

## Train-The-Trainer Workshop Guide



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### I. Agenda

- Facilitators, you will use the Sample agenda in your handouts.
- This workshop's agenda is also in your handout.

### II. Introductions

- Name and job title
- What responsibilities do you have related to public health preparedness? To SNS response?
- Greatest training need in your organization (Drop Site and POD related).

### III. Overview and Learning Objectives

#### Exercise Goal

The goal of this workshop is twofold.

- Train-the-trainer on how to access and use the virtual world "Second Life," emphasizing the affordances and features that are useful in preparedness training.
- Guide you through various uses of the Virtual World in SNS Drop Site and POD planning, training, and assessment.

#### Specific Objectives

At the end of this workshop, the participants will:

- Have increased awareness of how to use 3-D immersive technologies in preparedness training.
- Know how to get access to Virtual Worlds technology.
- Learn what the technological requirements (and possible barriers) are to access and use virtual worlds.
- Learn how to use the Virtual World to help develop a plan.
- Learn how to use the Virtual World to assess an existing plan.
- Learn how to use the Virtual World as an enhanced tabletop exercise.
- Learn how to use the Virtual World in place of real world setup exercises.

## **Scenario Background**

These exercises are based on a fictitious scenario in which anthrax spores are intentionally released via an aerosol dispersal device into your community, prompting the activation of the Strategic National Stockpile (SNS).

The tabletop exercise will help participants prepare for similar events by examining the issues relevant to SNS activation. In particular, this exercise will concentrate on Drop Site and POD operations, identifying strengths and gaps in the participants' current organization, including policies, resources, communication, coordination, data management, and mental health needs that relate to plans for SNS activation.

The exercise emphasizes policy issues in addition to operational procedures relevant to incident command systems. Participants will focus on answering questions such as: Who should be responsible? What information is needed? When is public information given out?

It is understood that plans are at varying stages of completion and are being constantly updated and revised, based on new information, new staff, and new exercises. Therefore, part of the exercise will look at how to use the Virtual World to help develop a plan and to assess and revise an existing plan.

## **IV. Sample Scenario – POD Triage Station**

A basic overview of a simple scenario will be provided.

## **V. How to use the Virtual World**

See the Handout "How to do Basic Activities in Second Life"

## VI. POD Setup Exercise

### Overview

This POD (Point of Dispensing) exercise gives you an opportunity to walk into an empty gymnasium and set up the dispensing center anyway you like. Your mission is to set up and configure a POD using the gymnasium at a local high school allowing for treatment of your entire community within 48 hours.

To begin with, we will give you a brief tour of the location, then you will lay out all of the elements of the dispensing center and then we will go through and evaluate some of the key areas together. You can use whatever materials you would have available in an actual event.

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### POD Setup Learning Objectives

Participants in this exercise will be able to:

- Increase practice and experience setting up Point of Dispensing centers
- Identify key procedures in setting up dispensing centers
- Recognize reasoning behind POD designs
- Improve the ability to adapt that design to meet new challenges, i.e. weather problems, facility problems, flow, etc.
- Update and revise the emergency management plan from lessons learned during the POD virtual world exercise.
- Understand the characteristics of a successful POD layout
- Increase ability to identify potential bottlenecks and correct them.
- Understand the importance of following the Incident Command System
- Understand the importance of supplies, supply location and how POD layout impacts supply restocking and distribution.
- Understand your core mission as a POD team member
- Increase awareness of the importance of preplanning and communication before beginning the exercise

\*According to the CDC, the four biggest problems with PODs are:

- Verifying throughput estimates
- Determining the most efficient POD design
- Identifying and correcting bottlenecks in the POD
- Determining the appropriate level of POD staffing

### Begin POD Exercise

Create virtual environment

- Encourage communication in layout of virtual objects
- Allow them time to figure out steps (what comes first, second, third)
- Open communications
- Re-evaluation of process

If the team has trouble starting, suggest these three strategies:

1. Begin with flow start at the front door and walk through the POD plan from the POV of the public and layout objects accordingly.
  2. Start from the heart and work outward. Start at the dispensing tables and work backwards.
  3. Outline: begin by labeling key areas i.e. forms, dispensing, medical evaluation, etc.
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### **Questions During Exercise:**

