cared for. Continuity of care is maintained for non-incident related illness or injury.

Jurisdiction or Organization:**Name of Exercise:****Location:****Date:****Evaluator:****Evaluator Contact Info:**

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Pre-Event Mitigation and Preparedness

Activity Description: Conduct pre-event mitigation and preparedness plans, policies, and procedures prior to notification of mass casualty incident.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (n/a)	<p>Conduct Hazard Vulnerability Analysis (HVA).</p> <ul style="list-style-type: none"> – <i>Identify and list, by type, all hazards that could affect the location or asset of interest, and the relative likelihood of each hazard's occurrence ("threat")</i> – <i>Assess both the community and response systems' susceptibility to the hazard impact, including the post-impact health and medical needs of the population</i> – <i>Identify issues that create catastrophic system failure</i> – <i>Prioritize possible mitigation and preparedness activities based on cost-benefit analysis</i> – <i>Conduct an assessment of medical surge facilities, hospital capacity, sub-state regions, development of community/regional based surge capacity models, critical steps planning committee jurisdiction</i> – <i>Identify hospitals with realistic plans to include an alternate care facility and buildings of opportunity</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.2 (n/a)	<p>Define incident management structure and methodology.</p> <ul style="list-style-type: none"> – <i>Define the organization's internal incident management structure and methodology according to National Incident Management System (NIMS) doctrine</i> – <i>Identify the location(s) of incident management activities</i> – <i>Identify logistical, IT, equipment, communications requirements needed to support incident management</i> – <i>Establish interoperable communications systems with other response entities (e.g., other hospitals, EMS, public health, first responders)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.3 (n/a)	<p>Establish a bed tracking system.</p> <ul style="list-style-type: none"> – <i>Develop a system for tracking available beds and other information within a facility by bed type (e.g., ICU, med/surge, pediatric)</i> – <i>Establish mechanisms to aggregate and disseminate bed tracking information to local and State EOCs, other healthcare partners and other response entities (e.g., fire, public safety, etc.)</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
1.4 (n/a)	<p>Develop protocols for increasing internal surge capacity.</p> <ul style="list-style-type: none"> – <i>Establish criteria and processes for canceling outpatient and elective procedures (if necessary)</i> – <i>Establish criteria and clearly defined processes to evaluate and discharge lower activity patients to home, other health care facilities</i> – <i>Establish a mechanism to track patients who are discharged</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

1.5 (n/a)	Determine medical surge assistance requirements. <ul style="list-style-type: none"> – Identify potential gaps in personnel, supplies, and equipment – Identify local, State, Tribal, Federal, and private sector partners who can work to ensure adequate staffing, supplies, equipment, and bed space – Coordinate with State, Tribal, and local medical, behavioral health, public health, substance abuse, and private sector officials to establish mutual aid agreements in support of surge requirements 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.6 (n/a)	Develop plans for providing external surge capacity outside the health care facility setting. <ul style="list-style-type: none"> – Identify off-site or alternate care facilities to provide surge capacity – Determine the number of patients and level of care (e.g., triage, basic care and stabilization, trauma) that can be accommodated at each site – Develop staffing, supply, and re-supply plans 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Incident Management

Activity Description: In response to notification of a mass casualty incident, activate the healthcare organization’s Emergency Operations Plan.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (n/a)	Activate the health care organization’s Emergency Operations Plan (EOP). <ul style="list-style-type: none"> – Implement notification procedures for incident management personnel and key administrative staff – Assign roles and responsibilities to the incident management team and general staff – Manage incident response in accordance with Incident Command System (ICS) organizational structures, doctrine, and procedures, as defined in NIMS – Establish a safety plan for facility patients and staff – Implement a common communications plan 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to activate the organization’s EOP	TARGET Within 30 minutes of notification	ACTUAL
2.2 (n/a)	Conduct incident action planning. <ul style="list-style-type: none"> – Establish and document incident goals and objectives – Establish and document the strategy and general tactics to meet incident objectives – Develop and document support plans (e.g., safety plans, contingency plans) – Coordinate with other response entities, if appropriate, to define an operational period for response – Evaluate and revise objectives for each operational period 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

2.3 (n/a)	Disseminate key components of incident action plan. <ul style="list-style-type: none"> – <i>Incident management team debriefs administrative staff on incident action plan, operational period objectives, and/or important changes in incident parameters</i> – <i>Disseminate key components of the incident action plan with external response entities during each operational period</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.4 (n/a)	Provide emergency operations support to incident management. <ul style="list-style-type: none"> – <i>Establish connectivity and coordinate requests for emergency operations support with multi-agency coordination centers (e.g., local Emergency Operations Center (EOC), State EOC, etc.)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Increase Bed Surge Capacity

Activity Description: Increase as many staffed and resourced hospital beds as clinically appropriate.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (n/a)	Implement bed surge capacity plans, procedures, and protocols. <ul style="list-style-type: none"> – <i>Activate plans to cancel outpatient or elective procedures (if necessary)</i> – <i>Activate plans, procedures, and protocols to maximize bed surge capacity (e.g., utilize non-traditional patient care spaces such as hallways, waiting areas, etc.)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2 (n/a)	Maximize utilization of available beds. <ul style="list-style-type: none"> – <i>Coordinate patient distribution with other health care facilities, EMS, and private patient transport partners</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.3 (n/a)	Forward transport less acutely ill patients. <ul style="list-style-type: none"> – <i>Activate MOUs with other health care organizations (if applicable) for transport and care of patients that are not stable enough to discharge home or to an ACS</i> – <i>Institute protocols to discharge stable inpatients to home or other health care facilities</i> – <i>Coordinate transport of inpatients with families and the incident management team</i> – <i>Implement transport procedures to pre-identified facilities based on level of care required</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.4 (n/a)	Provide medical surge capacity in alternate care facilities. <ul style="list-style-type: none"> – <i>Activate MOUs or agreements to open alternate care facilities</i> – <i>Activate appropriate staffing (e.g., clinical security, administrative, etc.) and supply plans</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 4: Medical Surge Staffing Procedure

Activity Description: Maximize staffing levels through recall of off-duty personnel, part-time staff, and retired clinical and non-clinical associates.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (n/a)	Recall clinical personnel in support of surge capacity requirements. <ul style="list-style-type: none"> – <i>Implement health care organization's staff call-back procedures (including "part-time" staff)</i> – <i>Activate procedures to receive, process, and manage staff throughout the incident</i> – <i>Debrief clinical staff on incident parameters and how the organization is responding</i> – <i>Verify credentials an disuse clinical staff assignments</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (n/a)	Augment clinical staffing. <ul style="list-style-type: none"> – <i>Activate roster and initiate call-back procedures for qualified and licensed volunteer clinicians</i> – <i>Institute procedures to receive, register, process (including credential verification), and manage volunteer clinicians throughout the incident</i> – <i>Implement strategies to integrate Federal clinical personnel (e.g., National Disaster Medical System and U.S. Public Health System Personnel)</i> – <i>Provide just-in-time training to clinical staff</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3 (n/a)	Augment non-clinical staffing. <ul style="list-style-type: none"> – <i>Initiate call-back procedures for non-clinical staff (e.g. custodians, security, cooks, etc.)</i> – <i>Activate MOUs for non-clinical staff (if applicable)</i> – <i>Activate processes to receive, process, and manage non-clinical staff throughout the incident</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 5: Decontamination

Activity Description: Provide mass decontamination as necessary.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (n/a)	Provide mass decontamination capabilities (if necessary). <ul style="list-style-type: none"> – <i>Identify location for decontamination</i> – <i>Implement standards for appropriate personal protective equipment (PPE)</i> – <i>Activate mass decontamination protocol</i> – <i>Activate protocol to address decontamination of special populations (e.g., children, disabled)</i> – <i>Coordinate decontamination activities with other health care facilities and external response partners</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 6: Receive, Evaluate, and Treat Surge Casualties

Activity Description: Receive mass casualties and provide appropriate evaluation and medical treatment.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (n/a)	Establish initial reception and triage site. <ul style="list-style-type: none"> – <i>Identify location(s) for initial patient reception and triage</i> – <i>Disseminate information on patient reception/triage site to external response entities (e.g., EMS) and to the public through a coordinated public information message (i.e., since many patients will self-refer)</i> – <i>Activate MOUs with other health care organizations or community assets (e.g., schools, conference centers) for initial patient triage</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.2 (n/a)	Provide medical equipment and supplies in support of immediate medical response operations and for restocking supplies/equipment requested. <ul style="list-style-type: none"> – <i>Identify additional medical equipment and supplies needed to meet surge capacity requirements</i> – <i>Implement restocking procedures for pre-hospital care providers</i> – <i>Request the strategic national stockpile (SNS) through ICS</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

6.3 (n/a)	Institute patient tracking. – <i>Implement systems to track all patients in the facility with capability to distinguish between incident-related and non-incident patients</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Percentage of patients tracked	TARGET 100% ACTUAL
6.4 (n/a)	Execute medical mutual aid agreements. – <i>Identify additional needed medical supplies, equipment, and other resources needed to meet surge requirements</i> – <i>Identify needed health care professionals</i> – <i>Coordinate requests for mutual aid support with local, regional, and State response agencies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.5 (n/a)	Activate Procedures for Altered Nursing and Medical Care Standards – <i>Implement pre-defined altered nursing and medical care standards</i> – <i>Disseminate information on the use of altered standards of care through established information management mechanisms within the organization and to external response entities</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 7: Provide Surge Capacity for Behavioral Health Issues

Activity Description: Have personnel available to provide behavioral health services to patients, families, responders and staff.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
7.1 (n/a)	Institute strategy to address behavioral health issues. – <i>Implement strategy to meet behavioral health needs of staff (including incident management team) as well as patients and their family members</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
7.2 (n/a)	Provide behavioral health support. – <i>Identify personnel required to assist with counseling and behavioral health support</i> – <i>Implement the organization's behavioral plan for emergency response</i> – <i>Coordinate with community leaders (e.g., religious community)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

7.3 (n/a)	Provide family support services. <ul style="list-style-type: none"> – <i>Identify Federal, State, local and support agencies to assist with family support services</i> – <i>Identify available resources</i> – <i>Coordinate with families to ensure they know where/how to receive support</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 8: Demobilize

Activity Description: Prepare facility and staff to return to normal operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
8.1 (n/a)	Coordinate decision to demobilize with overall incident management. <ul style="list-style-type: none"> – <i>Notify health care personnel and external response entities that medical surge is demobilized</i> – <i>Conduct demobilization activities under incident command structure</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
8.2 (n/a)	Provide a staff debriefing. <ul style="list-style-type: none"> – <i>Determine Critical Incident Stress Management (CISM) needs</i> – <i>Transition to normal operations and normal staff scheduling</i> – <i>Institute plan for staff counseling, stress debriefing, or other follow-on activities to address response workers mental or behavioral health needs (acute and long-term)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
8.3 (n/a)	Reconstitute medical supply, equipment inventory. <ul style="list-style-type: none"> – <i>Complete inventories of medical supplies, pharmaceuticals, and equipment</i> – <i>Account for all costs incurred by the health care organization as a result of the incident response</i> – <i>Apply for financial remuneration of those costs</i> – <i>Request replacement nor servicing of equipment, supplies, and pharmaceuticals used during the response</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Medical Surge

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Onsite Incident Management

Exercise Evaluation Guide:

Capability Description: Onsite incident management is the capability to effectively direct and control incident management activities by using the Incident Command System (ICS) consistent with the National Incident Management System (NIMS).	
Capability Outcome: The incident is managed safely, effectively and efficiently through the integration of facilities, resources (personnel, equipment, supplies, and communications) and procedures using a common organizational structure that is ICS.	
Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Implement On-Site Incident Management			
Activity Description: In response to an incident, arrive on scene and provide initial scene report while beginning response operations; carry out management, planning, and coordination of on-site incident.			
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure			
	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Res.B1a 4.1.1)	First arriving unit provides initial on-scene report. <ul style="list-style-type: none"> – <i>Description of the incident</i> – <i>Determine the need for specialized resources</i> – <i>Initial actions being taken</i> – <i>Number of injured recorded</i> – <i>Nature and quantity of additional resources required</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time initial incident conditions are reported to responding units	TARGET Within 5 minutes	ACTUAL

1.2 (Res.B1a 4.2)	Initiate and implement Incident Command System (ICS). <ul style="list-style-type: none"> – <i>Establishment of command is communicated to responding units</i> – <i>Command post is established and the location is communicated to responding units and Dispatch Center</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Upon notification, time needed to establish on-site incident command	TARGET 5 minutes ACTUAL
1.3 (n/a)	First arriving unit initiates site management and control. <ul style="list-style-type: none"> – <i>Establish and secure initial perimeter</i> – <i>Establish exclusion zone (hot zone)</i> – <i>Stand-off distance is appropriate to hazard</i> – <i>Responding units are made aware of hazard(s)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Upon arrival, time needed to establish on-scene security	TARGET 5 minutes ACTUAL
1.4 (Res.B1a 4.2.5)	Transfer command, as appropriate. <ul style="list-style-type: none"> – <i>Information is shared between oncoming and outgoing Incident Commander</i> – <i>Command transfer is acknowledged and communicated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Establish Full On-Site Incident Command

Activity Description: Establish staff and facilities necessary to conduct on-site incident command.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.B1a 5.1.2)	Establish the command structure to manage the incident and meet objectives. <ul style="list-style-type: none"> – <i>Command staff: Incident Commander, Safety Officer, Liaison Officer, Public Information Officer (PIO)</i> – <i>General staff: Operations, Planning, Logistics, Finance/Administration sections</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Establishment of Command and General Staff based upon incident requirements and available personnel	Yes [] No []

<p>2.2 (Res.B1a 5.3.2)</p>	<p>Transition from IC to Unified Command (UC) for incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement.</p> <ul style="list-style-type: none"> – <i>UC should quickly designate an operations chief</i> – <i>Includes all agencies with jurisdictional or functional responsibility</i> – <i>Appropriate, decision-making personnel from each agency are present at the command post</i> – <i>Objectives, strategies, plans, and priorities are jointly determined by all individuals who make up UC</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>2.3 (n/a)</p>	<p>Establish communications with emergency operations center multi-agency coordinating center (EOC/MACC), dispatch center, and responding units.</p> <ul style="list-style-type: none"> – <i>Verify availability of interoperable communications between all responding units</i> – <i>Identify and confirm backup communications systems</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>2.4 (Res.B1a 4.2.1.1)</p>	<p>Maintain communications with emergency operations center multi-agency coordinating center (EOC/MACC), Dispatch center, and responding units.</p>	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>2.5 (Res.B1a 5.1.1)</p>	<p>Establish an Incident Command Post (ICP), incident bases, camps, staging areas, helispot or helibase, and other facilities as required.</p> <ul style="list-style-type: none"> – <i>All facilities should be located in a safe area but in the vicinity of incident scene</i> – <i>Staging area is of sufficient size and has easy ingress/egress for oversize/overweight vehicles</i> – <i>IC is able to maintain communications with remote facilities</i> – <i>Communicate locations to all responding and operating personnel</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>2.6 (Res.B1a 4.2.2)</p>	<p>Establish communications and coordinate operations with emergency response specialty teams (e.g., SWAT/tactical, Bomb Squad/Explosives, HAZMAT, urban SAR).</p> <ul style="list-style-type: none"> – <i>IC coordinates with Specialty Team Leader to ensure adequate resources, scene safety, communications, etc.</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 3: Resource Management

Activity Description: Establish system to order, track, manage and deploy all resources required for effective incident command management.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B1a 5.2)	Establish processes to order, track, assign, and release incident resources. <ul style="list-style-type: none"> – Resources (people, personnel, equipment, and supplies) are tracked and managed within IC/UC – Staging area is used to manage resources not needed or awaiting assignment on-site – Resources are released and returned to service when no longer needed – Resources are properly credentialed and certified 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Resources are tracked and managed	TARGET From arrival on scene or at staging area until release	ACTUAL
3.2 (Res.B1a 3.3.4)	Monitor/measure performance of assigned resources and request additional resources as needed. <ul style="list-style-type: none"> – On-site resources are monitored and additional resources are requested, reassigned, or released (fatigue, resource in short supply, etc.) – Resources are coordinated between EOC/MACC and IC/UC 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Command shall identify additional resources requested	Yes []	No []
3.3 (Res.B1a 5.2.2)	Request mutual aid through the dispatch center, EOC/MACC ordering process. <ul style="list-style-type: none"> – IC/UC provides clear direction on resources needed by EOC/MACC group through the dispatch center, EOC, or MACC – Resources requested using NIMS standardized kind and type 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Res.B1a 4.2.3)	Coordinate with arriving regional, State, and Federal responders. <ul style="list-style-type: none"> – IC integrates arriving first responders into the IC/UC structure – Reliable communications are ensured – Units directed to base area and dispatched to staging area as needed – Resources are managed and tracked 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Develop Incident Action Plan (IAP)

