PREFACE

This Exercise Plan (Ex Plan) was produced with input, advice, and assistance from the Exercise Planning Team, which followed guidance set forth in the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP).

For advice regarding whole-community inclusive preparedness, UMass Boston would like to extend special thanks to:

Rob Sampson  Kate McCarthy-Barnett
Manager - Fixed-Route Services  Regional Disability Integration Specialist
Department of System-Wide Accessibility  Office of Regional Administrator
Massachusetts Bay Transportation Authority  DHS/FEMA Region 1

The Exercise Planning Team includes representation from the following departments:

- ADA/Office of Diversity and Inclusion
- Athletics, Recreation, Special Programs, and Projects
- Campus Center
- Campus Master Planning Office
- College of Nursing and Health Sciences
- Customer Service Center
- Department of Public Safety
- Disability Services (Ross Center)
- Emergency Management & Business Continuity
- Environmental Health and Safety
- Information Technology – Video Production
- UMass Boston Institute for Community Inclusion
- University Communications
- University Health Services – Counseling
- Veteran’s Affairs
## Exercise Overview

<table>
<thead>
<tr>
<th>Exercise Name</th>
<th>Campus Center Prepared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercise Dates</td>
<td>Friday July 31st, 2015</td>
</tr>
</tbody>
</table>

This is a Full Scale Active Threat exercise, planned for a duration of three hours (2pm-5pm) at UMass Boston’s Campus Center. Exercise play is limited to the Campus Center.

<table>
<thead>
<tr>
<th>Scope</th>
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<tbody>
<tr>
<td>Prevention, Protection, Mitigation, &amp; Response</td>
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<table>
<thead>
<tr>
<th>Mission Area(s)</th>
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</thead>
<tbody>
<tr>
<td>On-Scene Security and Response, Continuity of Operations, Public Information and Warning, Community Response</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Core Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess DPS active threat response per law enforcement training</td>
</tr>
<tr>
<td>Assess DPS Dispatch response to active threat scenario per SOPs.</td>
</tr>
<tr>
<td>Assess Campus ability to issue a timely alert to the community.</td>
</tr>
<tr>
<td>Assess whole-community response to active threat in Campus Center per “Shots Fired on Campus”.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Threat</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Threat or Hazard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active shooter/s enter the Campus Center, forcing staff and others to get out or hide out. The UMass Boston Alert System is activated and UMass Boston Police respond.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Massachusetts Boston</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>See Preface for list of participating UMass Boston departments</td>
</tr>
</tbody>
</table>
General Exercise Director:
Anne-Marie McLaughlin
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617-287-6821 (office)
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Exercise Directors
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GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

<table>
<thead>
<tr>
<th>Exercise Objective</th>
<th>Core Capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess DPS active threat response per law enforcement training</td>
<td>On-Scene Security and Protection Operational Communications</td>
</tr>
<tr>
<td>Assess DPS Dispatch response to active threat scenario per SOPs.</td>
<td></td>
</tr>
<tr>
<td>Assess campus ability to issue a timely alert to the community.</td>
<td>Public Information and Warning</td>
</tr>
<tr>
<td>Assess whole community response to active threat in the Campus Center per “Shots Fired on Campus” training video.</td>
<td>Community Resilience</td>
</tr>
<tr>
<td>Assess Campus Center Preparedness</td>
<td></td>
</tr>
<tr>
<td>Address specific Business Continuity Planning needs of Campus Center during exercise duration.</td>
<td>Economic Recovery</td>
</tr>
</tbody>
</table>

Table 1. Exercise Objectives and Associated Core Capabilities

Participant Roles and Responsibilities

The term participant encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency. For this exercise, the Players will be responding UMass Boston Police Law Enforcement Officers. Some Campus Center staff will be participating as actors and in their roles will be encouraged to think of themselves as players insofar as they will be enacting lessons learned from active shooter awareness training.