1. How will you inform the public about necessary information?
2. How will you evacuate ill patients?
3. Evaluate how well your signage works?
4. Flow
  - What is the flow for the supplies?
  - How will you get the supplies to stations?
  - What is the flow for the medication?
  - What is the flow for special needs disability patients?
  - What is the flow for staff breaks and shift changes?
  - What is the flow in case of bad weather?
  - What is the flow in case of emergency?
5. Accommodations for variables
  - Access to restrooms
  - Placement of supplies
  - Security
6. Adjoining rooms for Command Stations
  - Are they accessible
  - Are they adequate in size
  - Is there equipment available such as copy machines, fax machines, etc?

### **POD Debrief and Evaluation**

- What would you change?
  - In your layout
  - In your table configuration
  - In your supply flow
- What would you recommend?
  - Overall performance
  - Communications of participants in the exercise
- Could flow be improved?
  - If so, how?
  - More stations?
  - Less stations?

## VII. Drop Site Training Scenarios

### Overview

These scenarios will address the challenges of setting up a Drop Site, focusing on core functions and core roles. Drop sites vary greatly in size and type, ranging from large warehouses to public works barns to local health departments. We will look at various drop sites in the Virtual World and use our expertise to focus on the logistics of setting up a drop site, moving and storing inventory, security, communication, and chain of command. We will start with a brief overview of the SNS process in the Virtual World, starting with the RSS and ending at the PODS.

Sample flow of assets after a request is made:

- CDC deploys assets to IDPH RSS site
- IDPH deploys assets from RSS site to Regional Drop Sites
- LHD deploys assets from Regional Drop Sites to Dispensing Sites

### Part I. Drop site logistics

Assess each virtual drop site for how well it meets the Drop Site requirements (from the “SNS LHD Drop Site/Warehouse Facility Checklist”)

#### *Location*

- Is the drop site accessible to the trucks in all weather conditions?

#### *Space/Building*

- What area will be used for storage?
- Does the storage area have hard surface weight bearing floors?
- Is the environment clean and free of hazards?
- Is the parking area paved?

#### *Security*

- Does the facility have adequate security?
  - Perimeter Fencing/Barriers
  - Adequate locks on windows and doors
- Does the storage area have restricted or controlled access?

#### *Receiving/Docking (Recommended Only)*

- Does the drop site have loading docks?
- If there are no loading dock – does the driveway have an area to offload the material?
- Is there enough space for a truck to maneuver?

#### *Material Handling Equipment (min. 1 Pallet Jack or Forklift)*

- What equipment will you need to move the materials?

#### *Utilities*

- Is there adequate power with back-up electricity and lighting?
- Is there adequate lighting inside the warehouse, outside on the loading docks, and parking area?
- Do you have fire extinguishers, sprinklers, and fire alarms?

### ***Operations Area***

- Is the operations area indoors or weather protected?
- Is there adequate working space: (tables, chairs, desks, etc)?
- Is there a space for volunteers?
- Is there adequate lighting?
- Are working power outlets available?
- Is there a computer with high speed internet connection?
- Are there phones or fax machines?

### ***Amenities (Recommended Only)***

- Bathrooms (male – female)
- Rest Areas
- Vending machines
- Eating and break areas
- Other equipment (coffee makers, refrigerators, microwaves)
- Drinking water fountains

## **Part 2 (enhanced tabletop)**

Develop or assess your plan to meet the following scenarios. When working through these scenarios, keep in mind the following aspects of your plan:

- Drop site logistics and setup
- Roles and responsibilities
- Chain of command – Incident Command System
- Communication protocols
- Chain of custody
- Public information messaging
- Security

### ***Sample Scenarios***

#### Scenario 1

Part of the medications blew off the truck or they didn't all arrive. You received a partial shipment which is not enough for your entire community.

#### Scenario 2

Word leaked out that you are holding medications at your drop site and people have showed up and want the medications now. Your drop site does not have a fence or any significant security. The only thing between the people and the prophylaxis are windows that are easily breached.