Activity Description: Develop all necessary components of the IAP and obtain approval.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B1a 6.1)	Establish incident objectives, priorities, and operational periods. <ul style="list-style-type: none"> – <i>Incident priorities: Life safety, incident stabilization, property conservation</i> – <i>Update IAP as necessary</i> – <i>Gather input from all responding agencies</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Initial incident commander shall identify strategic and tactical objectives, which are communicated up and down through ICS	TARGET Immediately following scene size-up	ACTUAL
4.2 (Res.B1a 6.2)	Develop written IAP to establish priorities, procedures, and actions to be accomplished to meet the incident Objectives for each operational period. IAP is approved by IC/UC. <ul style="list-style-type: none"> – <i>IAP is implemented, communicated, distributed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	IAP developed for second operational period	Yes []	No []

Activity 5: Execute Plan						
Activity Description: Distribute IAP to response organizations for their assigned operations to achieve the desired incident objectives.						
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure						
	Task /Observation Keys	Time of Observation/ Task Completion				
5.1 (Res.B1a 7.3)	Direct efforts to meet incident objectives. <ul style="list-style-type: none"> – <i>Review progress towards meeting incident objectives within established timeline - situation reports</i> – <i>Establish personnel accountability</i> – <i>Develop mechanism(s) for controlling incident</i> – <i>Have taken into consideration potential impacted areas</i> – <i>Review resource requirements and update IAP</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []				
	UC/IC delegates the responsibility to implement IAP to Command and General Staff	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th style="width: 50%;">TARGET</th> <th style="width: 50%;">ACTUAL</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Incident objectives for operational period are met or IAP is revised accordingly</td> <td></td> </tr> </tbody> </table>	TARGET	ACTUAL	Incident objectives for operational period are met or IAP is revised accordingly	
TARGET	ACTUAL					
Incident objectives for operational period are met or IAP is revised accordingly						

Activity 6: Evaluate/Revise Plans		
Activity Description: Evaluate and alter plans as necessary.		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (Res.B1a 7.5.1)	Evaluate, revise, and prioritize tactics to meet incident objectives. <ul style="list-style-type: none"> – <i>IC/UC responds to a changing incident scene</i> – <i>Weather is considered in planning process</i> – <i>Communicate significant changes to command and general staff</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	UC/IC reviews the effectiveness of the IAP and revises, as necessary	Yes [] No []

Onsite Incident Management

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Public Health Laboratory Testing

Exercise Evaluation Guide:

Capability Description:

The Public Health Laboratory Testing capability is the ongoing surveillance, rapid detection, confirmatory testing, data reporting, investigative support, and laboratory networking to address potential exposure, or known exposure, to all-hazards which include chemical, radiochemical, and biological agents in all matrices including clinical specimens, food and environmental samples, (e.g., water, air, soil). All-hazard threats include those deliberately released with criminal intent, as well as those that may be present as a result of unintentional or natural occurrences.

Capability Outcome:

Chemical, radiochemical, and biological agents causing, or having the potential to cause, widespread illness or death are rapidly detected and accurately identified by the public health laboratory within the jurisdiction or through network collaboration with other appropriate Federal, State, and local laboratories. The public health laboratory, working in close partnership with public health epidemiology, environmental health, law enforcement, agriculture and veterinary officials, hospitals and other appropriate agencies, produces timely and accurate data to support ongoing public health investigations and the implementation of appropriate preventative or curative countermeasures.

Jurisdiction or Organization:**Name of Exercise:****Location:****Date:****Evaluator:****Evaluator Contact Info:**

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Public Health Laboratory Testing

Activity Description: Direct and coordinate local, State, and Federal public health, food testing, veterinary diagnostic, and environmental testing laboratory efforts in response to biological and chemical terrorism.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Pro.B1e 3.1.6)	<p>Laboratory is prepared to coordinate with the Laboratory Response Network (LRN) within the jurisdiction.</p> <ul style="list-style-type: none"> – <i>Identify, establish, and maintain working collaboration</i> – <i>Maintain a contact list of laboratories to assist with testing of specimens</i> – <i>Establish and maintain processes and personnel to evaluate reports of confirmed, probable and suspect cases</i> – <i>Establish protocols for triaging cases</i> – <i>Establish guidelines for determine whether a detected signal constitutes a health event or a false alarm</i> – <i>Provide healthcare providers and laboratory personnel with the list of disease conditions, diagnosis types, test requests, and test results that should be immediately reported</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Percent of calls/inquiries received by the CDC LRN Coordinating Office for which a response is initiated within 2 hours during an emergency	TARGET 100%	ACTUAL
	Percent of calls/inquiries received by the CDC LRN Coordinating Office for while a response is initiated within 24 hours on a routine basis	TARGET 100%	ACTUAL
1.2 (Pro.B1e 3.1.2)	<p>Function as Laboratory Response Network (LRN) Sentinel laboratories.</p> <ul style="list-style-type: none"> – <i>Identify responsibility for routine diagnostic services</i> – <i>Determine responsibility for rule-out testing</i> – <i>Identify correct LRN reference lab for referrals</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
1.3 (Pro.B1e 3.1.3)	<p>Function as Laboratory Response Network (LRN) Chemical laboratories.</p> <ul style="list-style-type: none"> – <i>Provide guidelines for collection and shipping of specimens</i> – <i>Follow chain of custody procedures for criminal investigations</i> – <i>Refer specimens for investigation</i> – <i>Identify confirmatory testing capability</i> – <i>Personnel appropriately trained to detect exposure to chemicals or biological agents</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	

Activity 2: Sample and Specimen Management

Activity Description: Implement LRN established protocols/procedures for specimen collection, transport, and testing.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Pro.B1e 1.6.6)	Maintain an accurate inventory of reagents and supplies in their respective laboratories. <ul style="list-style-type: none"> – <i>Identify needed resources and supplies</i> – <i>Confirm that sufficient levels of reagents and supplies are available to meet surge capacity</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	LRN reference laboratory has a system to maintain an inventory of reagents and supplies to support LRN testing	Yes []	No []
2.2 (Pro.B1e 6.3)	Provide surge capacity for CDC to measure metabolites (e.g., of nerve agents, in clinical specimens). <ul style="list-style-type: none"> – <i>Confirm roster of laboratory surge personnel is up to date</i> – <i>Contact and inform surge personnel of appropriate travel procedures, security, and health precautions</i> – <i>Locate and provide surge equipment to laboratory</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Notify surge personnel	TARGET Within 30 minutes	ACTUAL
2.3 (Pro.B1e 4.1)	Establish and maintain a jurisdiction-wide transport system to assure timely receipt of samples or specimens for laboratory testing. <ul style="list-style-type: none"> – <i>A log of healthcare facilities that need specimens picked up for testing is maintained</i> – <i>Transportation methods, routes, and personnel are identified and updated based on conditions and events</i> – <i>Chain of custody procedures are maintained</i> – <i>All specimens received for testing are logged in upon receipt</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from acceptance of clinical specimens to start of analysis, for designated State LRN-1 Level 1 Laboratories	TARGET Within 24 hours	ACTUAL
	The laboratory has a primary system that ensures delivery of specimens/samples	Yes []	No []

	Confirm that the laboratory has a secondary courier (e.g., state patrol helicopter) system that ensures rapid delivery in an emergency situation	Yes [] No []	
2.4 (Pro.B1e 4.3)	<p>Communicate requirements for all-hazard specimen or sample collection, packaging, and shipping to submitters (e.g., FBI, CST, first responders, HazMat Teams, and LRN Sentinel and Clinical Chemistry Laboratories).</p> <ul style="list-style-type: none"> – <i>Communicate requirements for all-hazard specimen collection, packaging, and shipping to submitters (e.g., FBI, CST, first responders, HazMat Teams, and LRN Sentinel and Clinical Chemistry Laboratories).</i> – <i>Implement LRN procedures for specimen/sample collection</i> – <i>Communicate procedures for packaging and shipping of specimens to submitters</i> – <i>Identify and brief all submitters about collection requirements</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Time from distribution of health alert by agency epidemiologist, environmental health, or relevant partner via the Health Alert Network to distribution of laboratory health alert detailing laboratory related information including specimen collection, packaging, and shipping guidelines	TARGET Within 12 hours	ACTUAL
	Time from presumptive identification to 1) shipment to an LRN reference laboratory with relevant confirmatory capabilities or 2) confirmatory identification of agent by LRN reference laboratory	TARGET Within 2 hours	ACTUAL
2.5 (Pro.B1e 4.4)	<p>Provide consultation to all submitters regarding appropriate collection and shipment of specimens or samples for testing.</p> <ul style="list-style-type: none"> – <i>Identify lab support staff to respond to questions of submitters</i> – <i>Identify Subject Matter Experts who are able to provide consultation</i> – <i>Maintain and document all questions and answers in a cross referenced specimen and sample log</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>	
	Percent of LRN reference laboratories that provide technical assistance to submitters on errors within 3 business days of receipt of mislabeled, poorly packaged, and improperly shipped packages	TARGET 100%	ACTUAL

Activity 3: Detection Testing and Analysis

Activity Description: Test and analyze initial chemical, biological, and radiological samples to provide presumptive agent identification or diagnosis.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Pro.B1e 6.2.5)	Evaluate clinical specimens from patients exposed to chemical or radiochemical agents (e.g., tests for blood gases, CBC analysis, and enzyme levels). <ul style="list-style-type: none"> – Provide health care providers and laboratory personnel with the list of disease conditions, diagnosis types, test requests, and test results that should be immediately reported – Document, identify, and record specimens correctly 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from high-level threat credibility assessment of suspicious agent to specimen/sample receipt at the public health laboratory	TARGET Within 6 hours of identifying a suspicious agent	ACTUAL
3.2 (Pro.B1e 6.2.3)	Test initial 20-40 clinical specimens to assess human exposure by measuring metabolites of chemical agents (e.g., of nerve agents) define location. <ul style="list-style-type: none"> – Send clinical specimens to the CDC for analysis – Document, identify, and record specimens correctly – Ensure Secure transport for specimens 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for CDC Chemical laboratory to conduct Rapid Toxic Screen on initial 20-40 specimens analyzed for 150 chemical agents (including nerve agents)	TARGET Within 36 hours of receipt of specimens (surge)	ACTUAL
3.3 (Pro.B1e 6.2.4)	Test environmental samples for toxic industrial chemicals and materials using standard laboratory methods. <ul style="list-style-type: none"> – Test samples if within capacity of local public health lab – Refer sample to a reference lab (e.g., CDC) if necessary – Maintain chain of custody 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Pro.B1e 6.2.6)	Identify all emerging infectious agents or possible bioterrorism agents using available LRN protocols. <ul style="list-style-type: none"> – Identify origin of positive lab specimens – Monitor BioSense specimens – Test lab specimens for CDC's Category A diseases based on unusual reported clinical findings 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time from receiving a specimen/samples in the LRN Reference Laboratory to presumptive identification of agent by rapid biological assays	TARGET Within 8 hours of sample request	ACTUAL
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Activity 4: Confirmation Testing

Activity Description: Test and analyze chemical, biological, and radiological samples to provide confirmation agent identification or diagnosis.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Pro.B1e 7.2.3)	Confirm results using CDC clinical chemical chemistry detection methods. <ul style="list-style-type: none"> – <i>Collect samples from a local laboratory</i> – <i>Document identify, and record samples correctly</i> – <i>Send samples by secure means to referred LRN Reference laboratory</i> – <i>Perform testing and assessment with appropriate protocols</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from presumptive identification to shipment to an LRN Reference Laboratory with relevant confirmatory capabilities	TARGET 2 hours	ACTUAL
	Time from presumptive identification to confirmatory identification of agent by LRN reference laboratory	TARGET 48 hours	ACTUAL
4.2 (Pro.B1e 7.1.1)	Use standardized, validated Laboratory Response Network (LRN) protocols to detect emerging infectious agents or possible bioterrorism agents in clinical specimens, food, or environmental samples. <ul style="list-style-type: none"> – <i>Collect samples from a local laboratory</i> – <i>Document, identify, and record samples correctly</i> – <i>Send samples by secure means to referred LRN Reference laboratory</i> – <i>Perform testing and assessment with appropriate protocols</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 5: Support Public Health Epidemiological Investigations

Activity Description: Provide timely data in support of epidemiological, environmental health, and/or poison control efforts.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Pro.B1e 3.2.2)	<p>Work in close partnership with public health epidemiology and environmental health, and poison control to provide timely data to assure implementation of effective prevention, detection, and control measures, including treatment.</p> <ul style="list-style-type: none"> – <i>Confirm necessary supplies are available to test specimens based on communication from epidemiology partners</i> – <i>Maintain a list of SME's to assist with interpretation of results from standardized molecular methods</i> – <i>Communicate lab results to epidemiology partners</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
5.2 (Pro.B1e 8.3.2)	<p>Collaborate with law enforcement and perform testing of evidentiary sample events.</p> <ul style="list-style-type: none"> – <i>Coordination of specimen requirements, safety measures, and protocols established with law enforcement through Incident Command</i> – <i>Collect evidentiary samples and send to a local lab</i> – <i>Follow chain of custody requirements</i> – <i>Document, identify, and record samples correctly</i> – <i>Provide documents and reports to Law Enforcement</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
5.3 (Pro.B1e 5.3.3)	<p>Provide reference analysis and identification of unusual or emerging biological agents present in communities.</p> <ul style="list-style-type: none"> – <i>Identify origin of positive lab specimens</i> – <i>Monitor BioSense specimens</i> – <i>Test lab specimens for CDC's Category A diseases based on unusual reported clinical findings</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
5.4 (Pro.B1e 8.3.3)	<p>Test additional clinical specimens by CDC or another qualified select Laboratory Response Network (LRN) Reference lab for retrospective assessment of chemical exposure following an event.</p> <ul style="list-style-type: none"> – <i>Collect specimens and send to a Local lab</i> – <i>Document, identify, and record samples appropriately</i> – <i>Send specimen by secure means to referred LRN reference lab</i> – <i>Conduct retrospective testing and assessment with appropriate protocols</i> – <i>Provide documents and reports to Reference lab</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

5.5 (Pro.B1e 8.3.4)	<p>Coordinate testing of environmental samples for assessment and remediation.</p> <ul style="list-style-type: none"> – <i>Coordinate testing with EPA and other LRN partner agencies</i> – <i>Evaluate air samples in accordance with appropriate procedures</i> – <i>Analyze soil samples in accordance with appropriate procedures</i> – <i>Review water samples in accordance with appropriate procedures</i> – <i>Examine samples from fomites in accordance with appropriate procedures</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
5.6 (Pro.B1e 8.6)	<p>Isolate emerging infectious or biological threat agents tested by CDC and qualified select Laboratory Response Network (LRN) reference laboratories using Clinical Laboratory Improvement Amendments (CLIA) approved methods to determine the agent's susceptibility to antimicrobial drugs used for prevention and control.</p> <ul style="list-style-type: none"> – <i>Follow appropriate CLIA lab protocols for safe handling of samples</i> – <i>Conduct testing and assessment with appropriate protocols</i> – <i>Establish appropriate containment/isolation of agent</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
5.7 (Pro.B1e 8.5)	<p>Use CLIA approved methods for antimicrobial susceptibility testing.</p> <ul style="list-style-type: none"> – <i>Follow appropriate CLIA lab protocols for safe handling of samples</i> – <i>Conduct testing and assessment with appropriate protocols</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
5.8 (Pro.B1e 8.7)	<p>Determine whether an emerging infectious disease agent or a biological threat agent consists of single or multiple strains.</p> <ul style="list-style-type: none"> – <i>Follow appropriate CLIA lab protocols for safe handling of samples</i> – <i>Conduct testing and assessment with appropriate protocols</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 6: Report Results

Activity Description: Report surveillance results to public health epidemiology officials and other decision-makers.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (Pro.B1e 3.2.3)	<p>Report surveillance results suggestive of an outbreak immediately to public health epidemiologist.</p> <ul style="list-style-type: none"> – <i>Confirm that all contact information is readily available 24/7 for public health epidemiology staff</i> – <i>Identify unusual findings of test results</i> – <i>Communicated findings to supervisors</i> – <i>Document all findings as well as results in a lab log</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

6.2 (Pro.B1e 3.2.4)	Report results of CDC chemical or biological testing to submitting LRN Reference and Chemical laboratories through the secure LRN website. <ul style="list-style-type: none"> – <i>Confirm that a roster of appropriate personnel with access to LRN website (primary and backup) is available and up to date</i> – <i>Provide CDC testing results to technical staff for data base input</i> – <i>Report results on LRN secure website</i> – <i>Confirm that the submitting LRN laboratory possesses proper access codes and has appropriate equipment to access the LRN website</i> – <i>Ensure LRN website navigation promotes prompt arrival at desired information</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.3 (Pro.B1e 6.4)	Contact the nearest LRN Reference Laboratory when unable to identify or rule-out emerging infectious agents or possible bioterrorism agents. <ul style="list-style-type: none"> – <i>Confirm that the contact list of State Public Health Laboratories is available and up to date</i> – <i>Follow correct procedures to authenticate and establish identity prior to information exchange</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.4 (Pro.B1e 3.2.5)	Notify appropriate public health, public safety, and law enforcement officials immediately of presumed and confirmed laboratory results of chemical and biological threat agent. <ul style="list-style-type: none"> – <i>Confirm that the roster of appropriate officials (primary and backup) is available and up to date</i> – <i>Prepare a specimen for transport to CDC</i> – <i>Implement procedures for an incident outbreak</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from presumptive identification of potential bioterrorism agent or communication that signals a high index of suspicion to sending notifications to key Federal, State, and local health partners (e.g., CDC, FBI)	TARGET Within 3 hours	ACTUAL
	Time from confirmatory identification (positive or negative) to initiate notification of appropriate Federal, State, and local officials, also including the specimen/sample submitter	TARGET Within 1 hour	ACTUAL
	Time from high-level threat credibility assessment of suspicious agent to notification of public health department and other State and Federal partners	TARGET Within 2 hours	ACTUAL
6.5 (Pro.B1e 3.2.6)	Report confirmed laboratory results to all submitters in a timely manner using PHIN-compliant Laboratory Information Management Systems (LIMS). <ul style="list-style-type: none"> – <i>Provide confirmation testing results to technical staff for data base input</i> – <i>Ensure results are sent and made available on LIMS data system</i> – <i>Ensure submitters possess the proper access codes and have appropriate equipment to access the LIMS</i> – <i>Ensure LIMS is easy to navigate and promotes prompt access to desired information</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	LRN reference laboratory has a PHIN compliant LIMS	Yes [] No []	

	Percent of HRSA funded hospitals that have PHIN compliant IT systems that are interoperable with their jurisdictional public health agency	TARGET 100%	ACTUAL
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Public Health Laboratory Testing

Exercise Evaluation Guide Analysis Sheets

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[Insert text electronically or on separate pages]

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Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Public Safety and Security Response

Exercise Evaluation Guide:

Capability Description:

Public Safety and Security Response is the capability to reduce the impact and consequences of an incident or major event by securing the affected area, including crime/incident scene preservation issues as appropriate, safely diverting the public from hazards, providing security support to other response operations and properties, and sustaining operations from response through recovery. Public Safety and Security Response requires coordination among officials from law enforcement (LE), fire, and emergency medical services (EMS).