- **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.
• **Actors.** Actors simulate specific roles during exercise play, typically victims or other bystanders. This exercise involves a unique group of actors, including Campus Center staff. There will also be actors recruited from previous full scale exercises held on campus as well as participants from “Shots Fired” training sessions. Rather than acting solely as role-players for Law Enforcement, these actors will be asked to report on their experiences and provide feedback on active threat training and awareness for the campus.

• **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guides (EEGs).

• **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise.

### Exercise Assumptions and Artificialities

Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation.

#### Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- Exercise simulation contains sufficient detail to allow players to react to information and situations as they are presented as if the simulated incident were real.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.
- “Whole community” refers to members of the UMass Boston community, including people with functional needs.

#### Artificialities

- Exercise communication and coordination is limited to participating exercise organizations, venues, and the SimCell.
- Players should not attempt to call any other numbers than those provided by Exercise Controllers.
- Players and actors must say **“this is a drill”** as part of exercise communications on radios or telephones.
EXERCISE LOGISTICS

Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- A Safety Controller from UMass Boston Environmental Health and Safety is responsible for participant safety; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Exercise Director will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.

- For an emergency that requires assistance, use the phrase “real-world emergency.” The following procedures should be used in case of a real emergency during the exercise:
  - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest controller, and, within reason and training, render aid.
  - The controller aware of a real emergency will initiate the “real-world emergency” broadcast and provide the Safety Controller, Senior Controller, and Exercise Director with the location of the emergency and resources needed, if any.

Fire Safety

Standard fire and safety regulations relevant to the Campus will be followed by the exercise. EHS staff will be on scene with representatives of Fishbach and Moore, which maintains the fire alarm system.

Emergency Medical Services

The sponsor organization will coordinate with local emergency medical services in the event of a real-world emergency. A Boston EMS ambulance will be on-site for the duration of the exercise.

Counseling

Counseling support from UMass Boston UHS-Counseling will be available on site if anyone is negatively affected by the exercise. This staff will be identified during briefing sessions prior to the start of the exercise.

Weapons Policy

All participants will follow the relevant weapons policy for the exercising organization or exercise venue. Please see Appendix E for a detailed description of the weapons policy.
**Site Access**

**Security**

If entry control is required for the exercise venue(s), the sponsor organization is responsible for arranging appropriate security measures. To prevent interruption of the exercise, access to exercise sites will be limited to exercise participants. Players should advise their venue’s controller or evaluator of any unauthorized persons.

**Media/Observer Coordination**

Organizations with media personnel and/or observers attending the event should coordinate with the sponsor organization for access to the exercise site. Media/Observers are escorted to designated areas and accompanied by an exercise controller at all times. Sponsor organization representatives and/or the observer controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of media and/or observer presence.

**Exercise Identification**

Exercise staff may be identified by badges, hats, and/or vests to clearly display exercise roles; additionally, uniform clothing may be worn to show agency affiliation. Table 2 describes these identification items.

<table>
<thead>
<tr>
<th>Group</th>
<th>Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercise Director, Assistant Directors</td>
<td>White</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>Red</td>
</tr>
<tr>
<td>Evaluators</td>
<td>Blue</td>
</tr>
<tr>
<td>Actors/Campus Center Staff Players</td>
<td>Wristbands</td>
</tr>
<tr>
<td>Law Enforcement Players/Controllers</td>
<td>Uniform</td>
</tr>
<tr>
<td>Observers/VIPs</td>
<td>Lanyard</td>
</tr>
<tr>
<td>Controllers</td>
<td>Yellow Safety Vest</td>
</tr>
<tr>
<td>UHS Counseling</td>
<td>Yellow</td>
</tr>
</tbody>
</table>

**Table 2. Exercise Identification**

**FOR SAFETY, INDIVIDUALS WITHOUT THE PROPER IDENTIFICATION WILL NOT BE PERMITTED IN THE EXERCISE AREA.**
POST-EXERCISE AND EVALUATION ACTIVITIES

Debriefings
Post-exercise debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning.

