Don’t Panic!

THIS IS ONLY A DRILL
So you want to have an exercise…

1) Do you have a plan?
   - Yes

2) Have you trained on the plan?
   - Yes

3) Have you established objectives for the exercise?
   - Of course I have

I need a plan?
   - No, but I have a really cool scenario

STOP

GOOD JOB!

GO

POLK COUNTY
EMERGENCY MANAGEMENT
Why exercise?

• Evaluate and validate the planning

• Reinforce training

• Identify gaps
Establish the base

- Review the current plan
- Conduct needs assessment
- Assess capability to conduct an exercise
- Define exercise scope
- Select the exercise type
- Address costs & liabilities
- Develop statement of purpose
- Gain support and announce exercise
Questions to ask

• What is your experience with exercises?
• What is your staff’s experience with exercises?
• What exercise experience is in your community?
• What skills can those people provide?
• When was your organizations last exercise?
• How much time can people devote to exercise?
• How much preparation time can you expect to have allocated?
Preparedness Cycle

Step 1: Plan

Step 2: Organize/Equip

Step 3: Train

Step 4: Exercise

Step 5: Evaluate/Improve
What to exercise?

Capabilities Assessment

Priorities

Exercise Requirements

Multi-Year Training and Exercise Plan

Improvement Plans
Target Capabilities List

- Planning
- Communications
- Risk Management
- Community Preparedness And Participation
- Intelligence and Information Sharing and Dissemination
- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Counter-Terror Investigation and Law Enforcement
- CBRNE Detection
- Critical Infrastructure Protection
- Food and Agriculture Safety and Defense
- Epidemiological Surveillance and Investigation
- Laboratory Testing

- On-Site Incident Management
- Emergency Operations Center Management
- Critical Resource Logistics and Distribution
- Volunteer Management and Donations
- Responder Safety and Health
- Emergency Public Safety and Security Response
- Animal Disease Emergency Support
- Environmental Health
- Explosive Device Response Operations
- Fire Incident Response Support
- WMD and Hazardous Materials Response and Decontamination
- Citizen Evacuation and Shelter-In-Place
- Isolation and Quarantine
- Search and Rescue (Land-Based)
- Emergency Public Information and Warning
- Emergency Triage and Pre-Hospital Treatment
- Medical Surge
- Medical Supplies Management and Distribution
- Mass Prophylaxis
- Mass Care (Sheltering, Feeding, and Related Services)
- Fatality Management
- Structural Damage Assessment
- Restoration of Lifelines
- Economic and Community Recovery
Exercise Scenario

• Provides the backdrop that drives exercise
• Contains 3 elements
  • Conditions
  • Context
  • Technical details

Capability → Critical Tasks → Objectives → Scenario
HSEEP

• Homeland Security Exercise and Evaluation Program
  • Guiding principles
  • Common approach
    • Program management
    • Design and development
    • Conduct
    • Evaluation
    • Improvement planning
Remember

• HSEEP doctrine consists of fundamental principles that frame a common approach to exercises

• This doctrine is supported by training, technology systems, tools, and technical assistance, and is based on national best practices

• It is intended to enhance consistency in exercise conduct and evaluation while ensuring exercises remain a flexible, accessible way to improve our preparedness across the nation
HSEEP “compliance”

- No such thing as “HSEEP compliant”
- HSEEP consistent
- No HSEEP Police
- HSEEP “requirements”
Progressive exercise design

• Increase capability
• Build upon lessons learned from previous exercises
### Type of exercise: Seminar

<table>
<thead>
<tr>
<th>Focus</th>
<th>Characteristics</th>
<th>Purpose</th>
<th>Recommended Planning Time</th>
</tr>
</thead>
</table>
| Discussion Based | • Low Stress  
  • Informal  
  • No time constraints  
  • Effective for large or small groups | • Provide overview of strategies, plans, policies, procedures, protocols, etc              |                            |
Type of exercise: Workshop

<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| Discussion Based | • Create a product  
• Low stress  
• No fault  
• Work Group sessions  
• No time constraints | • Test new ideas  
• Collecting/Sharing information  
• New/different perspectives  
• Team Building | --- |
## Type of exercise: Tabletop (TTX)

<table>
<thead>
<tr>
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<th>Recommended Planning Time</th>
</tr>
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</table>
| Discussion Based | • Problem solving  
• Brainstorming  
• Constructive discussion  
• Address problem areas around multi-agency issues  
• Narrative  
• “What if?”  
• Minimum stress | • Replay of an actual occurrence  
• Not restricted to real-time play  
• Clarify conflicting roles  
• Evaluate plans and procedures | 4 to 6 months |

Discussion Based Topics:
- Problem solving
- Brainstorming
- Constructive discussion
- Address problem areas around multi-agency issues
- Narrative
- “What if?”
- Minimum stress

Purpose:
- Replay of an actual occurrence
- Not restricted to real-time play
- Clarify conflicting roles
- Evaluate plans and procedures
## Type of exercise: Games

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Discussion Based</td>
<td>• Simulation of operations</td>
<td>• Analysis of existing plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Realism</td>
<td>• Develop new plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Two or more teams</td>
<td>• Motivation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Competitive</td>
<td>• Clarification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Decision-making process</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Type of exercise: Drills