## Appendix I: Glossary

### Avatar

An Avatar is a representative of a real person in the virtual world. The word is derived from the Sanskrit. There Avatāra means "descent", which refers to the coming down deity in earthly spheres. Specifically related to Second Life is an avatar, the character you can dress and move.

### Camera

The viewpoint from which you see the Second Life world.

### Friendship

By offering *friendship* to another avatar, you will get the other avatars contact information stored in your friendslist. You can allow your friends to see your online/offline status, to track your position on the map (see this word below) or to edit your objects.

### Group

A group in Second Life is an organization which consists of at least two Residents. Any Resident can be a member of up to 25 different groups.

### Gestures

Gestures are unique combination of sound, animation, and chat that can be preconfigured to go off with a command or a specific phrase, (for example, you can have your avatar clap his or her hands and play the sound of applause).

### Home

Home is the location that you teleport to when you choose the menu item "Teleport Home", press Ctl-H, or when you "die." You can set this location with the menu command "World->Set Home to Here". Home may be set to land that you own, land that a group you are a member of owns, or Linden Land that allows anyone to set their home there.

### Inventory

The window that contains everything you have that isn't manifest in the world. Your inventory is the collection of clothing, objects, textures, etc. that your avatar possesses. Your inventory travels with you, and you can use any of it at any time.

### IM (Instant Message)

The chat window that allows two players to speak privately to another resident.



### Island

Sim or group of Sims that are detached from the Linden Lab owned Mainland and only accessible by teleportation.

### In World

Being connected to the Second Life servers and present in the Second Life world (also: online), anything that takes place within the virtual environment of Second Life. "In-world" is a compound modifier and is often misspelled (usually by Lindens) as "inworld" (no hyphen).

## **Landmarks**

Landmarks are shortcuts to places in Second Life and stored in your inventory. They are displayed either as bright red () or faded mauve () pushpin icons depending if you've used them recently (red) or not (faded mauve). You can create new landmarks by clicking at the *World* menu and go to *Create Landmark Here* as shown in the picture on the right. The landmark will be stored in your inventory's *landmarks* folder then. If you would like a more detailed description about the landmark, you can make a right click on it and select *About Landmark*.

## **Library**

The library is a collection of items, which are accessible in every user's inventory. It's located as the last folder in the inventory and contains all default avatars, gestures, clothing, etc.

## **Linden Dollar**

The unit of currency for all monetary transactions in Second Life. Lindens are a microcurrency and can be traded for real world currencies on the [Lindex](#) and on other third party exchanges.

## **Machinima**

A movie made in Second Life. "Machinima" is a neologism based on the phrase *machine cinema*.

## **Mainland**

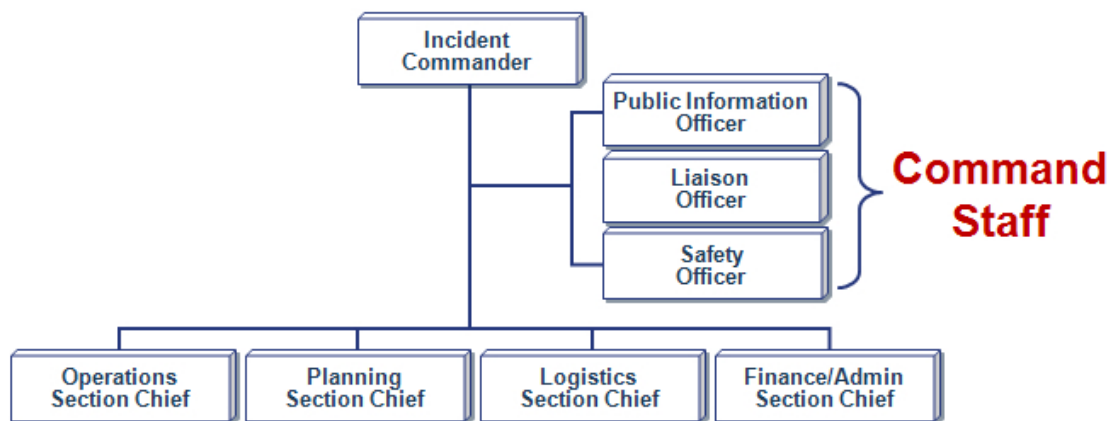
The largest masses of non-island linked simulators in the Second Life grid that refer to Linden-designed continents.