Capability Outcome:

The incident scene is assessed and secured, access is controlled, security support is provided to other response operations (and related critical locations, facilities, and resources), and emergency public information is provided, while protecting first responders and mitigating any further effect to the public at risk, and any crime/incident scene preservation issues have been addressed.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Activate Public Safety and Security Response

Activity Description: Upon notification, mobilize and deploy to begin operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B3d 4.1)	Conduct a public safety and security response. <ul style="list-style-type: none"> – <i>Initial resources alerted</i> – <i>Incident responded to in a timely manner</i> – <i>Safety and security response personnel arrive on-scene</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	LE and security personnel respond to the perform public safety and security duties	Yes [] No []

1.2 (Res.B3d 4.1.3)	Establish or integrate into Incident Command/Unified Command (IC/UC). <ul style="list-style-type: none"> – <i>Develop Incident action plan (IAP) in coordination with IC/UC</i> – <i>Follow-on units receive assignments per IC/UC</i> – <i>Additional resources identified and communicated to IC/UC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Establish Incident Command/Unified Command (IC/UC)	Yes [] No []
1.3 (Res.B3d 4.1.2)	Ensure that responders have the appropriate equipment to perform assigned tasks. <ul style="list-style-type: none"> – <i>Responders are provided with appropriate safety equipment</i> – <i>Personal protective equipment (PPE) is used by responders if required</i> – <i>LE Responders have ample supplies of flexible handcuffs or other appropriate restrains for possible surge</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Command and Control Public Safety and Security Response Operations

Activity Description: In response to a notification for security assets, establish the management and coordination of the Public Safety and Security Response, from activation through to demobilization.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.B3d 3.1.1)	Identify personnel needed to maintain security support and response. <ul style="list-style-type: none"> – <i>Coordination with all responding LE agencies</i> – <i>Resources identified based on specific needs</i> – <i>Personnel identified and contacted in a timely manner</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.2 (Res.B3d 5.1.3)	Upon deployment, specialized LE teams report findings to IC/UC. <ul style="list-style-type: none"> – <i>Tactical hazards are prioritized</i> – <i>Tactical hazards are reported back to the IC/UC</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.3 (Res.B3d 3.1.2)	Deploy appropriate personnel. <ul style="list-style-type: none"> – <i>Personnel receive initial briefing prior to deployment</i> – <i>Personnel provided with appropriate equipment to perform assigned task(s)</i> – <i>Personnel receive situation report (SITREP) from personnel they are relieving</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Deploy sufficient personnel to maintain public safety throughout an incident	Yes [] No []
	Site safety and security briefing provided to all responders at the incident	Yes [] No []
2.4 (Res.B3d 3.2)	Coordinate with IC/UC. <ul style="list-style-type: none"> – <i>Liaison Officer identified and assigned to IC/UC Post</i> – <i>Need for a mutual aid response identified/State and Federal incident designation</i> – <i>Procedures established to communicate rapidly with personnel in controlled areas</i> – <i>Communication requests for additional resources are coordinated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Control Traffic, Crowd, and Scene

Activity Description: Direct/redirect traffic and pedestrians out of the affected area(s). Assess, coordinate, and establish force protection and perimeter zones, maintain a visible and effective security presence to deter criminal conduct and maintain law and order.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Res.B3d 6.1)	Identify and establish an incident perimeter and zones. <ul style="list-style-type: none"> – <i>Scene survey completed</i> – <i>Access to incident command post, staging and other ICS facilities is controlled</i> – <i>Sweep for secondary devices if necessary</i> – <i>An inner operational area perimeter is established</i> – <i>An outer operational area perimeter is established</i> – <i>Integrity of the scene and any potential evidence found at the site is maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	All incident site control zones/points clearly identified and staffed	Yes [] No []
	Demonstrate plans for Emergency proclamations, martial law, curfew declarations, and other legal issues	Yes [] No []

<p>3.2 (Res.B3d 6.1.1)</p>	<p>Identify security zone requirements.</p> <ul style="list-style-type: none"> – <i>Site security staff coordinate with IC/UC</i> – <i>Hot Zone location clearly identified if a HAZMAT/WMD incident</i> – <i>The number of personnel needed to secure and maintain zone(s) identified</i> – <i>Other resources identified based on scene/incident</i> – <i>Coordination initiated with other responding agencies</i> – <i>Site is secured</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>Perimeter zones coordinated jointly by hazardous materials (HAZMAT) personnel, fire/rescue, and law enforcement</p>		<p>Yes [] No []</p>
<p>3.3 (Res.B3d 6.2)</p>	<p>Establish force protection capacity integrated within Incident Command System (ICS).</p> <ul style="list-style-type: none"> – <i>Force protection staff coordinating with specialized LE teams and other responding agencies/jurisdictions</i> – <i>Personnel assigned to maintain force protection</i> – <i>Potential threats/hazards identified to responding personnel</i> – <i>Measures implemented to counter any potential threats/hazards</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>3.4 (Res.B3d 6.2.1)</p>	<p>Provide force protection for emergency response personnel to allow them to operate safely.</p> <ul style="list-style-type: none"> – <i>Personnel assigned to maintain force protection</i> – <i>Incident site searched for the presence of explosive devices or other immediate/secondary hazards</i> – <i>Explosive devices are rendered safe and cleared from the incident site</i> – <i>Human threat is neutralized or removed from the incident site</i> – <i>Access of others to the immediate incident scene restricted</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>New or secondary injuries to the public and first responders at or around the incident site are prevented</p>		<p>Yes [] No []</p>
<p>3.5 (Res.B3d 3.4)</p>	<p>Implement and maintain an on-scene personnel identity management system.</p> <ul style="list-style-type: none"> – <i>Check-in point established for all responding personnel</i> – <i>Accountability ensured for all units and personnel on the scene</i> – <i>Official identification is properly displayed or worn by all response personnel entering/exiting the incident site</i> – <i>All personnel entering and exiting incident site are documented</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>3.6 (Res.B3d 6.1.3)</p>	<p>Provide and plan for access to the site for skilled support personnel.</p> <ul style="list-style-type: none"> – <i>Site security staff coordinating with specialized LE teams</i> – <i>Controlled entry points identified and established</i> – <i>Accessible and safe routes of ingress and egress provided</i> – <i>Credential checks conducted of all personnel entering/exiting the incident scene</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

<p>3.7 (Res.B3d 6.3)</p>	<p>Control traffic and crowds.</p> <ul style="list-style-type: none"> – Personnel mobilized and deployed for traffic and crowd control – The placement of barricades and traffic control devices directed – Evacuations conducted if required 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
	<p>Identify and staff all traffic control and alternative ingress/egress routes</p>	<p>Yes [] No []</p>
<p>3.8 (Res.B3d 6.1.2)</p>	<p>Identify and secure critical sites, including hospitals, shelters, points of distribution (PODs), etc.</p> <ul style="list-style-type: none"> – Coordination with Logistics – Security personnel provided and assigned to identified critical sites – Secure perimeter established – People and possessions searched and screened when entering a critical site 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>3.9 (Res.B3d 6.2.2)</p>	<p>Plan and provide protection and security for unoccupied/evacuated properties within and around the incident site.</p> <ul style="list-style-type: none"> – Unoccupied/evacuated properties in need of protection identified – Appropriate security personnel provided and assigned to secure the properties – Relief personnel identified and secured for prolonged protection operations – Appropriate private security resources that can be marshaled into service are identified and secured 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>3.10 (Res.B3d 5.2.3)</p>	<p>Develop and maintain a rapid intervention group to respond to unexpected occurrences.</p> <ul style="list-style-type: none"> – Group supervisor is identified and assigned – Team members are identified and assigned – Initial briefing from command post explaining responsibilities, if needed – Rapid intervention group is fully supplied and equipped 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>3.11 (Res.B3d 7.3)</p>	<p>Implement plans for emergency proclamations, martial law, curfew declarations, and other legal issues.</p> <ul style="list-style-type: none"> – Pre-written arrest, evacuation, standard operating procedures (SOPs), mutual aid agreements (MAAs) – Availability of legal advisor determined 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 4: Conduct Law Enforcement Operations

Activity Description: Upon notification or suspicion of criminal activity, identify and take appropriate enforcement action against criminals.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (n/a)	Initiate documentation of the event.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Identify special operations teams and other tactical resources	Yes [] No []
4.2 (n/a)	Conduct search, seizure, hostage rescue, arrest or other intervention/interdiction operations according to policies, procedures, and rules of engagement.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3 (n/a)	Implement plans for personnel to assure continued service to citizens unaffected by incident.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.4 (n/a)	Document and secure evidence.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.5 (Res.B3d 8.1)	Identify/interview witnesses, victims, suspects.	Time: Task Completed? Fully [] Partially [] Not [] N/A []

4.6 (n/a)	Conclude investigation.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 5: Demobilize Public Safety and Security Response Operations

Activity Description: Return to normal operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Res.B3d 10.2.2)	Participate in incident debriefing. – <i>Issues and accomplishments of mission documented</i> – <i>Plan described to personnel to return to prior readiness state</i> – <i>General Incident Stress Management (GISM) strategies discussed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	LE Security Response personnel debriefed	Yes [] No []
5.2 (Res.B3d 10.1.4)	Identify staff needs dependent upon their level of involvement and/or hours committed to the incident. – <i>Critical Incident Stress Management (CISM) services provided to those responders identified in the debriefings, or subsequent to the debriefings</i> – <i>Additional time-off identified for responders and their families in the event that they are directly affected by the incident</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.3 (Res.B3d 10.5)	Reconstitute personnel and equipment. – <i>Meeting point(s) identified to conduct final personnel accountability procedures</i> – <i>Equipment is retrieved</i> – <i>Equipment is inventoried and losses are documented</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Restore LE personnel to normal or original operations	Yes [] No []

Public Safety and Security Response

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Responder Safety and Health

Exercise Evaluation Guide:

Capability Description:

Responder Safety and Health is the capability that ensures adequate trained and equipped personnel and resources are available at the time of an incident to protect the safety and health of on-scene first responders, hospital/medical facility personnel (first receivers), skilled support personnel, and, if necessary, their families through the creation and maintenance of an effective safety and health program. This program needs to comply with the Occupational Safety and Health Administration (OSHA) and any other applicable Federal and State regulations and health and safety standards.

Capability Outcome:

No illnesses or injury to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of preventable exposure to secondary trauma, chemical/radiological release, infectious disease, or physical and emotional stress after the initial incident or during decontamination and incident follow-up.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Activate Responder Safety and Health

Activity Description: In response to Incident Command (IC) recognition of the complexity or hazards in the incident, mobilize and designate Safety Officer to begin operations or continue IC-initiated operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B1b 4.1)	<p>The IC/UC shall designate a safety officer who is knowledgeable in the operations being implemented at the emergency response site with the specific responsibility to identify and evaluate hazards, and to provide direction with regard to the safety of operations for the emergency.</p> <ul style="list-style-type: none"> – All personnel and other agencies are informed of delegation – Safety Officer/Assistant Safety Officer (ASO) is qualified in the tactical operations being evaluated 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
	<p>Designate Safety Officer within the incident command system (ICS) structure (separate from IC/UC)</p>	<p>Yes [] No []</p>

	Incident Command/Unified Command (IC/UC) ensures the development a safety and health plan	Yes [] No []
1.2 (Res.B1b 4.1.1)	Safety Officer assumes responsibility for supervision and management of the Assistant Safety Officer(s) based on incident severity and complexity. <ul style="list-style-type: none"> – <i>Safety Officer implements plans and procedures</i> – <i>Subordinates mobilized and briefed</i> – <i>Communication with field established and maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.3 (Res.B1b 3.1)	Safety Officer maintains coordination and communication on safety and health issues between agencies and departments. <ul style="list-style-type: none"> – <i>Call lists up-to-date</i> – <i>Ensure back-up safety and operational systems are in place</i> – <i>Establish accountability system based on NIMS/ICS principals</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Safety Officer develops and implements safely action and control plan to manage and monitor incident safety and health operations	Yes [] No []
1.4 (Res.B1b 4.3)	Safety Officer ensures on-going safety and health assessments of response operations.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Safety Officer advises IC/UC on overall safety and health issues	Yes [] No []

Activity 2: Identify Safety/PPE Needs and Distribute PPE

Activity Description: Upon appointment as Safety Officer, assess safety and health hazards, inform IC of needs, and develop site-specific safety and health plan.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
2.1 (Res.B1b 5.1.2)	Observe the scene and review/evaluate hazard and response information as it pertains to the safety of all persons at the location. <ul style="list-style-type: none"> – <i>Perform scene survey</i> – <i>Interpret results of environmental/personal monitoring</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Identify safety and health hazards	Yes [] No []
2.2 (Res.B1b 5.1)	Perform an incident safety analysis. <ul style="list-style-type: none"> – <i>Hazards are identified</i> – <i>Compile and analyze responder personal monitoring data</i> – <i>Utilize predictive modeling tools as necessary</i> – <i>Risk analysis conducted, recorded and disseminated</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Assess risks	Yes [] No []
2.3 (Res.B1b 5.4.1)	Identify responder safety and health resources required. <ul style="list-style-type: none"> – <i>Appropriate personnel, equipment and supply needs identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.4 (n/a)	Develop site-specific safety messages. <ul style="list-style-type: none"> – <i>Safety Officer/Assistant Safety Officer prepare written site-specific safety and health messages</i> – <i>IC/UC approves and disseminates messages</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Develop site-specific safety and health plan	Yes [] No []
2.5 (Res.B1b 5.4.2)	Provide command structure with observation-based recommendations for the safety of on-site personnel. <ul style="list-style-type: none"> – <i>Safety Officer reviews and communicates results of on-going responder/personal monitoring</i> – <i>Safety Officer briefs IC/UC with recommendations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Notify command structure of safety and health plans, and specialized resources and needs	Yes [] No []

Activity 3: Site/Incident Specific Safety and Health Training

Activity Description: Site/Incident specific training provides necessary understanding of the hazards identified and assessed in the incident, and the necessary precautions. Site/Incident specific training builds upon pre-incident training, but tailors curriculum to the tasks/hazards of the incident. Site/Incident specific training should reflect policies and procedures specified in the incident specific health and safety plan. Site/Incident specific training needs to have a flexible approach (training may need to be conducted outside of a classroom setting) and should be conducted prior to commencing response activities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (Res.B1b 6.3)	Ensure the provision of appropriate safety and health equipment. <ul style="list-style-type: none"> – <i>Safety Officer/Assistant Safety Officer distributes appropriate safety and health equipment and examines for proper fit</i> – <i>Safety and health equipment pre-use checks are accomplished and documented</i> – <i>Safety and health equipment is used, decontaminated, and disposed of according to the training provided (site-specific)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Ensure personnel are provided with appropriate safety and health equipment	Yes [] No []
3.2 (Res.B1b 6.1)	Ensure the availability of incident/site-specific training. <ul style="list-style-type: none"> – <i>Safety Officer/Assistant Safety Officer ensure that training on safety and health equipment is provided according to user instructions</i> – <i>Where applicable, ensure that all responders provided with equipment are medically qualified for its use</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Verify that emergency workers/responders properly use safety equipment	Yes [] No []
	Emergency workers/responders are medically qualified to use safety and health equipment	Yes [] No []