Hot Wash
At the conclusion of exercise play, controllers facilitate a Hot Wash (debriefing) to allow players, controllers and evaluators to discuss strengths and areas for improvement, and evaluators to seek clarification regarding player actions and decision-making processes. The Hot Wash should not exceed 30 minutes. Law Enforcement Officers will participate in a separate Hot Wash following the general session.

Participant Feedback Forms
Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

Evaluation

Exercise Evaluation Guides
EEGs assist evaluators in collecting relevant exercise observations. EEGs document exercise objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs, coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the exercise and compile the After-Action Report (AAR).

After-Action Report
The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. AARs also include basic exercise information, including the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and POC.
Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

After-Action Meeting

The After-Action Meeting (AAM) is a meeting held among decision- and policy-makers from the exercising organizations, as well as the Lead Evaluator and members of the Exercise Planning Team, to debrief the exercise and to review and refine the draft AAR and Improvement Plan (IP). The AAM should be an interactive session, providing attendees the opportunity to discuss and validate the observations and corrective actions in the draft AAR/IP.

Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by elected and appointed officials from the organizations participating in the exercise, and discussed and validated during the AAM.
PARTICIPANT INFORMATION AND GUIDANCE

Exercise Rules
The following general rules govern exercise play:

• Real-world emergency actions take priority over exercise actions.
• Exercise players will comply with real-world emergency procedures, unless otherwise directed by the control staff.
• All communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement “This is a drill.”
• Exercise players who place telephone calls or initiate radio communication with the SimCell must identify the organization or individual with whom they wish to speak.

Players Instructions
Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

Before the Exercise

• Review appropriate organizational plans, procedures, and exercise support documents.
• Be at the appropriate site at least 30 minutes before the exercise starts. Wear the appropriate uniform and/or identification item(s).
• Sign in when you arrive.
• If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.

During the Exercise

• Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
• Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
• Do not engage in personal conversations with controllers, evaluators, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
• If you do not understand the scope of the exercise, or if you are uncertain about an organization’s participation in an exercise, ask a controller.
• Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise’s trusted agents to balance realism with safety and to create an effective learning and evaluation environment.

• All exercise communications will begin and end with the statement “This is a drill.” This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.

• Speak when you take an action. This procedure will ensure that evaluators are aware of critical actions as they occur.

• Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller or evaluator.

After the Exercise
• Participate in the Hot Wash at your venue with controllers and evaluators.
• Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.
• Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

Simulation Guidelines
Because the exercise is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by simulators or controllers.

Smart Phones, Photography, and Social Media
Participants in the Campus Center Prepared Full Scale Exercise will be permitted to have smart phones with them during the exercise, but are asked not to take photos or videos during the duration of the exercise for their safety and the safety of other exercise participants as well as for law enforcement security.

Video recording and photography during exercise play is strictly limited to UMass Boston video crews and photographer(s). Video recordings are safeguarded for law enforcement training and official use. No video recordings of the exercise will be made public or posted online.
# Appendix A: Exercise Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>12N</td>
<td>Registration/Participant Check-in: Campus Center Ballroom</td>
</tr>
<tr>
<td>1:45</td>
<td>Begin Building Closure</td>
</tr>
<tr>
<td>2:00</td>
<td>Building Closes- Exercise Begins (Campus Center – Various Locations)</td>
</tr>
<tr>
<td>5:00</td>
<td>Exercise Ends - Building Reopens</td>
</tr>
</tbody>
</table>
APPENDIX B: EXERCISE PARTICIPANTS

<table>
<thead>
<tr>
<th>Participating Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMass Police</td>
</tr>
<tr>
<td>Campus Center Staff/ Faculty</td>
</tr>
</tbody>
</table>

APPENDIX C: COMMUNICATIONS PLAN

Exercise Start, Suspension, and Termination Instructions

The exercise is scheduled to run for three hours or until the Exercise Director and Senior Law Enforcement Controller determines that exercise objectives have been met. From the SimCell, the Exercise Director will announce the start of the exercise and exercise suspension or termination through the controller communications network.