## **Map**

The window that displays the map. It can be used to find locations, individuals, and specific coordinates.

**Virtual environment** – A simulated environment created with the look and feel of a real world environment without the limitations such as time, mobility and people required to simulate an actual emergency. Building design and layouts are created to simulate actual or generic buildings within the community.

## Appendix II: Incident Command System



The Incident Command System (ICS) was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured.

The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

Weaknesses in incident management were due to:

- Lack of accountability.
- Poor communication.
- Lack of a planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

NIMS provides a consistent framework for incident management at all jurisdictional levels regardless of the cause, size, or complexity of the incident. Building upon the Incident Command System (ICS), the NIMS provides the Nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters, and other emergencies. NIMS requires that ICS be institutionalized.

In part, institutionalizing ICS means:

- ICS is being integrated into functional and system-wide emergency operations policies, plans, and procedures;
- ICS training is planned or under way for responders, supervisors, and command-level officers;
- Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.
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Six major components make up the NIMS systems approach. Following is a synopsis of each major component of NIMS, as well as how these components work together as a system to provide the national framework for preparing for, preventing, responding to, and recovering from domestic incidents, regardless of cause, size, or complexity.

- **Command and Management.** NIMS standard incident command structures are based on three key organizational systems:
  - ICS. ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident;
  - Multiagency Coordination Systems. These define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements; and
  - Public Information Systems. These refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.
  
- **Preparedness.** Effective incident management begins with a host of preparedness activities conducted on a “steady-state” basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.
- **Resource Management.** NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.
- **Communications and Information Management.** NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information sharing at all levels of incident management.
- **Supporting Technologies.** Technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These technologies include voice and data communications systems, information management systems (i.e., recordkeeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.
- **Ongoing Management and Maintenance.** This component establishes an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

## Appendix III: HSEEP Exercise documentation

### Homeland Security Exercise and Evaluation Program (HSEEP)

#### Exercise Documentation

The list below briefly describes the important document types associated with most exercises.

- A *Situation Manual (SitMan)* is a participant handbook for discussion-based exercises, particularly TTXs. It provides background information on exercise scope, schedule, and objectives. It also presents the scenario narrative that will drive participant discussions during the exercise.
- The *Exercise Plan (ExPlan)*, typically used for operations-based exercises, provides a synopsis of the exercise and is published and distributed to players and observers prior to the start of the exercise. The ExPlan includes the exercise objectives and scope, safety procedures, and logistical considerations such as an exercise schedule. The ExPlan does not contain detailed scenario information.
- The *Controller and Evaluator (C/E) Handbook*<sup>1</sup> supplements the ExPlan for operations-based exercises, containing more detailed information about the exercise scenario and describing exercise controllers' and evaluators' roles and responsibilities. Because the C/E Handbook contains information on the scenario and exercise administration, it is distributed only to those individuals specifically designated as controllers or evaluators.
- The *Master Scenario Events List (MSEL)* is a chronological timeline of expected actions and scripted events (i.e., injects) to be inserted into operations-based exercise play by controllers in order to generate or prompt player activity. It ensures necessary events happen so that all exercise objectives are met.
- A *Player Handout* is a 1-2 page document, usually handed out the morning of an exercise, which provide a quick reference for exercise players on safety procedures, logistical considerations, exercise schedule, and other key factors and information.
- *Exercise Evaluation Guides (EEGs)* help evaluators collect and interpret relevant exercise observations. EEGs provide evaluators with information on what tasks they should expect to see accomplished during an exercise, space to record observations, and questions to address after the exercise as a first step in the analysis process.
- An *After Action Report/Improvement Plan (AAR/IP)* is the final product of an exercise. The AAR/IP has two components: an AAR, which captures observations and recommendations based on the exercise objectives as associated with the capabilities and tasks; and an IP, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. The lead evaluator and the exercise planning team draft the AAR and submit it to conference participants prior to an After Action Conference (see below). The draft AAR is distributed to conference participants for review no more than 30 days after exercise conduct. The final AAR/IP is an outcome of the After Action Conference and should be disseminated to participants no more than 60 days after exercise conduct.