Activity 4: Ongoing Monitoring of Responder Safety and Health

Activity Description: Upon assignment of responders to the incident, maintain continuous monitoring of responder safety and health, proper functioning of PPE and equipment, awareness of on-site hazards, oversee decontamination, document all actions and injuries/illnesses, and provide for emergency and psychological medical care.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
4.1 (n/a)	Request technical specialists as needed to support IC/UC. <ul style="list-style-type: none"> – <i>Identify technical specialists</i> – <i>Utilize technical specialists as needed in managing incident safety and health plans</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (n/a)	Ensure preventative health, proper personal hygiene, and decontamination measures are in place. <ul style="list-style-type: none"> – <i>Immunization and prophylaxis p procedures and equipment in place</i> – <i>Personal hygiene and decontamination procedures and equipment in place</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Maintain goal of zero injuries/illnesses	Yes [] No []
	Medical resources are available, equipped, and operational	Yes [] No []
	Personnel are wearing the required safety and health equipment	Yes [] No []
	Personnel and equipment are decontaminated	Yes [] No []
	Monitor work schedules and availability of water and other items for worker feeding and recuperation	Yes [] No []

4.3 (n/a)	<p>Ensure that the exposure monitoring (personnel and environment) specified in the safety and health plan and related SOPs are performed.</p> <ul style="list-style-type: none"> – <i>Dosimeters/personal monitor/environmental measurements read at intervals specified in site-specific Incident Action Plan (IAP)</i> – <i>Monitoring readings are documented</i> – <i>Site medical monitoring program is established and implemented</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
Worker exposures/injuries/illnesses are recorded		<p>Yes [] No []</p>
4.4 (n/a)	<p>Provide incident/site-specific safety briefing.</p> <ul style="list-style-type: none"> – <i>Safety Officer/Assistant Safety Officer provide detailed briefing on safety and health plan, including known hazards, PPE, safety precautions, turn-back limits, and entry/exit procedures</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
Site safety briefing is conducted		<p>Yes [] No []</p>
4.5 (Res.B1b 7.4.1)	<p>Monitor hazardous site operations and insure that personnel perform their tasks in a safe manner and follow the safety-related requirements identified in the IAP.</p> <ul style="list-style-type: none"> – <i>Monitor and coordinate safety activities with command and general staff</i> – <i>On-site Supervisors/Unit Leaders are contacted periodically for safety assessment</i> – <i>On-site personnel are advised of safety hazards and response protocols</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.6 (n/a)	<p>Make recommendation to alter, suspend, or terminate any activity judged to be an imminent danger or immediately dangerous to life or health (IDLH).</p>	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
4.7 (n/a)	<p>Medical Unit established on-site.</p> <ul style="list-style-type: none"> – <i>Establish responder rehabilitation areas</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
Affected personnel are treated for injuries/illnesses		<p>Yes [] No []</p>

Activity 5: Demobilize Responder Safety and Health

Activity Description: Upon completion of assigned mission, evaluate responder safety and health status before demobilization and conduct follow-up analysis of health after responder returns to normal duty.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Res.B1b 8.1)	Conduct post-incident analysis of responder health and safety. <ul style="list-style-type: none"> – <i>Medical personnel and resources provided</i> – <i>Protocols used to evaluate responders</i> – <i>Medical and psychological examinations performed</i> – <i>Injuries/Illnesses tallied</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Maintain goal of zero emergency workers who develop physical symptoms or illness secondary to the incident	Yes [] No []
5.2 (Res.B1b 8.2)	Monitor psychological and medical status of exposed persons. <ul style="list-style-type: none"> – <i>Responders in need of long-term monitoring identified</i> – <i>Responders informed of procedures for monitoring psychological and medical status</i> – <i>Information provided on medical facilities, counselors, and services protocols</i> – <i>Plan for long-term (post-event) monitoring developed</i> – <i>Behavioral hazards are identified and mitigated (e.g., human/animal remains are covered)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Workers are treated for stress-related symptoms secondary to the incident	Yes [] No []
5.3 (Res.B1b 8.1.4)	Provide critical incident stress management (CISM) strategies, programs, and teams. <ul style="list-style-type: none"> – <i>CISM team(s) mobilized</i> – <i>Responders affected by stress identified</i> – <i>Information provided on medical facilities, counselors, and services protocols</i> – <i>Plan for long-term (post-event) monitoring developed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Responder Safety and Health

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Restoration of Lifelines

Exercise Evaluation Guide:

Capability Description:

Restoration of Lifelines is the capability to manage clearing and restoration activities (e.g., demolition, repairing, and reconstruction). This includes the restoration of essential gas, electric, oil, communications, water, wastewater and sewer, transportation and transportation infrastructure, and other utilities; this also includes clearing debris from lifelines (e.g., transportation, communications, and utilities).

Capability Outcome:

Lifelines to facilitate emergency response and recovery activities are restored and essential lifeline services for the affected population are reestablished.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Restoration of Lifelines Operations

Activity Description: Command and control the restoration of lifelines operations, facilitate the prioritization of facilities and placement of personnel and equipment to maximize the efficiency and effectiveness of restoration activities, and communicate assessment results and continually update restoration status with the EOC and other impacted capabilities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Rec.C1a 3.1.1)	Identify communities, public sectors, and economic entities affected by loss of energy infrastructure. <ul style="list-style-type: none"> – <i>Coordinate with State, county, tribal and local governments</i> – <i>Communication established and maintained between all entities involved in the operations</i> – <i>Losses are identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.2 (Rec.C1a 3.1.2)	Identify resources required. <ul style="list-style-type: none"> – <i>Accurate information is documented</i> – <i>Continuous communication with EOC and assessment teams</i> – <i>Resources are tracked, mission tasking identified, assigned, and confirmed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to provide housing and essential services for mobilized personnel while operating at recovery scene	TARGET Within 24-36 hours	ACTUAL
1.3 (Rec.C1a 3.2)	Coordinate dissemination of recovery information. <ul style="list-style-type: none"> – <i>Accurate information is documented and disseminated</i> – <i>Coordinate information between tactical operations and the EOC/MACC/IOF</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.4 (n/a)	Execute emergency contracting support for life-saving and life-sustaining services. <ul style="list-style-type: none"> – <i>Mutual Aid agreements are executed</i> – <i>Accurate information is documented</i> – <i>Coordination and continuous communication are established and maintained with the recovery operations and emergency contracting support</i> – <i>Contracts involving the private sector should incorporate performance measures at some point during the life of the contract</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to identify alternate transportation routes for emergency services	TARGET Within 2 hours	ACTUAL
	Time to identify specific lifeline personnel	TARGET 6-12 hours	ACTUAL
1.5 (n/a)	Provide and coordinate the use of emergency power generation services at critical facilities. <ul style="list-style-type: none"> – <i>Critical facilities are prioritized</i> – <i>Power generation missions are executed and/or services are made available</i> – <i>Continuous communication with critical facilities is maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.6 (n/a)	Prepare to justify or provide funding for the repair or replacement of public systems and facilities. <ul style="list-style-type: none"> – <i>Financial documentation is provided to Recovery Manager by affected agency (e.g., Request for Federal Assistance, Project Worksheets)</i> – <i>Coordinate communication with Federal Agencies</i> – <i>Funds are provided to grant recipient</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.7 (n/a)	Prepare to justify or provide funding for the restoration of public utilities. <ul style="list-style-type: none"> – <i>Coordinate with public utility companies (Electric Cooperatives and Municipal owned utility companies only)</i> – <i>Funds are provided in a timely manner</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Activate Restoration of Lifelines.

Activity Description: Activate the process for getting the appropriate personnel and equipment to the disaster locations to re-assess.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Rec.C1a 4.1)	Notify appropriate lifeline personnel. <ul style="list-style-type: none"> – <i>Appropriate organizations/personnel are initially contacted</i> – <i>Coordinate with initial damage assessment teams to determine skills necessary to restore lifelines</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to mobilize personnel and equipment for lifelines initial damage re-assessment (e.g., helicopter, satellite GIS)	TARGET Within 2 hours	ACTUAL
2.2 (n/a)	Confirm estimated time of arrival of notified personnel. <ul style="list-style-type: none"> – <i>Method of confirmation received</i> – <i>Approximate arrival date and time of personnel discussed and confirmed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to mobilize personnel and equipment for the Fast Response Unit (FRU)	TARGET Within 4 hours	ACTUAL
2.3 (Rec.C1a 4.3)	Mobilize appropriate initial personnel based on the type and extent of the damage to lifelines. <ul style="list-style-type: none"> – <i>Arrival mobilization site identified</i> – <i>Ensure re-assessment personnel are mobilized</i> – <i>Mode of transportation identified and secured</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.4 (Rec.C1a 4.4)	Mobilize appropriate equipment appropriate to the incident. <ul style="list-style-type: none"> – <i>Method of confirmation received</i> – <i>Mode of transportation identified</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to mobilize 25 percent of needed personnel, vehicles, and heavy equipment for debris management	TARGET Within 12 hours	ACTUAL

	Time to mobilize 75 percent of needed personnel, vehicles, and heavy equipment for debris management	TARGET Within 48 hours	ACTUAL
	Time to mobilize 100 percent of needed personnel, vehicles, and heavy equipment for debris management	TARGET 96 hours	ACTUAL

Activity 3: Assess and Prioritize

Activity Description: Continually assess and evaluate damage using specialized expertise in order to prioritize restoration and deployment of the correct assets to the damaged locations. Coordination between interdependent services recommended.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
3.1 (n/a)	Assess damage to energy infrastructures. <ul style="list-style-type: none"> – <i>Coordinate with all local energy supplier(s) for support or mission tasking assigned</i> – <i>Production and distribution ability surveyed</i> – <i>Communication established and maintained between all entities involved in the operation</i> – <i>Accurate information is documented</i> – <i>Energy restoration plan developed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.2 (n/a)	Assess damage to transportation infrastructure. <ul style="list-style-type: none"> – <i>Coordinate with local transportation authorities at all levels for support or mission tasking assigned</i> – <i>Communication established and maintained between all entities involved in the operation</i> – <i>Accurate information is documented</i> – <i>Transportation restoration plan developed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
3.3 (n/a)	Assess damage to drinking water infrastructure. <ul style="list-style-type: none"> – <i>Coordinate with all local water departments for support or mission tasking</i> – <i>Communication established and maintained between all entities involved in the operation</i> – <i>Processing and distribution ability surveyed</i> – <i>Accurate information is documented</i> – <i>Water restoration plan developed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

3.4 (n/a)	<p>Assess damage to waste water infrastructure.</p> <ul style="list-style-type: none"> – <i>Coordinate with all local waste water districts/departments</i> – <i>Communication established and maintained between all entities involved in the operations</i> – <i>Accurate information is documented</i> – <i>Waste water restoration plan developed</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
3.5 (Rec.C1a 3.2.5)	<p>Provide and coordinate the use of emergency power generation services at critical facilities.</p> <ul style="list-style-type: none"> – <i>Critical facilities prioritized</i> – <i>Power generation services are made available</i> – <i>Continuous communication with critical facilities maintained</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
3.6 (n/a)	<p>Prepare to justify or provide funding for the repair or replacement of public systems and facilities.</p> <ul style="list-style-type: none"> – <i>Coordinate with all local energy supplier(s) for support or mission tasking</i> – <i>Production and distribution ability surveyed</i> – <i>Communication established and maintained between all entities involved in the operation</i> – <i>Accurate information is documented</i> – <i>Energy restoration plan developed</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
	<p>Damage to essential public systems, facilities, and utilities are re-assessed and prioritized</p>	<p>Yes [] No []</p>
3.7 (n/a)	<p>Prepare to justify or provide funding for the restoration of public utilities.</p> <ul style="list-style-type: none"> – <i>Coordinate with public utility companies</i> – <i>Funds provided in a timely manner</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Activity 4: Implement Reconstitution Procedures for Critical Facilities

Activity Description: Execute the restoration effort using established priorities, in a manner that maximizes the efficiency and effectiveness of the recovery process to restore critical lifelines to all affected populations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Rec.C1a 5.2)	Conduct restoration of energy infrastructure. <ul style="list-style-type: none"> – <i>Proper safety procedures followed</i> – <i>Restoration executed in timely manner</i> – <i>Critical facilities are prioritized</i> – <i>Appropriate equipment used during operations</i> – <i>Coordinate public information releases with energy infrastructure, Command Staff and Operations</i> – <i>Energy infrastructure restored</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to restore 100 percent of damaged power utilities that provide service to essential facilities (e.g., hospitals, police, and fire departments)	TARGET Within 36 hours	ACTUAL
4.2 (Rec.C1a 5.2)	Conduct transportation restoration operations. <ul style="list-style-type: none"> – <i>Proper safety procedures followed</i> – <i>Restoration executed in timely manner</i> – <i>Appropriate equipment used during operations</i> – <i>Coordinate traffic redirection plans and street closure plans with Law Enforcement</i> – <i>Coordinate public information releases with energy infrastructure, Command Staff and Operations</i> – <i>Priority transportation routes are restored</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to commence debris removal	TARGET After the first 24 hours	ACTUAL
4.3 (Rec.C1a 5.2)	Conduct drinking water restoration operations. <ul style="list-style-type: none"> – <i>Proper safety procedures followed</i> – <i>Restoration executed in a timely manner</i> – <i>Appropriate equipment used during operations</i> – <i>Drinking water assessment performed continuously</i> – <i>Coordinate public information releases with Command Staff and Operations</i> – <i>Drinking water provided for affected populations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to mobilize personnel, equipment, and materials and restore 25 percent of water and sewer service	TARGET Within 14 days	ACTUAL
4.4 (Rec.C1a 5.2)	Conduct waste water system restoration operations. <ul style="list-style-type: none"> – <i>Proper safety procedures followed</i> – <i>Restoration executed in timely manner</i> – <i>Appropriate equipment used during operations</i> – <i>Alternate waste water plan implemented</i> – <i>Coordinate public information releases with Command Staff and Operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.5 (Rec.C1a 5.2)	Conduct communications restoration operations. <ul style="list-style-type: none"> – <i>Proper safety procedures followed</i> – <i>Alternative or backup communication methodologies implemented</i> – <i>Restoration executed in timely manner</i> – <i>Coordinate public information releases with Command Staff and Operations</i> – <i>Essential communications restored</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to restore 100 percent of communications or to provide alternate communications to essential facilities (e.g., hospital, police, and fire departments)	TARGET Within 24-48 hours	ACTUAL
4.6 (Rec.C1a 5.2)	Conduct natural gas restoration operations. <ul style="list-style-type: none"> – <i>Proper safety procedures followed</i> – <i>Restoration executed in timely manner</i> – <i>Appropriate equipment used during operations</i> – <i>Coordinate public information releases with Command Staff and Operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to mobilize personnel, equipment, and materials and restore 25 percent of natural gas service	TARGET Within 7 days	ACTUAL
	Lifelines restored	Yes []	No []

Activity 5: Demobilize Restoration of Lifelines Operations

Activity Description: Account for all assets utilized and safely return them to their original locations and functions.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Rec.C1a 6.1)	Develop a demobilization plan. <ul style="list-style-type: none"> – <i>Sequence of demobilization determined through rate of completion of restoration efforts</i> – <i>Evaluate resources needed to support the demobilization effort</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.2 (Rec.C1a 6.2)	Restore personnel and equipment to normal operations. <ul style="list-style-type: none"> – <i>Personnel are debriefed and identified to participate in Critical Incident Stress Management (CISM)</i> – <i>Equipment is cleaned, inventoried, and repaired as necessary</i> – <i>Personnel and equipment returned to point of origin</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.3 (Rec.C1a 6.3)	Appropriate documentation is completed. <ul style="list-style-type: none"> – <i>Reimbursement documentation completed</i> – <i>Initial observations prepared for After Action Reports (AARs)</i> – <i>Contact information is obtained on all personnel prior to departure for follow-up as necessary</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Restoration of Lifelines

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Search and Rescue (Land-Based)

Exercise Evaluation Guide:

Capability Description: Search and Rescue (SAR) is the capability to coordinate and conduct search and rescue response efforts for all hazards including searching affected areas for victims and locating, accessing, medically stabilizing, and extricating victims trapped in damaged or collapsed structures.	
Capability Outcome: The greatest numbers of victims are rescued in the shortest amount of time, while maintaining rescuer safety. The greatest numbers of victims are transferred to medical or mass care capabilities, in the shortest amount of time, while maintaining rescuer safety.	
Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Activate Search and Rescue		
Activity Description: In response to notification, mobilize and arrive at the incident scene to begin operations.		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res. B4a 3.1)	Receive search and rescue (SAR) alert/activation order. <ul style="list-style-type: none"> - Assess readiness of team (go/no-go) - Receive approval of government official(s) to mobilize (e.g., sponsoring agency) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.2 (Res.B4a 4.2)	Initiate mobilization procedure. <ul style="list-style-type: none"> - Team notified - Team logistics functions notified 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.3 (Res.B4a 4.2.1)	Assemble personnel and equipment at designated location. <ul style="list-style-type: none"> – Preliminary briefing of team on incident and SAR role/need – Review of personnel status (health/medical) for deployment conducted (individuals go/no-go) – Review of equipment status (personnel and team) and supplies for deployment conducted 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Duration of time for which SAR capability can self sustain its own operations without additional resources	TARGET 72 hours	ACTUAL
1.4 (Res.B4a 4.2.2)	Transport team (personnel and equipment) to incident scene. <ul style="list-style-type: none"> – Team advises sponsoring agency and requests entity of progress towards scene and Estimated Time of Arrival (ETA) – Accountability of personnel and equipment maintained throughout transport 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time from request to deployment of local SAR capability to arrive on-scene	TARGET 2 hours	ACTUAL
	Time from request to deployment of regional SAR capability to arrive on-scene	TARGET 12 hours	ACTUAL
	Time from request to deployment of federally-designated SAR task force teams to arrive on-scene	TARGET 6 hours	ACTUAL
	Time from request to deployment of first Federal SAR-capable units arrive on-scene	TARGET 24 hours	ACTUAL

Activity 2: Direct SAR Tactical Operations			
Activity Description: Provide overall management and coordination of SAR capability, from activation through demobilization.			
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure			
	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.B4a 3)	Plan and coordinate urban SAR operations at incident site. <ul style="list-style-type: none"> – <i>Coordinate with Incident Command(UC)/Unified Command(UC) on search priorities</i> – <i>SAR team assignments established</i> – <i>Direct SAR resources according to National Incident Management System (NIMS), Incident Command System (ICS), and consensus-level to technical rescue standards</i> – <i>Team Leader or designee participates in IC/UC planning process</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Tactical plan, based on the Incident Action Plan (IAP), developed and implemented by Federal, State, regional and/or local SAR	TARGET Within 2 hours of activation	ACTUAL
2.2 (Res.B4a 3.4.3)	Determine need for deployment of additional SAR assets. <ul style="list-style-type: none"> – <i>Additional SAR assistance requested through the chain of command</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.3 (n/a)	Provide timely situational awareness and response information and establish and maintain chronological log of events in the field. <ul style="list-style-type: none"> – <i>Team reporting requirements established</i> – <i>Team action plan developed including situation and resource status and contingency plans</i> – <i>Establish documentation library</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.4 (n/a)	Document and collect SAR operations information for use in after action review. <ul style="list-style-type: none"> – <i>Assessment information, including Hazard and Structural obtained for SAR records</i> – <i>Technical documentation (e.g., maps, blue prints, photographs, video) developed and/or obtained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.5 (n/a)	Develop SAR team reassignment/demobilization plan. <ul style="list-style-type: none"> – <i>Coordinate SAR reassignment/demobilization plan with IC/UC</i> – <i>Physical/mental condition of SAR personnel and/or condition of remaining SAR equipment cache considered for cycling of resources and/or demobilization</i> – <i>Coordinate with other SAR functions to determine estimated time/money required for personnel and equipment rehabilitation</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Provide Material and Other Support			
Activity Description: Upon arriving on scene, provide, track, and maintain equipment and supplies as well as support base of operations.			
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure			
	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B4a 5.1)	Establish Base of Operations. – <i>Logistics Chief or designee coordinated with logistical counterparts at assigned location</i> – <i>Transportation, communications, portable shelters, feeding units, and sanitation facilities for use by SAR task force provided and maintained</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to establish Base of Operations upon arrival at incident scene	TARGET 1 hour	ACTUAL
3.2 (Res.B4a 5.2)	Maintain accountability of team equipment/supplies. – <i>Equipment and supplies used</i> – <i>Request for additional equipment/supplies fulfilled</i> – <i>Equipment and supplies maintained and repaired</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.3 (n/a)	Participate in SAR planning process and operational briefings. – <i>Unit logs and other documentation submitted as required</i> – <i>Manager or designee participates in planning meetings, as appropriate</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Res.B4a 5.1.1)	Provide medical care for SAR personnel, including the K-9 first responders. – <i>Condition of personnel (and K-9) assessed on regular basis</i> – <i>Medical care provided as needed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Number of times health of SAR personnel monitored	TARGET At least once per work cycle	ACTUAL

	Number of SAR personnel injured during rescue efforts	TARGET Less than 1 loss-time injury per deployment	ACTUAL
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Activity 4: Search

Activity Description: Upon being assigned search sector, begin search operations utilizing canine, physical and technical (e.g., electronic, robotic) search techniques.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B4a 7.2.1)	Search for trapped victims using canine, physical, and technological search capabilities. – <i>Entry and exit points stabilized and supported for SAR operations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time needed to begin organized search of an area affected by a large-scale emergency	TARGET Within 30 minutes of approved search plan	ACTUAL
4.2 (Res.B4a 7.2.2)	Identify and record potential/actual victim locations (alive and dead). – <i>Medical/extrication rescue level of effort estimated</i> – <i>Additional equipment/supplies requested from logistics, as needed</i> – <i>Additional personnel requested from planning, as needed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.3 (Res.B4a 7.5)	Maintain accountability for search personnel, equipment, and supplies. – <i>System implemented to track location and condition of personnel equipment and supplies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.4 (Res.B4a 7.4)	Report progress of search efforts on a regular basis to SAR lead. – <i>Unit logs and other documentation developed and submitted as required</i> – <i>Provide input on revising or updating search plan or priorities, as appropriate</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time interval between check-ins with SAR lead to provide situational updates or receive new direction	TARGET Every hour, or as established by SAR lead	ACTUAL
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Activity 5: Extricate

Activity Description: Upon notification of location of potential victim, perform extrication.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B4a 8.1.1)	Coordinate extrication strategy with medical personnel. – <i>Estimate of extrication conditions received from search operations</i> – <i>Best route of ingress to victim location determined</i> – <i>Equipment/supplies for extrication obtained from Logistics</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.2 (Res.B4a 8.1)	Extricate trapped victims. – <i>Area surrounding victim stabilized and supported</i> – <i>Access to victim accomplished</i> – <i>Assist with patient packaging for extrication and transport</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of viable victims extricated from heavy construction at the incident site	TARGET 50-100%	ACTUAL
	Percentage of viable victims extricated from light construction at the incident site	TARGET 100%	ACTUAL
	SAR Teams gain physical access for rescue, in accordance with standard operating procedures (SOPs), to void spaces in heavy construction	TARGET Within 6 hours	ACTUAL
	SAR Teams gain physical access for rescue, in accordance with SOPs, to void spaces in light construction	TARGET Within 1 hours	ACTUAL

5.3 (Res.B4a 8.3)	Maintain accountability of extrication personnel, equipment, and supplies. – <i>System implemented to track location and condition of personnel, equipment, and supplies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 6: Provide Medical Treatment

Activity Description: Upon access to trapped victim, medically stabilize and care for victim until extrication and transfer to more definitive medical care.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (Res.B4a 9.1.2)	Medically stabilize trapped victims according to Task Force Operations Manual and Medical Protocols. – <i>Condition of victims assessed and appropriate care administered</i> – <i>Patient condition reevaluated at frequent intervals</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.2 (Res.B4a 9.1.2.1)	Ensure victims are medically stabilized according to Task Force Operations Manual and Medical Protocols throughout packaging and extrication. – <i>Condition of victim assessed and appropriate care administered</i> – <i>Patient condition reevaluated at frequent intervals, as extrication efforts provide increased patient access</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.3 (Res.B4a 9.2)	Transfer victims to more definitive medical care. – <i>Victims packaged for transport</i> – <i>Appropriate forms completed for patient transfer</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.4 (Res.B4a 9.3)	Maintain accountability of medical personnel, equipment, and supplies. – <i>System implemented to track location and condition of personnel, equipment, and supplies</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 7: Demobilize/Redeploy SAR

Activity Description: Upon completion of assigned mission, disengage from incident site and either redeploy or demobilize.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.B4a 10.2.1)	Repackage equipment cache. – <i>All elements of cache re-inventoried and packaged for transport</i> – <i>Items expended, lost, damaged, or intentionally left for local jurisdiction must be identified and appropriate logistical supporting paperwork completed and approved</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Equipment cache re-inventoried and packaged for transport	TARGET Within 12 hours of demobilization orders	ACTUAL
7.2 (Res.B4a 10.2)	Demobilize Base of Operations. – <i>Sanitation precautions must be taken to return area to same (or better) conditions as upon approval</i> – <i>Trash (especially medical waste) should be disposed of appropriately</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Base of Operations returned to original conditions	TARGET Within 12 hours of demobilization orders	ACTUAL
7.3 (Res.B4a 10.1.1)	Arrange transportation for personnel and equipment. – <i>Personnel returned to point of origin</i> – <i>Equipment escorted to appropriate rehab facility</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.4 (Res.B4a 10.1.2)	Debrief SAR capability personnel. – <i>Issues and accomplishments of SAR mission documented</i> – <i>Incident Stress Management discussed</i> – <i>Plan described for returning team to state of readiness</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Search and Rescue (Land-Based)

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Structural Damage and Assessment

Exercise Evaluation Guide:

Capability Description:

Structural Damage and Mitigation Assessment is the capability to conduct damage and safety assessments of civil, commercial, and residential infrastructure and to perform structural inspections, and mitigation activities. The capability includes being able to provide contractor management, construction management, cost estimating, technical assistance, and other engineering services to support and manage response and recovery operations.

Capability Outcome:

Accurate situation needs and damage assessments occur. Mitigation projects to lessen the impact of similar future events are identified and prioritized. The full range of engineering, building inspection, and enforcement services are implemented, managed, and coordinated in a way that maximizes the use of resources, aids emergency response, implements recovery operations, and restores the affected area to pre-event conditions. Mitigation projects to lessen the impact of similar future events are identified and prioritized.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Activate Structural Damage and Mitigation Assessment

Activity Description: Alert assessment staff to the potential need for services and conduct notifications, dispatch, and other staff mobilization activities necessary to begin assessment activities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Rec.C3a 4.1)	Conduct emergency dispatch and notification. <ul style="list-style-type: none"> – <i>Damage assessment personnel roster exists</i> – <i>Damage assessment agency roles are identified</i> – <i>Develop a safety plan and appropriate briefing materials</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to mobilize personnel for damage assessment after the observed end of the incident	TARGET Within 24 hours	ACTUAL

1.2 (Rec.C3a 3.6)	Use developed standards and procedures to identify qualified contractors offering recovery/restoration services. – <i>Short-term recovery needs are identified and sources of necessary services are identified, contacts and mission tasking assigned, if applicable</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.3 (Rec.C3a 4.2)	Dispatch secondary response agencies. – <i>Sources of supplemental damage assessment personnel are identified and contacted</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Direct Structural Damage and Mitigation Assessment Operation

Activity Description: In response to a notification for recovery assets, provide the overall management and coordination of the response, through to demobilization.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Rec.C3a 3.1.2)	Coordinate resources to conduct building inspections and damage assessment. – <i>Damage assessment plan implemented</i> – <i>Damage assessment action plan developed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.2 (Rec.C3a 3.7)	Support incident response operations according to IMT assignments on the inputs to the Incident Action Plan (IAP). – <i>Damage assessment activities are included in the IAP</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.3 (Rec.C3a 3.1.3)	Recommend a prioritization schedule of critical infrastructure services, facilities, and assets restoration. – <i>Short-term recovery objectives are identified and implemented</i> – <i>Long-term recovery objectives are identified and plans developed for implementation</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to develop prioritization schedule for critical infrastructure	TARGET Within 24 hours	ACTUAL

2.4 (Rec.C3a 3.7.1)	Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notation. <ul style="list-style-type: none"> – <i>Damage assessment reports are completed and submitted</i> – <i>EOC/MACC or JFO situation reports reflect damage assessment activities, progress, and damage status</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
2.5 (Rec.C3a 3.5)	Integrate appropriate private-sector entities into incident response activities. <ul style="list-style-type: none"> – <i>Lists or catalog of private sector support entities are utilized</i> – <i>A place and/or lead organization is identified to support recovery efforts</i> – <i>Ensure provisions for safeguarding proprietary information are developed and agreed upon</i> – <i>Activities are documented on EOC/MACC or JFO situation reports</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 3: Conduct Inspections and Assessments

Activity Description: Conduct safety inspections to support the safety of first responders and to assess the habitability of residences. Support assessments of public facilities, lending civil, structural, and mechanical engineering support to affected entities and other assessment staff.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Rec.C3a 5.4.3)	Assist in the identification of incident response coordination centers for rebuilding property. <ul style="list-style-type: none"> – <i>Areas of concentrated damage are identified</i> – <i>Buildings are identified and found safe to enter that could support disaster recovery center operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to conduct an emergency work damage assessment and Public Works (PW) Preparation	TARGET Within 6 months	ACTUAL
	Time to conduct a permanent work damage assessment and PW preparation (FEMA and non-FEMA)	TARGET Within 12 hours	ACTUAL
3.2 (Res.B1a 5.3)	Conduct debris assessment. <ul style="list-style-type: none"> – <i>Coordinate with affected local jurisdiction leaders</i> – <i>Sites of debris are identified</i> – <i>TARDebris volume, method of removal, and relevant technical assistance options are identified and recommended</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

3.3 (Res.B1a 5.3.1)	Assess the requirement for decontamination or safe demolition, removal, and disposition of contaminated debris. <ul style="list-style-type: none"> – <i>Debris is evaluated for the possibility of contamination</i> – <i>Technical assistance utilized to conduct testing for contaminants</i> – <i>Debris removal, disposal, and site clean-up requirements are identified and implemented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.4 (Rec.C3a 5.4.1)	Assess the need for emergency flood protection and/or emergency erosion control. <ul style="list-style-type: none"> – <i>Areas of flood threat are identified</i> – <i>Emergency Protective Measures are identified and implemented</i> – <i>Flood mitigation strategies are implemented</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.5 (Rec.C3a 5.2.2)	Identify the need for additional engineering and assessment resources from other Federal agencies and issue mission assignments to activate such resources. <ul style="list-style-type: none"> – <i>Sufficiency of local resources has been evaluated against event needs</i> – <i>Federal agency programs are identified to meet remaining needs</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.6 (Rec.C3a 5)	Conduct building inspections and damage assessments of public and private structures. <ul style="list-style-type: none"> – <i>Damage assessment staff are identified and mission tasking assigned</i> – <i>Building inspectors are identified and mission tasking assigned</i> – <i>Damage assessment tasks developed, grouped, and assigned to field staff</i> – <i>Inspectors perform building inspections using appropriate tools (e.g., ATC 20)</i> – <i>Damage assessors perform assessments according to program needs (e.g., consistent with FEMA Public Assistance, Individual Assistance, and Small Business Administration declaration requirements)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time to conduct a detailed situation assessment, to include information on buildings that are in imminent danger of collapse and critical resources of infrastructure are threatened		TARGET Within 24-48 hours	ACTUAL
3.7 (Rec.C3a 5.3.1)	Assess buildings and private structures to determine occupancy eligibility. <ul style="list-style-type: none"> – <i>Building inspectors assign green, yellow, or red h habitability stickers or other form of safe/unsafe to enter signage</i> – <i>Current occupants are informed and removed if needed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time to conduct building safety inspections for habitability (green, yellow, and red tags)		TARGET Within 4 weeks	ACTUAL
3.8 (Rec.C3a 5.3.2)	Provide geo-coded status report of community, homes and facilities identified as safe or unsafe to re-enter and re-occupy. <ul style="list-style-type: none"> – <i>Geographic Information Systems (GIS) staff are available to plot assessment results</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

3.9 (Rec.C3a 5.4.4)	Determine need for recovery programs. – <i>Recovery staff available to evaluate program needs when appropriate date is received</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 4: Provide Mitigation and Technical Assistance

Activity Description: Support recovery personnel as they work to develop scopes of work and costs for restoring public buildings and infrastructure. Participate in the identification of mitigation opportunities that may be factored into repair, restoration, and recovery efforts.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Rec.C3a 6.1.8)	Coordinate, fund, and implement contracts for construction management and inspection. – <i>Contractor Scopes of Work are created</i> – <i>Contractors are recruited and selected</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Rec.C3a 6.1.5)	Coordinate, fund, and implement contracts for emergency repair of utilities and other services. – <i>PA Project Worksheets are developed from critical damaged infrastructure</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.3 (Rec.C3a 6.1.6)	Manage, monitor, and/or provide technical advice on debris management and reestablishment of ground and water routes into the affected area. – <i>Damage assessment staff are in contact and are coordinating with transportation staff and public safety agencies that require routes for ingress and egress</i> – <i>Ensure that provisions for safeguarding of proprietary materials are developed and agreed upon</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for jurisdiction to provide technical assistance to responders	TARGET Within 24 hours	ACTUAL
4.4 (Rec.C3a 6.1.9)	Participate in post-incident assessments of structures, public works and infrastructure to develop cost estimates, complete written project worksheets, determine priority repair/reconstruction projects, and help to prioritize engineering and construction resources. – <i>Project Worksheets are completed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to process all FEMA project worksheets and complete eligibility and other reviews	TARGET Within 48 hours	ACTUAL
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Activity 5: Demobilize Structural Damage and Mitigation Assessment

Activity Description: Account for all personnel and assets utilized and safely return them to their original location and function.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (Rec.C3a 7.1)	Develop a demobilization plan. <ul style="list-style-type: none"> – <i>Sequence of demobilization determined through rate of completion of restoration efforts</i> – <i>Evaluate resources needed to support the demobilization effort</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.2 (Rec.C3a 7.2)	Restore personnel and equipment to normal operations. <ul style="list-style-type: none"> – <i>Personnel are debriefed and identified to participate in Critical Incident Stress Management (CISM)</i> – <i>Equipment is cleaned, inventoried and repaired as necessary</i> – <i>Personnel and equipment returned to point of origin</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.3 (Rec.C3a 7.3)	Complete appropriate documentation. <ul style="list-style-type: none"> – <i>Reimbursement documentation completed</i> – <i>Initial observations prepared for After Action Reports (AARs)</i> – <i>Contact information is obtained on all personnel prior to departure for follow-up as necessary</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Structural Damage and Assessment

Exercise Evaluation Guide Analysis Sheets

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Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Triage and Pre-Hospital Treatment

Exercise Evaluation Guide:

Capability Description:

Triage and Pre-Hospital Treatment is the capability to appropriately dispatch emergency medical services (EMS) resources; to provide feasible, suitable, and medically acceptable pre-hospital triage and treatment of patients; to provide transport as well as medical care en-route to an appropriate receiving facility; and to track patients to a treatment facility.