**All spoken and written communications will start and end with the statement “THIS IS A DRILL.”**

Actor/Player Communications

Specific actors will be asked to contact Public Safety Dispatch via a special number to report the presence of a shooter or shooters on campus. Only those actors chosen to call should do so. All exercise-related communications should include “This is a drill.”

Special Note for Radio Transmissions

Law enforcement players should be advised that if radio chatter can be heard via scanner, false social media reports of a campus shooting may result from failure to say “This is a drill” as part of exercise communications. UMass Boston Communications will be monitoring social media to counter this if it occurs.

Communications Check

Before the exercise starts, the SimCell will conduct a communications check with all interfacing communication means to ensure redundancy and uninterrupted flow of control information.
APPENDIX E: WEAPONS POLICY

It is the policy of the U.S. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA)/National Preparedness Directorate to ensure that every effort is made to provide a safe and secure environment during National Preparedness Directorate sponsored exercises for its participants, observers/VIPs, control and evaluation staff members, volunteers, and the general public.

Weapons

Exercise planners and controllers plan for and promulgate control measures with regard to weapons, whether introduced as a simulated device during exercise play or used by law enforcement officers in their normal scope of duties. For the purpose of this policy, a weapon includes all firearms; knives; less-than-lethal weapons, tools, and devices; and any other object capable of causing bodily harm.

Qualified personnel who have legal authority to carry weapons (e.g., law enforcement, security, military) and who have an assigned exercise role (e.g., responder, tactical team) with the potential for interaction with other exercise participants (i.e., actor victims) will NOT carry a loaded weapon within the confines of the exercise play area. They may continue to carry their weapon only after it has been properly cleared and rendered safe (i.e., no ammunition in chamber, cylinder, breach, or magazines) and only after being marked or identified in a conspicuous manner (e.g., bright tape visible around the stock or holster). The use of an area clearly marked as “off limits” and with assigned armed personnel to secure weapons in a container, vehicle, or other security area is acceptable and should be consistent with host jurisdiction weapons security policies.

Qualified personnel who have legal authority to carry weapons (e.g., law enforcement, security, military) who are used to provide real-world perimeter security for the exercise and have no assigned or direct interaction with exercise participants may continue to carry loaded weapons as part of their normal scope of duty.

All other personnel with no legal authority to carry weapons will not bring, introduce, or have in their possession any weapon of any type in any area associated with the exercise. All exercise participants will be provided with a safety briefing that specifies provisions and policies regarding weapons before the exercise starts.

Aggressive Behavior

Aggressive behavior will not be tolerated during exercise conduct, except in matters of self-defense. Examples of aggressive behavior may include assault, use of defense products (e.g., mace, pepper spray, stun guns, tasers, batons); and forceful use of operational response equipment or tools (e.g., pike poles, hose lines used at full stream on victims). Actors and players must refrain from any aggressive behavior during the exercise.
# APPENDIX F: ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term</th>
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<tbody>
<tr>
<td>DHS</td>
<td>U.S. Department of Homeland Security</td>
</tr>
<tr>
<td>ExPlan</td>
<td>Exercise Plan</td>
</tr>
<tr>
<td>HSEEP</td>
<td>Homeland Security Exercise and Evaluation Program</td>
</tr>
<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
</tr>
<tr>
<td>DPS</td>
<td>Department of Public Safety</td>
</tr>
<tr>
<td>EHS</td>
<td>Environmental Health and Safety</td>
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<tr>
<td>UHS</td>
<td>University Health Services</td>
</tr>
<tr>
<td>ITSD</td>
<td>Information Technology Services Division</td>
</tr>
<tr>
<td>CC</td>
<td>Campus Center</td>
</tr>
<tr>
<td>EEG</td>
<td>Exercise Evaluation Guide</td>
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</tbody>
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