<table>
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<tr>
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<th>Characteristics</th>
<th>Purpose</th>
<th>Recommended Planning Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Based</td>
<td>• Single function test</td>
<td>• Provide training</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Actual field response</td>
<td>• Maintain or assess skills/procedures</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Test new equipment</td>
<td></td>
</tr>
</tbody>
</table>

1. Single function test
2. Actual field response
## Type of exercise: Functional (FE)

| Focus                | Characteristics                                                                 | Purpose                                                        | Recommended Planning Time |
|----------------------|---------------------------------------------------------------------------------|                                                               |                          |
| Operations Based     | • Simulation to the maximum degree  
                      • Real time  
                      • Stressful  
                      • Messages  
                      • “Do” vs. “talk” | • Evaluation of any function or complex activity  
                      • Test seldom used resources | 9 to 12 months           |
## Type of exercise: Full Scale (FSE)

<table>
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<th>Recommended Planning Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Based</td>
<td>• Mobilization of personnel and resources</td>
<td>• Test coordinated response</td>
<td>12 to 18 months</td>
</tr>
<tr>
<td></td>
<td>• Multiple functions</td>
<td>• Public Awareness</td>
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</tr>
</tbody>
</table>
Cycle of complexity

• Increasing degrees of complexity
• Employing combination of exercise types should support program objectives and goals
8 steps to exercise design

Assess needs
Define scope
Statement of purpose
Define objectives
Compose Narrative
Write major and detailed events
List expected actions
Prepare Messages
Planning meetings

• Concepts & Objectives (C&O)
  • agree upon type, scope, capabilities, objectives, and purpose of the exercise

• Initial (IPM)
  • level of participation, scenario, conditions

• Midterm (MPM)
  • Update progress, identify issues

• MSEL
  • develop chronology of exercise, injects

• Final (FPM)
  • Logistics arranged, outstanding issues resolved
Exercise documents

• Controller/Evaluator (CE) Handbook
• Exercise Plan (ExPlan)
• Situation Manual (SitMan)
• Exercise Evaluation Guides (EEGs)

• After Action Report/ Improvement Plan
• LOTS more

https://preptoolkit.fema.gov
Evaluation

STEP 1: Plan and Organize the Evaluation
STEP 2: Observe the Exercise and Collect Data
STEP 3: Analyze Data
STEP 4: Develop the Draft AAR
STEP 5: Conduct an After-Action Conference
STEP 6: Identify Improvements to be Implemented
STEP 7: Finalize AAR/IP
STEP 8: Track Implementation
Find root cause

Why?

Why?

Why?

Why?
AAR

• Not personal
• Analysis of capabilities
  • Strengths
  • Areas for improvement
• References
• Recommendations
# Improvement Plan Matrix

- Recommendations
- Responsible Party
- Timeline

<table>
<thead>
<tr>
<th>Core Capability</th>
<th>Issue/Area for Improvement</th>
<th>Corrective Action</th>
<th>Capability Element</th>
<th>Primary Responsible Organization</th>
<th>Organization POC</th>
<th>Start Date</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Capability 1: [Capability Name]</td>
<td>1. [Area for Improvement]</td>
<td>Corrective Action 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Capability 1: [Capability Name]</td>
<td>1. [Area for Improvement]</td>
<td>Corrective Action 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Capability 1: [Capability Name]</td>
<td>2. [Area for Improvement]</td>
<td>Corrective Action 1</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Core Capability 1: [Capability Name]</td>
<td>2. [Area for Improvement]</td>
<td>Corrective Action 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Capability 2: [Capability Name]</td>
<td>1. [Area for Improvement]</td>
<td>Corrective Action 1</td>
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<td></td>
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<tr>
<td>Core Capability 2: [Capability Name]</td>
<td>1. [Area for Improvement]</td>
<td>Corrective Action 2</td>
<td></td>
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Tips

✓ Use the 8 step design process
✓ Exercise design **TEAM**
✓ HSEEP toolkit templates (if you need them)
✓ Exercise planning meetings
✓ Extent of play agreements
✓ Contingencies (competing with real-world)
Things to avoid

• Scenario over objectives
• Exercise without a plan
• Exercise without training first
• View HSEEP as a rulebook/have to do
A word of caution…

• No notice exercises

• https://www.youtube.com/watch?v=oPHb2qgu4WI
Training

- [www.training.FEMA.gov](http://www.training.FEMA.gov)
  - IS 120.c – An introduction to exercises
  - IS 130.a – How to be an exercise evaluator
  - IS 139.a – Exercise design and development
- K/L 0146 – HSEEP Basic Course
- Master Exercise Practitioner Program (MEPP)
Purpose of the Preparedness Primer: Assist in the establishment and maintenance of a comprehensive planning, training, and exercise program across Polk County.

- Overview of planning
- Training of personnel
- Review of various aspects of law and policy which may drive individual programs
- Recommendations on training in each topic area
- Resources are provided for sample exercises that may be tailored to the local jurisdiction or organization as well as “off the shelf” exercises that are ready for implementation with little effort.

- [www.polkcountyiowa.gov/emergency-management/planning](http://www.polkcountyiowa.gov/emergency-management/planning)
Questions, Comments & Suggestions