Capability Outcome:

Emergency Medical Services (EMS) resources are effectively and appropriately dispatched and provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, while maintaining the capabilities of the EMS system for continued operations.

Jurisdiction or Organization:

Name of Exercise:

Location:

Date:

Evaluator:

Evaluator Contact Info:

Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.

Activity 1: Direct Triage and Pre-Hospital Treatment Tactical Operations

Activity Description: In response to a notification for emergency medical assets, provide the overall management and coordination of the Triage and Pre-Hospital Treatment Response, through to demobilization.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.C1a 3.1.1)	Establish Medical Branch/Group Officer. <ul style="list-style-type: none"> – <i>Establish coordination with on-scene medical personnel</i> – <i>Provide input to and follow the Incident Action Plan (IAP)</i> – <i>Brief key subordinates on IAP and Emergency Support Function (ESF) coordination processes</i> – <i>Identify on-scene medical care problems and needs</i> – <i>Address number of ill/injured patients in IAP</i> – <i>Assign roles and responsibilities to EMS responders</i> – <i>Ensure that safety and hazard awareness practices are followed</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time to provide medical coordination of on-scene emergency medical services (EMS) system personnel and other health resources	TARGET IAW federal, state, or local policy; in absence of policy: report time plus one hour	ACTUAL
	Time to provide medical coordination of public health services, hospitals, and healthcare providers	TARGET IAW federal, state, or local policy; in absence of policy: report time plus one hour	ACTUAL
1.2 (Res.C1a 3.1)	Coordinate with on-scene Incident Command. <ul style="list-style-type: none"> – Obtain briefing from Incident Command (IC) or appropriate authority – Report limiting medical care, personnel, and/or equipment factors to IC – Maintain ongoing coordination with IC for medical personnel and equipment needs 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.3 (Res.C1a 3.2)	Ensure effective, reliable interoperable communications between providers, medical command, public health, and health care facilities. <ul style="list-style-type: none"> – Identify operational radio channels – Establish contact with other ESF liaisons as necessary – Ensure that on-scene communication procedures are established – Ensure that on-scene equipment checks are completed 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to establish primary communication with on-scene personnel and ESF liaison contacts	TARGET IAW federal, state, or local policy; in absence of policy: report time plus one hour	ACTUAL
1.4 (Res.C1a 3.3.2)	Assess need for additional medical resources/mutual aid. <ul style="list-style-type: none"> – Coordinate with IC on projected needs – Coordinate with EMS responders on status and capacity – Identify mutual aid (local jurisdictional and EMAC) capacity and availability – Continually re-assess on-scene medical needs 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.5 (Res.C1a 3.3.3)	Initiate recall and/or mutual aid to staff spare ambulances and provide immediate surge capability. <ul style="list-style-type: none"> – Identify personnel to recall – Execute recall procedures – Identify spare transport units – Request mutual aid from jurisdictional and/or EMAC sources, if needed – Coordinate with the logistics cell (or equivalent entity) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to execute recall and mutual aid agreements (MAA) with State and local partners	TARGET IAW federal, state, or local policy; in absence of policy: mutual need identified time plus one hour	ACTUAL
1.6 (Res.C1a 3.3.4.1)	Implement and maintain accountability procedures for EMS personnel, equipment, and supplies. <ul style="list-style-type: none"> – <i>Establish check-in procedure(s) for responding units and personnel</i> – <i>Ensure that all medical responders use PPE as appropriate for on-scene hazards</i> – <i>Coordinate with Law Enforcement (LE)/Hazardous Materials (HAZMAT)/ Firefighting Operations</i> – <i>Complete documentation IAW local procedures</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.7 (Res.C1a 3.3.4.2)	Provide medical support and safety considerations. <ul style="list-style-type: none"> – <i>Coordinate with IC</i> – <i>Identify medical supply, resource, and equipment needs</i> – <i>Coordinate with logistics cell (or equivalent entity) to procure needed supplies</i> – <i>Identify on-scene medical refreshment and food needs for rescuers</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to organize and make special safety equipment accessible to all on-scene medical personnel	TARGET IAW federal, state, or local policy; in absence of policy: need identified time plus one hour	ACTUAL
	Identify the number of and describe any unsafe practices seen on-scene or in the coordination center/cell	TARGET No unsafe practices seen	ACTUAL
1.8 (Res.C1a 3.3.1)	Organize and distribute medical resources. <ul style="list-style-type: none"> – <i>Assess availability of on-scene unit-level medical equipment</i> – <i>Collect non-committed essential medical supplies and equipment</i> – <i>Establish medical supply and equipment resource area(s)</i> – <i>Develop a medical equipment inventory list(s)</i> – <i>Complete appropriate documentation</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to ensure sufficient and appropriate medical equipment and supplies are readily available to on-scene personnel	TARGET IAW federal, state, or local policy; in absence of policy: report time plus two hours	ACTUAL

Activity 2: Activate Triage and Pre-Hospital Treatment

Activity Description: In response to a notification, respond, mobilize, and arrive on-scene to begin emergency medical operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.C1a 4.1)	Dispatch and support medical care personnel. <ul style="list-style-type: none"> – <i>Coordination between incident call taker(s) and dispatcher(s)</i> – <i>Alert initial resources</i> – <i>Coordinate communication requests for additional resources</i> – <i>Convey hazard information to on-scene medical responders</i> – <i>Complete communication equipment checks</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for EMS responders to be notified and dispatched to the scene	TARGET	ACTUAL
		IAW federal, state, or local policy; in absence of policy: within 5-10 minutes	
2.2 (Res.C1a 4.2)	Complete scene survey. <ul style="list-style-type: none"> – <i>Survey incident scene</i> – <i>Complete appropriate circle check of immediate scene</i> – <i>Identify and coordinate mitigation of on-scene hazards</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.3 (Res.C1a 4.2.1)	Establish scene safety, based on the type and severity of the incident. <ul style="list-style-type: none"> – <i>Coordinate with the on-scene Safety Officer</i> – <i>Implement safety precautions</i> – <i>Identify potential security needs and report them to IC or law enforcement (LE) representatives</i> – <i>Coordinate with LE representatives</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.4 (Res.C1a 4.3)	Establish triage, treatment, and transport areas. <ul style="list-style-type: none"> – <i>Identify location(s) of each area of responsibility</i> – <i>Identify and coordinate resource and personnel needs with IC and/or ESF liaison</i> – <i>Identify and communicate safety concerns to IC and/or ESF liaison</i> – <i>Identify and communicate the location of areas that are not accessible to IC and/or ESF liaison</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Triage

Activity Description: Once on-scene, provide initial and ongoing emergency medical triage of ill and injured patients that prioritizes their respective treatment and transport.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.C1a 5.1)	Conduct initial and on-going pre-hospital triage in accordance with a jurisdiction’s existing plans and procedures and prescribed triage methodology (e.g., Simple Triage and Rapid Treatment (START) Triage). <ul style="list-style-type: none"> – <i>Coordinate with Medical Branch/Group Command/Tactical Operations</i> – <i>Assess triage needs and report to Tactical Operations</i> – <i>Follow the strategy developed by Tactical Operations</i> – <i>Assign triage teams to assess patients</i> – <i>Address life-threatening issues</i> – <i>Document the priority of patient(s)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate triage of ill/injured patients	TARGET IAW federal, state, or local policy; in absence of policy: within 30 minutes	ACTUAL
3.2 (Res.C1a 5.2)	Initiate a patient tracking system. <ul style="list-style-type: none"> – <i>Use triage tags</i> – <i>Document status and location of patients</i> – <i>Request additional triage tags as needed</i> – <i>Communicate patient tracking information to Medical Branch/Group Command</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate a patient tracking system	TARGET IAW federal, state, or local policy; in absence of policy: within 30 minutes	ACTUAL
3.3 (Res.C1a 5.4)	Move patients to safe, secure, and easily accessible treatment area(s). <ul style="list-style-type: none"> – <i>Coordinate with Medical Branch/Group Command/Tactical Operations</i> – <i>Coordinate with Treatment Area(s)</i> – <i>Consider patient priority in sequencing patient movement</i> – <i>Safely move patients</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 4: Provide Treatment

Activity Description: Provide medical treatment appropriate to the patient's injuries and the incident.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.C1a 6.1)	Establish Immediate, Minor, and Delayed Treatment areas. <ul style="list-style-type: none"> – <i>Coordinate with Medical Branch/Group Command/Tactical Operations</i> – <i>Clearly mark and identify each treatment area</i> – <i>Assign treatment teams by area</i> – <i>Teams report number of ill/injured patients by area</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Res.C1a 6.2)	Provide treatment appropriate to the nature of incident and number of injured/ill. <ul style="list-style-type: none"> – <i>Re-assess patients</i> – <i>Treat patients based upon the medical priority or their signs and symptoms</i> – <i>Follow established protocols</i> – <i>Document patient treatment on triage tags</i> – <i>Request additional medical supplies and equipment as needed</i> – <i>Coordinate on-line medical control</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time that ill/injured patients receive initial treatment by appropriately credentialed on-scene medical personnel	TARGET IAW federal, state, or local policy; in absence of policy: within 30 minutes	ACTUAL
	Time to initiate coordination of patient treatment with on-line medical control	TARGET IAW federal, state, or local policy; in absence of policy: within one hour	ACTUAL
4.3 (Res.C1a 6.2.2)	Provide ongoing pain management therapy as needed to victims awaiting transport. <ul style="list-style-type: none"> – <i>Coordinate with Medical Control</i> – <i>Follow established medical protocols</i> – <i>Comfort and re-assure patient(s)</i> – <i>Re-assess patient(s)</i> – <i>Document provided therapy</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

4.4 (Res.C1a 6.3)	Ensure documentation of patient care and transfer, in accordance with mass casualty protocols. <ul style="list-style-type: none"> – <i>Identify and document nature of illness/injury</i> – <i>Identify and document priority of the patient</i> – <i>Obtain and document an accurate patient history</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 5: Transport

Activity Description: Transport ill and injured patients via the most appropriate mode of transport available (e.g., ambulances, helicopters, etc.), provide ongoing medical assessment and treatment en route to the designated receiving facility, and upon arrival transfer medical care of the patient(s) to the receiving facility's staff.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.C1a 7.1)	Identify transport vehicles, victims, and priority of transport. <ul style="list-style-type: none"> – <i>Coordinate with Medical Branch/Group Command/Tactical Operations</i> – <i>Coordinate with Triage and Treatment areas</i> – <i>Coordinate with Emergency Dispatch</i> – <i>Assess transportation requirements and needs</i> – <i>Maintain an inventory of available on-scene transport units</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to transport patients in vehicles appropriate to each patient's conditions and the nature and magnitude of the incident	TARGET IAW federal, state, or local policy; in absence of policy: within 2 hours	ACTUAL
5.2 (Res.C1a 7.1.1)	Provide for alternative modes of transport should air or other operations be necessary (e.g., helicopters along with a corresponding landing zone (LZ)). <ul style="list-style-type: none"> – <i>Coordinate with Medical Branch/Group Command/Tactical Operations</i> – <i>Arrange patient transport to helicopter LZ, if needed</i> – <i>Identify and request alternative transport units as needed (e.g., all-terrain vehicles (ATVs), brush trucks, boats, Coast Guard units, etc.)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.3 (Res.C1a 7.2)	Coordinate and transport patients to the appropriate treatment facility. <ul style="list-style-type: none"> – <i>Coordinate with receiving hospitals</i> – <i>Identify hospital capabilities</i> – <i>Assess and use safe and clear transport unit routes for egress and ingress</i> – <i>Assign ambulance transport designations</i> – <i>Load patient(s)</i> – <i>Track and document patient(s) transport</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to initiate coordination of patient transportation with appropriate treatment facility	TARGET IAW federal, state, or local policy; in absence of policy: within 30 minutes	ACTUAL
5.4 (Res.C1a 7.2.1)	Provide ongoing assessment and treatment en route. <ul style="list-style-type: none"> – <i>Follow established medical protocols</i> – <i>Update receiving hospital on patient's status as necessary</i> – <i>Document ongoing treatment</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.5 (Res.C1a 7.2.2)	Transfer care of the patient to the medical staff at the facility. <ul style="list-style-type: none"> – <i>Safely unload patient(s)</i> – <i>Provide the medical staff with a face-to-face report on the patient's status, history, and treatment</i> – <i>Provide a written copy of medical report to medical staff as appropriate</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 6: Demobilize

Activity Description: Upon completion of duties, clear the incident scene, reconstitute as appropriate, and return to service or end duty tour.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
6.1 (Res.C1a 8.1.1)	Reconstitute personnel and equipment. <ul style="list-style-type: none"> – <i>Identify meeting point(s) to conduct final personnel accountability procedures</i> – <i>Retrieve equipment</i> – <i>Inventory equipment and document losses</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
6.2 (Res.C1a 8.1.2)	Participate in incident debriefing. <ul style="list-style-type: none"> – <i>Document mission issues and accomplishments</i> – <i>Brief the plan to return to the prior readiness state to personnel</i> – <i>Discuss General Incident Stress Management strategies</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Triage and pre-hospital personnel debriefed	Yes [] No []

6.3 (Res.C1a 8.3.1)	Identify responder needs dependent upon their level of involvement and/or hours committed to the incident. <ul style="list-style-type: none"> – <i>Provide Critical Incident Stress Management (CISM) services to those responders identified in the debriefings, or subsequent to the debriefings</i> – <i>Identify time-off needs for responders, and their families in the event they are directly affected by the incident</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Triage and pre-hospital personnel restored to normal or original operations	Yes [] No []

Activity 7: Special Threats and Duties

Activity Description: This activity highlights tasks that require special planning, analysis, and procedures in order for medical personnel to safely conduct their operations in a high or special threat condition.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (n/a)	Direct triage and pre-hospital treatment tactical operations (develop procedures for handling patients, health care receivers, and property).	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to organize, deliver, and issue personal protective equipment (PPE) to all on-scene medical personnel	TARGET IAW federal, state, or local policy; in absence of policy: need identified time plus 60 minutes	ACTUAL
	Time to provide handling procedures to all on-scene medical personnel	TARGET IAW federal, state, or local policy; in absence of policy: need identified time plus 60 minutes	ACTUAL

7.2 (n/a)	Provide triage (ensure decontamination of patients prior to treatment and transport). <ul style="list-style-type: none"> – <i>Coordinate with HazMat team(s)</i> – <i>Ensure teams are aware of the decontamination (decon) area location</i> – <i>Assign and brief the decon team(s)</i> – <i>Identify and use proper personal protection</i> – <i>Complete the gross decontamination of contaminated patient(s)/fatalities</i> – <i>Isolate contaminated patients</i> – <i>Isolate contaminated clothing and equipment</i> – <i>Document the extent of hazardous contamination on triage tags</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
7.3 (n/a)	Provide treatment (ensure documentation of patient care and transfer, in accordance with mass casualty protocols). <ul style="list-style-type: none"> – <i>Identify level of contamination</i> – <i>Record patient decontamination on triage tag</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
7.4 (n/a)	Provide transport (identify transport vehicles, victims, and priority of transport). <ul style="list-style-type: none"> – <i>Ensure patients are decontaminated prior to transport to prevent cross-contamination, if needed</i> – <i>Ensure medical personnel are properly protected from high infectious respiratory disease (e.g., small pox, influenza, etc.)</i> – <i>Ensure cross-contamination or infectious conditions are communicated to all patient handlers</i> – <i>Coordinate and communicate patient decontamination status with hospitals</i> – <i>Decontaminate personnel, unit, and equipment as necessary</i> – <i>Identify responder evacuation plan</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Triage and Pre-Hospital Treatment

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Volunteer and Donations Management

Exercise Evaluation Guide:

Capability Description: Volunteer and Donations Management is the capability to effectively coordinate the registration and management of unaffiliated volunteers and unsolicited donations in support of domestic incident management.	
Capability Outcome: The value of using unaffiliated volunteers and unsolicited donations is maximized and does not hinder response and recovery activities.	
Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Coordinate Management for Unaffiliated Volunteer Management Operations and Establishment of Warehouses and Materials Handling Equipment		
Activity Description: In response to citizens, businesses, and corporations spontaneously volunteering and/or donating goods or cash, provide program to manage response plans.		
Tasks Observed (check those that were observed and provide comments) Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure		
	Task /Observation Keys	Time of Observation/ Task Completion
1.1 (Res.B1e 3.1)	Review and activate State and local plans for unsolicited donations and unaffiliated volunteers. <ul style="list-style-type: none"> – <i>Plan activated for placement of unaffiliated, spontaneous volunteers</i> – <i>Plan activated for managing unsolicited donations</i> – <i>Supporting agencies contacted regarding activation</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.2 (n/a)	Manage requests for volunteers/donations. <ul style="list-style-type: none"> – <i>Contact with agencies in need of volunteers and donations established quickly</i> – <i>Donations and volunteers distributed equitably among agencies based on need</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

1.3 (Res.B1e 3.3.1)	Establish a liaison with media outlets and other stakeholders (e.g., Congress, Federal agencies) to provide information about volunteers and donations to the general public. <ul style="list-style-type: none"> – <i>Contacts used to gather information on resources available, including volunteers and volunteered technical capabilities</i> – <i>Contacts used to solicit donations, volunteers, and volunteered technical capabilities</i> – <i>Contacts used to disseminate guidance on appropriate giving and process for volunteering</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.4 (Res.B1e 3.3.2)	Work closely with a Public Information Officer to disseminate critical information about appropriate ways to donate and volunteer. <ul style="list-style-type: none"> – <i>Message coordinated with Public Information Officer/JIC/JIS as appropriate</i> – <i>Messages are developed for distribution</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time to communicate information to media and other agencies about volunteer and donation needs and guidance-appropriate ways to give	TARGET Within 24 hours ACTUAL
1.5 (Res.B1e 6.2.2.1)	Implement a Strategic Facilities Management Plan (multi-agency warehouse, emergency distribution centers). <ul style="list-style-type: none"> – <i>Appropriate aspects of plan implemented (i.e., Volunteer Reception Center, donations warehouse, donations staging area)</i> – <i>Coordination occurs across all supporting agencies</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.6 (Res.B1e 3.4.1)	Coordinate voluntary support/activities with community/tribal leadership and liaise with local agencies. <ul style="list-style-type: none"> – <i>Volunteer support/activities coordinated across all local agencies seeking or accepting volunteers</i> – <i>Tribal leadership is integrated into volunteer efforts</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.7 (Res.B1e 6.1.2)	Designate and advertise point of contacts for soliciting and receiving equipment and technical (e.g., communications, logistics, housing, medical) solutions from the private sector, outside jurisdictions, nongovernmental organizations, and volunteers. <ul style="list-style-type: none"> – <i>Contact lists distributed throughout all support agencies and hotline workers where appropriate</i> – <i>Technical solutions are requested specifically rather than generally</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.8 (Res.B1e 4.1.3)	Establish a Donations and Volunteer Coordination Center (DVCC) <ul style="list-style-type: none"> – <i>Facility opened promptly</i> – <i>Adequate equipment available to include phone lines, computers, etc.</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
	Time to open donations and volunteer coordination center	TARGET Within 12 hours ACTUAL

1.9 (Res.B1e 3.4)	Coordinate with agencies accepting and/or offering material donations. <ul style="list-style-type: none"> – <i>Accurate information maintained on where and what kind of donations can be made</i> – <i>Needs of accepting agencies anticipated when appropriate and feasible</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
1.10 (Res.B1e 3.5.5)	Manage large numbers of unaffiliated governmental and nongovernmental volunteers in disaster. <ul style="list-style-type: none"> – <i>Unaffiliated volunteers are deployed and utilized successfully</i> – <i>Adequate support services for volunteers provided</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 2: Activate Volunteer and Donations Management Emergency Plan

Activity Description: In response to an incident, mobilize personnel and facilities to begin processing offers of assistance.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.B1e 4.1.1)	Activate Donations/Volunteer Coordination Teams <ul style="list-style-type: none"> – <i>Rosters current and available</i> – <i>Team members contacted</i> – <i>Volunteer/donation coordinators deployed</i> – <i>Coordination with Emergency Operations Center</i> – <i>Oversight of volunteer and donations management activities provided</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to deploy volunteer/donation coordinators	TARGET 6 hours	ACTUAL
2.2 (Res.B1e 4.1.2)	Activate pre-assigned toll-free numbers. <ul style="list-style-type: none"> – <i>Adequate capacity available for answering all incoming phone calls</i> – <i>Pre-trained operators utilized appropriate forms to gather information</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to activate pre-assigned toll-free numbers	TARGET Within 12 hours	ACTUAL

2.3 (Res.B1e 4.1.4)	Activate websites for receiving monetary donations, and offers of other donations/volunteers. <ul style="list-style-type: none"> – <i>Websites use secure/encrypted processes for monetary donations</i> – <i>Adequate server capacity to handle volume of hits</i> – <i>Websites include list of volunteer agencies where people can affiliate</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
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Activity 3: Organize Volunteers and Assign Them to Disaster Relief Efforts

Activity Description: Gather and provide information (i.e., contact information and applicable skills) from unaffiliated volunteers to efficiently refer them to assigned organizations and agencies per developed tactical plans.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B1e 5.5)	Coordinate with volunteer agencies. <ul style="list-style-type: none"> – <i>Early contact with appropriate liaisons established</i> – <i>Coordinate with National Volunteer Organizations Active in Disaster (NVOAD) and State and local VOAD across all agencies</i> – <i>Accurate records of agencies seeking technical capabilities are maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (Res.B1e 5.5.1)	Coordinate solicitation of skilled volunteers and technical capabilities. <ul style="list-style-type: none"> – <i>Technical capabilities solicited from appropriate public/private sector partners</i> – <i>Accurate records of agencies seeking technical capabilities are maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.3 (Res.B1e 5.2.1)	Operate call centers and websites to gather information from unaffiliated, spontaneous volunteers. <ul style="list-style-type: none"> – <i>Consistent guidance provided to all call center staff</i> – <i>Calls processed in accordance with SOPs</i> – <i>Website information accurate and up-to-date</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time until call center reaches full operational status	TARGET Within 24 hours	ACTUAL

Activity 4: Integrate Individuals' Skill Sets with Disaster Relief Efforts

Activity Description: Once information on an individual's skill set is gathered, deploy volunteer to disaster relief operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
4.1 (Res.B1e 5.2.4)	Match individual volunteers with requests from agencies. <ul style="list-style-type: none"> – <i>Volunteer skill sets effectively used in response operations</i> – <i>Volunteer interests are taken into account when placements are made</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.2 (Res.B1e 5.2.2)	Conduct pre-deployment/pre-assignment briefing for volunteers. <ul style="list-style-type: none"> – <i>Adequate instruction is given to prepare volunteers for assigned positions</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of volunteers briefed prior to start of assignment	TARGET 100%	ACTUAL
4.3 (Res.B1e 5.3.1)	Develop just-in-time training program for volunteers to perform required tasks <ul style="list-style-type: none"> – <i>Appropriate training developed and conducted for unaffiliated volunteers prior to deployment</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
4.4 (Res.B1e 5.2.3)	Implement system to check credentialing/accreditation of skilled volunteers if necessary. <ul style="list-style-type: none"> – <i>All credentialing/accreditation is checked as appropriate</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of medical volunteers checked for credentialing/accreditation	TARGET 100%	ACTUAL
4.5 (Res.B1e 5.6)	Support response operations using volunteer resources and volunteered technical capabilities. <ul style="list-style-type: none"> – <i>Volunteers deployed/recalled as appropriate</i> – <i>Volunteers and technical capabilities are deployed appropriately without hindering response efforts</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 5: Collect and Manage Material Contributions

Activity Description: Once activated, receive and manage unsolicited donations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
5.1 (Res.B1e 6.1.1)	Operate call centers and websites to collect information on material donations. <ul style="list-style-type: none"> – <i>Consistent guidance provided to all call center staff</i> – <i>Calls processed in accordance with SOPs</i> – <i>Website information and needs list accurate and up-to-date</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.2 (Res.B1e 6.3)	Gather material donations intelligence from the field. <ul style="list-style-type: none"> – <i>Information collected on offers of assistance from either private or public sector partners</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
5.3 (Res.B1e 6.2.1)	Locate and/or establish warehouses and material handling equipment. <ul style="list-style-type: none"> – <i>Inspection of warehouse facility(ies) takes place prior to activation</i> – <i>Activation and operation of multi-agency warehouse for donations coordinated across relevant agencies</i> – <i>Material handling operations conducted in a safe manner</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to implement strategic facility management plan	TARGET Within 24 hours	ACTUAL
	Time to establish an operational donations management warehouse(s) with professional and volunteer staff	TARGET Within 24 hours	ACTUAL
	Time to establish a volunteer and donations staging area, including database/information management technology and communications equipment	TARGET Within 48 hours	ACTUAL

Activity 6: Collect and Manage Cash Contributions

Activity Description: Once activated, refer cash donations to appropriate voluntary organizations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B1e 7.3.1)	Coordinate with agencies accepting cash donations. – <i>Contact established with agencies accepting donations</i> – <i>Information on agencies accepting donations updated on a regular basis</i> – <i>Provide Information to the public on how to donate cash through websites, etc.</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.2 (Res.B1e 7.2)	Keep appropriate documentation from all cash/monetary donations. – <i>Audit conducted</i> – <i>Appropriate tax forms sent to donors</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Accountability records established and maintained	TARGET 100%	ACTUAL
6.3 (Res.B1e 7.3.2)	Collect cash donations. – <i>Records kept</i> – <i>Standard Operating Procedures (SOPs) followed</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 7: Coordinate Distribution of Donations

Activity Description: Process and disperse donations (monetary and material) based on established plans.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.B1e 8.4)	Implement proper accounting policies and protocols to handle cash donations. <ul style="list-style-type: none"> – <i>Donations designated according to the donor's wishes</i> – <i>Accounting transparency is maintained by all agencies accepting cash throughout operation</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.2 (n/a)	Manage cash donations. <ul style="list-style-type: none"> – <i>Cash donations used appropriately towards response and recovery activities</i> – <i>Excess cash donations re-assigned or re-designated in accordance with donors' wishes</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.3 (n/a)	Manage donated goods and services. <ul style="list-style-type: none"> – <i>Donors connected with agencies able to accept donations</i> – <i>Accurate records of all donations maintained</i> – <i>Donations used according to the donor's wishes</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to arrange trucks to pick up goods from the warehouse and deliver them to distribution centers	TARGET Within 48 hours	ACTUAL

Activity 8: Deactivate Volunteer Management and Donations

Activity Description: Period after the incident is determined to be under control and extended care/service plan by partner government agencies and NGOs becomes active.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
8.1 (Res.B1e 10.3)	Salvage remaining donated goods once response/recovery phase ends. <ul style="list-style-type: none"> – <i>Excess donations re-assigned/re-designated/disposed of according to donors' wishes</i> – <i>Warehouses closed after emptied of donations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of donations re-designated/re-assigned in accordance with donors' wishes	TARGET 100%	ACTUAL
8.2 (Res.B1e 10.1)	Close DVCC and other facilities. <ul style="list-style-type: none"> – <i>Notify stakeholders and public of DVCC closure</i> – <i>Close facility, transfer/archive files as appropriate</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
8.3 (n/a)	Re-designate excess cash donations. <ul style="list-style-type: none"> – <i>Donations re-designated according to donors' wishes</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
8.4 (Res.B1e 10.1.2)	Demobilize deployed volunteers. <ul style="list-style-type: none"> – <i>De-briefing of demobilized volunteers conducted</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Percentage of demobilized volunteers debriefed	TARGET 100%	ACTUAL

<p>8.5 (Res.B1e 10.1.3)</p>	<p>Demobilize volunteered technical capabilities.</p> <ul style="list-style-type: none"> – <i>Donors notified regarding demobilization of volunteered technical capability</i> – <i>Demobilization and salvage conducted in accordance with donor's wishes</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>
<p>8.6 (Res.B1e 10.2)</p>	<p>Conduct a debriefing of volunteer management and donations personnel.</p> <ul style="list-style-type: none"> – <i>Stress management plan implemented</i> – <i>Initial lessons learned discussed</i> 	<p>Time:</p> <p>Task Completed?</p> <p>Fully [] Partially [] Not [] N/A []</p>

Volunteer and Donations Management

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

WMD/HazMat Response and Decontamination

Exercise Evaluation Guide:

Capability Description: Weapons of Mass Destruction (WMD)/Hazardous Materials Response and Decontamination is the capability to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack. It includes testing and identifying all likely hazardous substances onsite; ensuring that responders have protective clothing and equipment; conducting rescue operations to remove affected victims from the hazardous environment; conducting geographical survey searches of suspected sources or contamination spreads and establishing isolation perimeters; mitigating the effects of hazardous materials, decontaminating on-site victims, responders, and equipment; coordinating off-site decontamination with relevant agencies, and notifying environmental, health, and law enforcement agencies having jurisdiction for the incident to begin implementation of their standard evidence collection and investigation procedures.	
Capability Outcome: Hazardous materials release is rapidly identified and mitigated; victims exposed to the hazard are rescued, decontaminated, and treated; the impact of the release is limited; and responders and at-risk populations are effectively protected.	
Jurisdiction or Organization:	Name of Exercise:
Location:	Date:
Evaluator:	Evaluator Contact Info:
<i>Note to Exercise Evaluators: Only review those activities listed below to which you have been assigned.</i>	

Activity 1: Site Management and Control

Activity Description: In response to activation, mobilize and arrive at the incident scene and initiate response operations to manage and secure the physical layout of the incident.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
1.1 (Res.B2b 4.3.1)	Conduct initial approach and positioning of responders. – Avoid committing or positioning responders / units in a hazardous position – Consider escape routes if conditions deteriorate quickly – Establish staging area(s), as appropriate	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time for WMD/HM response and decontamination resources to arrive on-scene, if requested by IC	TARGET Within 1 hour of request	ACTUAL

1.2 (Res.B2b 4.3.2)	Implement/integrate WMD/HM resources into the ICS organization. – <i>Establish command, if not already in-place</i> – <i>Ensure WMD/HM response and decontamination operations are coordinated</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Coordinate/incorporate into the Incident Command System (ICS)	TARGET Immediately upon arrival on scene	ACTUAL
1.3 (Res.B2b 5.3)	Establish and identify visually an isolation perimeter (outer perimeter) to isolate the area and deny entry. – <i>Access control established by LE / public safety units</i> – <i>Nonessential personnel isolated from problem</i> – <i>Outer perimeter includes land, water, and air, as appropriate</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to establish site management and control so that all subsequent response operations can be implemented safely and effectively	TARGET Less than 15 minutes of arrival on scene	ACTUAL
1.4 (Res.B2b 5.3.1)	Establish a hot zone (inner perimeter) to identify high hazard area(s) where responders will operate. – <i>Area identified and communicated to all responders</i> – <i>Hotzone based upon nature of the threat (e.g., CBRNE, armed individuals, etc.)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.5 (Res.B2b 5.3.2)	Establish other hazard control zones, based upon scope and nature of the event. – <i>Warm zone (i.e., unsafe location within outer perimeter where hot zone support functions take place and a lower level of PPE may be required. May serve as a buffer between safe and dangerous areas)</i> – <i>Cold zone (i.e., safe area within outer perimeter where ICP and other support functions are located; PPE not required)</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
1.6 (Res.B2b 3.2.5.5)	Initiate initial public protective actions (PPA). – <i>Based upon scope and nature of the event, initiate initial evacuation or protection-in-place measures</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 2: Identify the Problem

Activity Description: Upon arrival on-scene, begin to identify and characterize the scope and nature of the response problem, including WMD/HM involved in the incident and victims/exposures impacted.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
2.1 (Res.B2b 5.2)	Survey the incident scene. <ul style="list-style-type: none"> – <i>Identify the nature and severity of the immediate problem</i> – <i>If multiple problems exist, prioritize and make assignments</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to survey the incident and initially identify WMD/HM involved and nature of the problem	TARGET Within 30 minutes of arrival on scene	ACTUAL
	Time to obtain preliminary estimate of number of victims impacted by problem, including victims exposed to WMD/HM and its source	TARGET Less than 1 hour of arrival on-scene	ACTUAL
2.2 (Res.B2b 5.3.3)	Conduct offensive or defensive reconnaissance operations, as necessary, to gather intelligence on the situation. <ul style="list-style-type: none"> – <i>Defensive Recon - Gathering Information from beyond the inner perimeter (e.g., threat assessments, physical observations, interviews, etc.)</i> – <i>Offensive Recon - Obtaining intel and incident Information by physically entering the inner perimeter. May require joint entry operations between WMD/HM, SWAT, and bomb squad personnel</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
2.3 (n/a)	Responders alert for the presence of IEDs and secondary events. <ul style="list-style-type: none"> – <i>Assess the potential/probability for IEDs and secondary devices</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 3: Hazard Assessment and Risk Evaluation

Activity Description: Assess the hazards present, evaluate the level of risk to both responders and the public, and develop an Incident Action Plan (IAP) to address the response problem.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
3.1 (Res.B2b 5.5.1)	Collect, prioritize and manage hazard data and information from all sources. <ul style="list-style-type: none"> – <i>Technical reference manuals, information sources, specialists and/or WMD/HM databases</i> – <i>Monitoring, detection, and sampling operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.2 (Res.B2b 5.5.1.1)	Incident monitoring and sampling strategy is based upon a realistic assessment of operational conditions. <ul style="list-style-type: none"> – <i>Indoor or open air incident, known or unknown material(s), potential for multiple hazards</i> – <i>"Rule of Three" detection technologies for classifying or identifying hazards</i> – <i>Established action levels</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.3 (Res.B2b 5.5.1.2)	Conduct sampling operations. <ul style="list-style-type: none"> – <i>Sampling plan established outlining type of sampling operation, sampling team members, sample points, cross-contamination concerns, etc.</i> – <i>Sampling operations are conducted to following appropriate guidance and protocols (e.g., agency, federal)</i> – <i>Chain-of-custody requirements maintained</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to implement monitoring, detection, and/or sampling operations	TARGET Less than 1 hour of arrival on-scene	ACTUAL
3.4 (Res.B2b 5.5.1.3)	Identification, classification and verification of suspected non-biological WMD/HM samples confirmed through the use of at least two (preferably three) different instrument technologies. <ul style="list-style-type: none"> – <i>"Rule of Three" detection technologies for classifying or identifying hazards</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Number of different instrument technologies to confirm/verify WMD/HM present	TARGET At least two	ACTUAL

3.5 (Res.B2b 5.5.2)	Use plume dispersion models and other analytical tools to generate ongoing WMD/HM dispersion assessments and predictions. – <i>Adjust risk evaluation process based upon new information</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
3.6 (Res.B2b 5.5)	Risk evaluation process adequately addresses the risk of various actions to both responders and the public. – <i>WMD/HM involved, type of container and its integrity, environment or location of the incident</i> – <i>Resources and capabilities of responders</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Risk-based response methodology used to interpret hazard assessment findings and determine whether responders should intervene		Yes [] No []	
3.7 (Res.B2b 3.2.5.1)	Based upon the risk evaluation process, an Incident Action Plan (IAP) specific to WMD/HM issues is developed and implemented. – <i>Recommendations generated by WMD/HM Branch/Group are forwarded to IC/UC for action</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time to develop WMD/HM elements of the overall initial Incident Action Plan (IAP)		TARGET Less than 1 hour of arrival on-scene	ACTUAL
3.8 (n/a)	Hour 1 IAP WMD/HM response priorities directed. – <i>Establish Site Management and Control</i> – <i>Determine the nature of the problem, including the WMD/HM involved</i> – <i>Ensure the safety of all personnel from all hazards</i> – <i>Initiate tactical objectives to accomplish initial rescue, decon, medical and public protective action needs</i> – <i>Ensure the integrity of potential evidence</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
Time to identify at-risk populations and make public protective action recommendations		TARGET Less than 1 hour of arrival on-scene	ACTUAL

Activity 4: Select Personal Protective Clothing and Equipment

Activity Description: Based upon the results of the hazard and risk evaluation process, select the proper level of personal protective clothing and equipment for the expected tasks as identified in the Incident Action Plan (IAP).

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task / Observation Keys	Time of Observation/ Task Completion
4.1 (n/a)	Selection of respiratory protection. <ul style="list-style-type: none"> – Hazards encountered (e.g., hazard class, physical state) – CBRNE certification – Tasks to be performed – Capabilities of the user(s) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.2 (n/a)	Selection of skin protection. <ul style="list-style-type: none"> – Hazards encountered (e.g., hazard class, physical state) – CBRNE certification – Tasks to be performed – Capabilities of the user(s) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.3 (n/a)	Use of chemical protective clothing garments considers impact of heat stress upon individual responders and overall response operations.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
4.4 (n/a)	Discussion of safety issues and emergency procedures. <ul style="list-style-type: none"> – Command level discussion – Unit level (WMD/HM Response Team) 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 5: Information Management and Resource Coordination

Activity Description: Proper management, coordination and dissemination of all pertinent data, information and resources assigned to WMD/HM tasks within the ICS organization.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
5.1 (n/a)	WMD/HM branch / group has been established and operations are effectively coordinated within the ICS organization.	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.2 (n/a)	Key WMD/HM response and support agencies are represented through either UC or through the Liaison Officer. <ul style="list-style-type: none"> – UC = agency with jurisdictional responsibility – Liaison Officer = cooperating agency 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.3 (n/a)	Pertinent planning documents are referenced and utilized. <ul style="list-style-type: none"> – Emergency Response Plans – Pre-Incident Plans – Specific Facility or Event Contingency Plans 	Time: Task Completed? Fully [] Partially [] Not [] N/A []
5.4 (n/a)	WMD/HM branch / group resource requirements are identified and coordinated within the ICS organization. <ul style="list-style-type: none"> – Planning Section (Resource Unit), if established, has an accurate picture of WMD/HM resources assigned to the incident and their status 	Time: Task Completed? Fully [] Partially [] Not [] N/A []

Activity 6: Implement Response Objectives

Activity Description: Implement the best available WMD/HM-related strategic goals and tactical objectives which will produce the most favorable outcome, as identified in the Incident Action Plan.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
6.1 (Res.B2b 6.1)	Determine the nature and priority of rescue operations and the numbers involved. <ul style="list-style-type: none"> – <i>People who will be immediately exposed and harmed as the situation gets worse (e.g., personnel inside of a contaminated environment without any PPE)</i> – <i>Victims who have been exposed to the WMD/HM and who are disoriented or disabled from its effects</i> – <i>Victims who have been exposed to the WMD/HM and who require physical extrication (i.e., technical rescue operations)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.2 (Res.B2b 6.1.1)	Identify personnel and equipment requirements to initiate rescue operations. <ul style="list-style-type: none"> – <i>Rescuer PPE and safety</i> – <i>Number of rescuers, including team operations, back-up/RIT capabilities</i> – <i>Decon support, as appropriate</i> – <i>Command and Safety approval to initiate rescue operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.3 (Res.B2b 6.2)	Implement safe and effective tactics to accomplish rescue operation objectives. <ul style="list-style-type: none"> – <i>Monitor and assess the effectiveness of rescue operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate rescue operations (non-contaminated victims)	TARGET Less than 15 minutes of arrival	ACTUAL
	Time to initiate rescue operations (contaminated victims)	TARGET Less than 15 minutes of arrival	ACTUAL
6.4 (Res.B2b 6.3)	Implement secondary public protective actions (PPA). <ul style="list-style-type: none"> – <i>Based upon scope and nature of the event, initiate additional evacuation or protection-in-place measures</i> – <i>Monitor and assess the effectiveness of PPA operations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

	Time to initiate public protective actions	TARGET Less than 15 minutes after arrival	ACTUAL
6.5 (Res.B2b 6.3.1)	Identify personnel and equipment requirements to initiate product/agent control operations. <ul style="list-style-type: none"> – Responder PPE and safety – Number of personnel required, including team operations, back-up/RIT capabilities – Product/agent control resources required – Decon support, as appropriate – Command and Safety approval to initiate operations 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
6.6 (Res.B2b 6.3.2)	Implement safe and effective tactics to accomplish product/agent control objectives. <ul style="list-style-type: none"> – Offensive versus defensive operations – Spill control/confinement tactics - actions taken to confine release to a limited area – Leak control/containment tactics - actions taken to contain or keep a material within its container – Fire control operations 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate product/agent control operations (spill, leak, fire)	TARGET Less than 90 minutes after arrival	ACTUAL
6.7 (Res.B2b 6.3.3)	Implement decontamination tactics to support rescue and product/agent control objectives (see Activity 7).	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

Activity 7: Decontamination and Clean-Up/Recovery Operations

Activity Description: Upon arrival on-scene and with the requisite equipment, initiate response operations to reduce the level of contamination on-scene, minimize the potential for secondary contamination beyond the incident scene, and ensure an effective transition to clean-up and recovery operations.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion	
7.1 (Res.B2b 8.2)	Identify the type of contaminants, nature of response operations and the required type / level of decon operations. <ul style="list-style-type: none"> – <i>Emergency decon</i> – <i>Mass decon</i> – <i>Technical decon - injured, contaminated. May be ambulatory (walking) or non-ambulatory (non-walking)</i> – <i>Technical decon - response personnel</i> – <i>Equipment decon</i> – <i>Other decon scenarios (e.g., human remains, pet/animal decon)</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.2 (Res.B2b 8.4)	Implement emergency decon operations. <ul style="list-style-type: none"> – <i>Life-threatening situation that requires some type of immediate decon</i> – <i>Decon site selection based upon incident requirements</i> – <i>Implement procedures to minimize the potential for secondary contamination beyond the incident scene</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate emergency decon operations	TARGET Less than 15 minutes after arrival	ACTUAL
7.3 (n/a)	Implement mass decon operations. <ul style="list-style-type: none"> – <i>Situations that require large numbers of people to be decontaminated at the scene of an emergency</i> – <i>Decon site selection based upon incident requirements and environmental conditions</i> – <i>Implement procedures to minimize the potential for secondary contamination beyond the incident scene</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate mass decon operations	TARGET Less than 15 minutes after arrival	ACTUAL

7.4 (n/a)	Implement secondary public protective actions (PPA). – <i>Based upon scope and nature of the event, initiate additional evacuation or protection-in-place measures</i> – <i>Monitor and assess the effectiveness of PPA operations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
7.5 (Res.B2b 8.4.7)	Implement technical decon operations for injured, contaminated victims. – <i>Coordination between Medical Branch/Group and Decon unit</i> – <i>Coordination with triage, treatment and transportation activities</i> – <i>Decon effectively addresses both ambulatory and non-ambulatory contaminated personnel requirements</i> – <i>Implement procedures to minimize the potential for secondary contamination beyond the incident zone</i> – <i>Bag and tag of personal possessions; may be treated as evidence</i> – <i>Verify effectiveness of decon operation</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate technical decon operations for injured, contaminated victims	TARGET Less than 15 minutes after arrival	ACTUAL
7.6 (Res.B2b 8.4.8)	Implement technical decon operations in support of WMD/HM entry and response activities. – <i>Planned and systematic process of reducing contamination to a level that is As Low as Reasonable Achievable (ALARA)</i> – <i>Decon site selection based upon incident requirements</i> – <i>Decon method(s) and process are appropriate based upon incident and contaminant requirements</i> – <i>Implement procedures to minimize the potential for secondary contamination beyond the incident scene</i> – <i>Verify effectiveness of decon operation</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Time to initiate technical decon operations in support of WMD/HM entry and response activities	TARGET Less than 90 minutes after arrival	ACTUAL
7.7 (Res.B2b 8.4.9)	Implement decon operations to address incident specific scenarios and requirements. – <i>Technical decon of household pets</i> – <i>Technical decon of large animals</i> – <i>Technical decon of human remains; coordinate with Coroner/Medical Examiner</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
	Ability to initiate decon operations to address non-traditional, incident specific decon scenarios and requirements	Yes []	No []

7.8 (Res.B2b 9.2.4)	Coordinate with environmental authorities to ensure the appropriate decon area clean-up and disposal of waste materials generated by decon operations. – <i>In accordance with applicable Federal, State or local Environmental Protection Agency (EPA) regulations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
Safe and effective transition to clean-up and recovery operations		Yes [] No []

Activity 8: Terminate the Incident

Activity Description: Termination of emergency response activities and the initiation of post-emergency response operations (PERO), including transfer of command, restoration of supplies and equipment and post-incident administrative activities.

Tasks Observed (check those that were observed and provide comments)

Note: Asterisks (*) denote Performance Measures and Performance Indicators associated with a task. Please record the observed indicator for each measure

	Task /Observation Keys	Time of Observation/ Task Completion
8.1 (Res.B2b 10.1.1)	Transfer command for emergency response phase to authority having jurisdiction (AHJ) for post-emergency clean-up and recovery operations. – <i>Account for all personnel and equipment before securing on-scene emergency operations</i> – <i>Demobilize on-scene operations</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
8.2 (Res.B2b 10.1.2)	Work through IC/UC to ensure that incident-specific evidence collection and investigation protocols are clearly understood and communicated to all responders. – <i>Tracking and collection of any items identified as potential evidence</i> – <i>Point-of-contact for post-incident issues</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
8.3 (Res.B2b 10.4)	Conduct an incident debriefing for on-scene personnel. – <i>Ensure documentation of any health exposures</i> – <i>Critical Incident Stress debriefing, as appropriate</i> – <i>Equipment and apparatus exposure review</i> – <i>Point-of-contact for post-incident issues</i> – <i>Identify problems requiring immediate action</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []
8.4 (Res.B2b 10.1)	Inventory WMD/HM equipment cache and restore to service. – <i>Conduct post-incident inventory of WMD/HM supplies and equipment</i> – <i>Acquire required supplies and equipment</i> – <i>Operational capability restored</i>	Time: Task Completed? Fully [] Partially [] Not [] N/A []

	Time for WMD/HM equipment cache to be inventoried, re-supplied, and returned to service	TARGET Less than 24 hours from start of incident termination process	ACTUAL
8.5 (Res.B2b 10.4.1)	Implement a formal post-incident analysis process (based upon local procedures). <ul style="list-style-type: none"> – <i>Ensure that the incident has been properly documented and reported to the appropriate agencies</i> – <i>Determine level(s) of financial responsibility</i> – <i>Document response actions for further analysis and study</i> – <i>Provide foundation for development of formal investigations</i> 	Time: Task Completed? Fully [] Partially [] Not [] N/A []	
8.6 (Res.B2b 10.4.2)	Conduct an incident critique for incident responders.	Time: Task Completed? Fully [] Partially [] Not [] N/A []	

WMD/HazMat Response and Decontamination

Exercise Evaluation Guide Analysis Sheets

The purpose of this section is to provide a narrative of what was observed by the evaluator/evaluation team for inclusion within the draft After Action Report/Improvement Plan. This section includes a chronological summary of what occurred during the exercise for the observed activities. This section also requests the evaluator provide key observations (strengths or areas for improvement) to provide feedback to the exercise participants to support sharing of lessons learned and best practices as well as identification of corrective actions to improve overall preparedness.

Observations Summary

Write a general chronological narrative of responder actions based on your observations during the exercise. Provide an overview of what you witnessed and, specifically, discuss how this particular Capability was carried out during the exercise, referencing specific Tasks where applicable. The narrative provided will be used in developing the exercise After-Action Report (AAR)/Improvement Plan (IP).

[Insert text electronically or on separate pages]

Evaluator Observations: Record your key observations using the structure provided below. Please try to provide a minimum of three observations for each section. There is no maximum (three templates are provided for each section; reproduce these as necessary for additional observations). Use these sections to discuss strengths and any areas requiring improvement. Please provide as much detail as possible, including references to specific Activities and/or Tasks. Document your observations with reference to plans, procedures, exercise logs, and other resources. Describe and analyze what you observed and, if applicable, make specific recommendations. Please be thorough, clear, and comprehensive, as these sections will feed directly into the drafting of the After-Action Report (AAR). Complete electronically if possible, or on separate pages if necessary.

Strengths

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the positive **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Even though you have identified this issue as a strength, please identify any recommendations you may have for enhancing performance further, or for how this strength may be institutionalized or shared with others.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

Areas for Improvement

1. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis: (Include a **discussion** of what happened. When? Where? How? Who was involved? Also describe the **root cause** of the observation, including contributing factors and what led to the strength. Finally, if applicable, describe the negative **consequences** of the actions observed.)

2) References: (Include references to plans, policies, and procedures relevant to the observation)

3) Recommendation: (Write a recommendation to address the root cause. Relate your recommendations to needed changes in plans, procedures, equipment, training, mutual aid support, management and leadership support.)

2. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation:

3. Observation Title:

Related Activity:

Record for Lesson Learned? (Check the box that applies) Yes ___ No ___

1) Analysis:

2) References:

3) Recommendation: