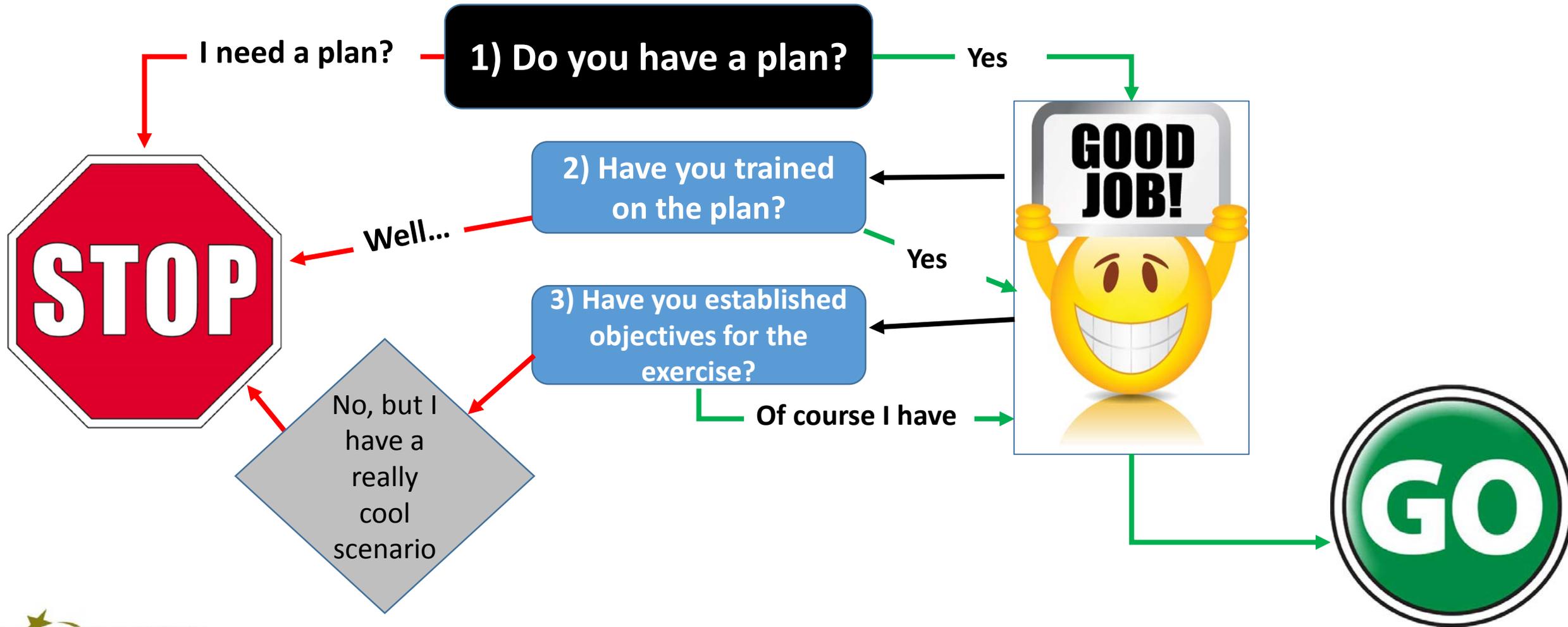




# Don't Panic!



# So you want to have an exercise...



# Why exercise?

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- Evaluate and validate the planning
- Reinforce training
- Identify gaps



# Establish the base

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- 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

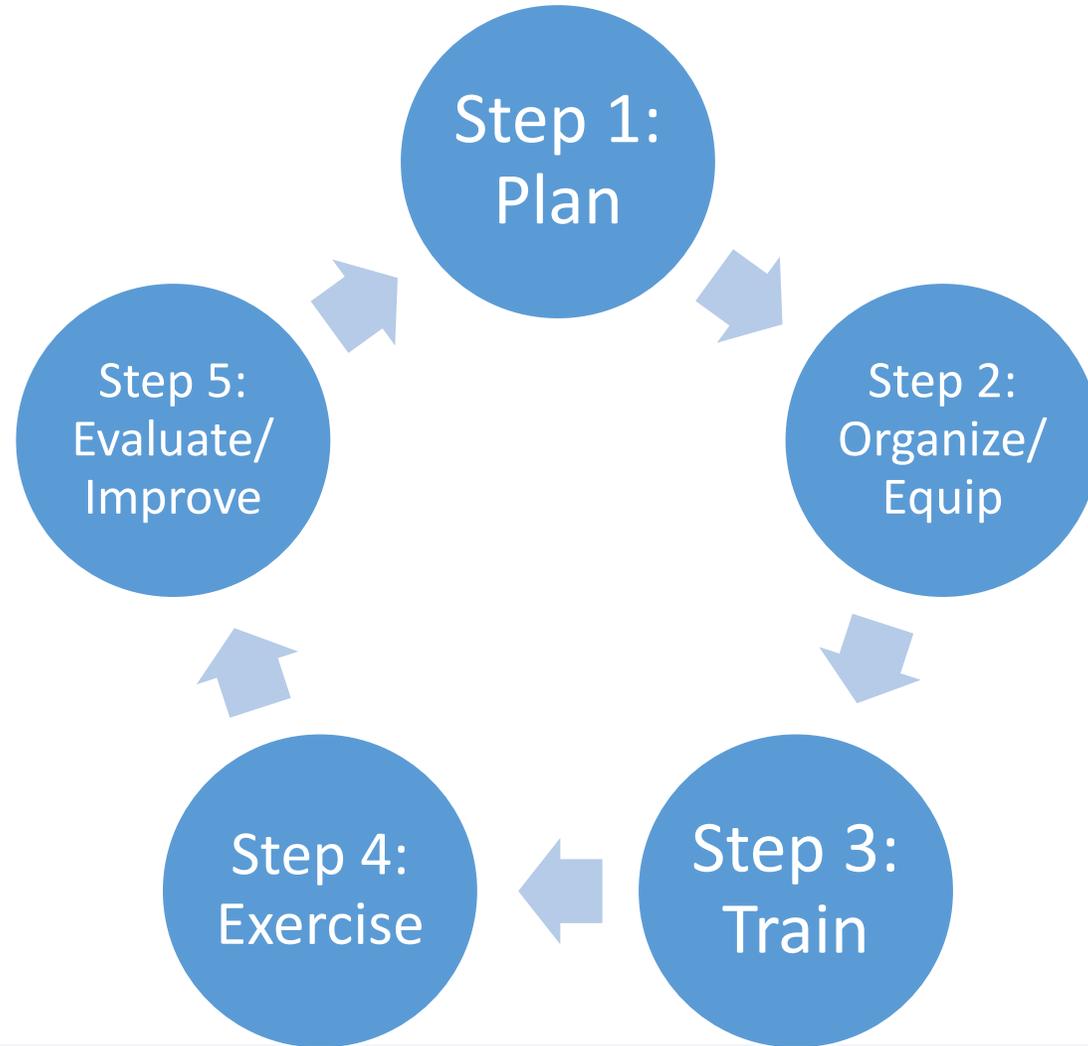
# Questions to ask

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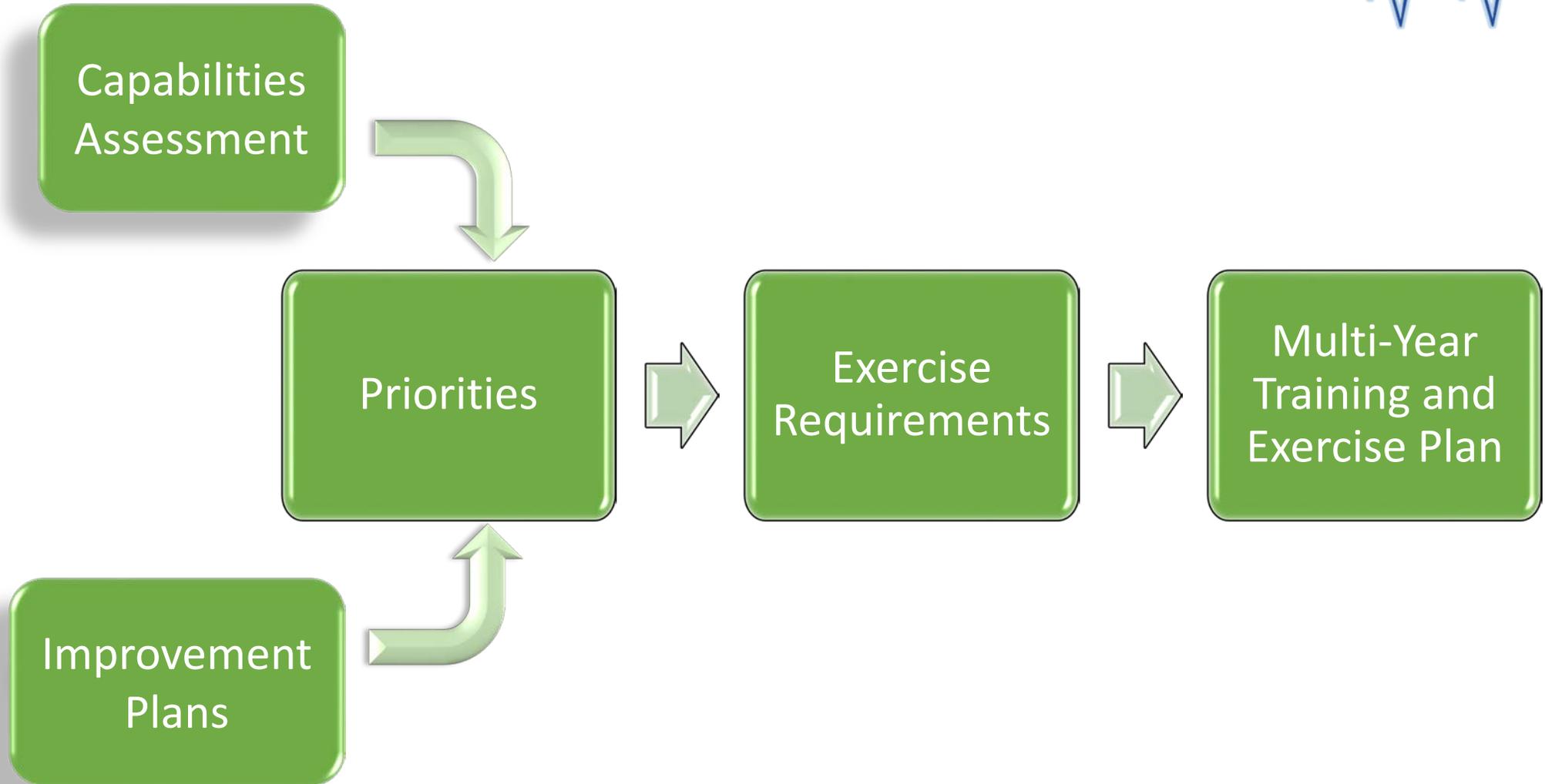


- What is your experience with exercises?
- What is your staff's experience with exercises?
- What exercise experience is in your community?
- What skills can those people provide?
- When was your organizations last exercise?
- How much time can people devote to exercise?
- How much preparation time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

# Preparedness Cycle



# What to exercise?



# Target Capabilities List

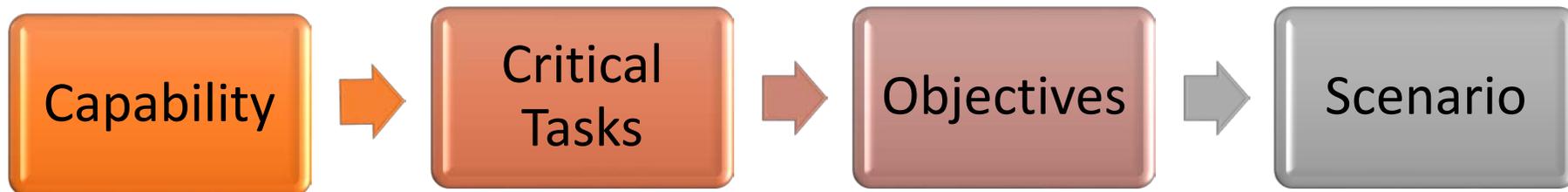


- Planning
- Communications
- Risk Management
- Community Preparedness And Participation
- Intelligence and Information Sharing and Dissemination
- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Counter-Terror Investigation and Law Enforcement
- 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



# HSEEP



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



# Remember

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- 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”

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- 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



Focus	Characteristics	Purpose	Recommended Planning Time
Discussion Based	<ul style="list-style-type: none"><li>• Low Stress</li><li>• Informal</li><li>• No time constraints</li><li>• Effective for large or small groups</li></ul>	<ul style="list-style-type: none"><li>• Provide overview of strategies, plans, policies, procedures, protocols, etc</li></ul>	



# Type of exercise: Workshop



Focus	Characteristics	Purpose	Recommended Planning Time
Discussion Based	<ul style="list-style-type: none"><li>• Create a product</li><li>• Low stress</li><li>• No fault</li><li>• Work Group sessions</li><li>• No time constraints</li></ul>	<ul style="list-style-type: none"><li>• Test new ideas</li><li>• Collecting/Sharing information</li><li>• New/different perspectives</li><li>• Team Building</li></ul>	



# Type of exercise: Tabletop (TTX)



Focus	Characteristics	Purpose	Recommended Planning Time
Discussion Based	<ul style="list-style-type: none"><li>• Problem solving</li><li>• Brainstorming</li><li>• Constructive discussion</li><li>• Address problem areas around multi-agency issues</li><li>• Narrative</li><li>• “What if?”</li><li>• Minimum stress</li></ul>	<ul style="list-style-type: none"><li>• Replay of an actual occurrence</li><li>• Not restricted to real-time play</li><li>• Clarify conflicting roles</li><li>• Evaluate plans and procedures</li></ul>	4 to 6 months



# Type of exercise: Games



Focus	Characteristics	Purpose	Recommended Planning Time
Discussion Based	<ul style="list-style-type: none"><li>• Simulation of operations</li><li>• Realism</li><li>• Two or more teams</li><li>• Competitive</li><li>• Decision-making process</li></ul>	<ul style="list-style-type: none"><li>• Analysis of existing plans</li><li>• Develop new plans</li><li>• Motivation</li><li>• Clarification</li></ul>	

# Type of exercise: Drills



Focus	Characteristics	Purpose	Recommended Planning Time
Operations Based	<ul style="list-style-type: none"><li>• Single function test</li><li>• Actual field response</li></ul>	<ul style="list-style-type: none"><li>• Provide training</li><li>• Maintain or assess skills/procedures</li><li>• Test new equipment</li></ul>	



# Type of exercise: Functional (FE)



Focus	Characteristics	Purpose	Recommended Planning Time
Operations Based	<ul style="list-style-type: none"><li>• Simulation to the maximum degree</li><li>• Real time</li><li>• Stressful</li><li>• Messages</li><li>• “Do” vs. “talk”</li></ul>	<ul style="list-style-type: none"><li>• Evaluation of any function or complex activity</li><li>• Test seldom used resources</li></ul>	9 to 12 months



# Type of exercise: Full Scale (FSE)



Focus	Characteristics	Purpose	Recommended Planning Time
Operations Based	<ul style="list-style-type: none"><li>• Mobilization of personnel and resources</li><li>• Multiple functions</li></ul>	<ul style="list-style-type: none"><li>• Test coordinated response</li><li>• Public Awareness</li></ul>	12 to 18 months



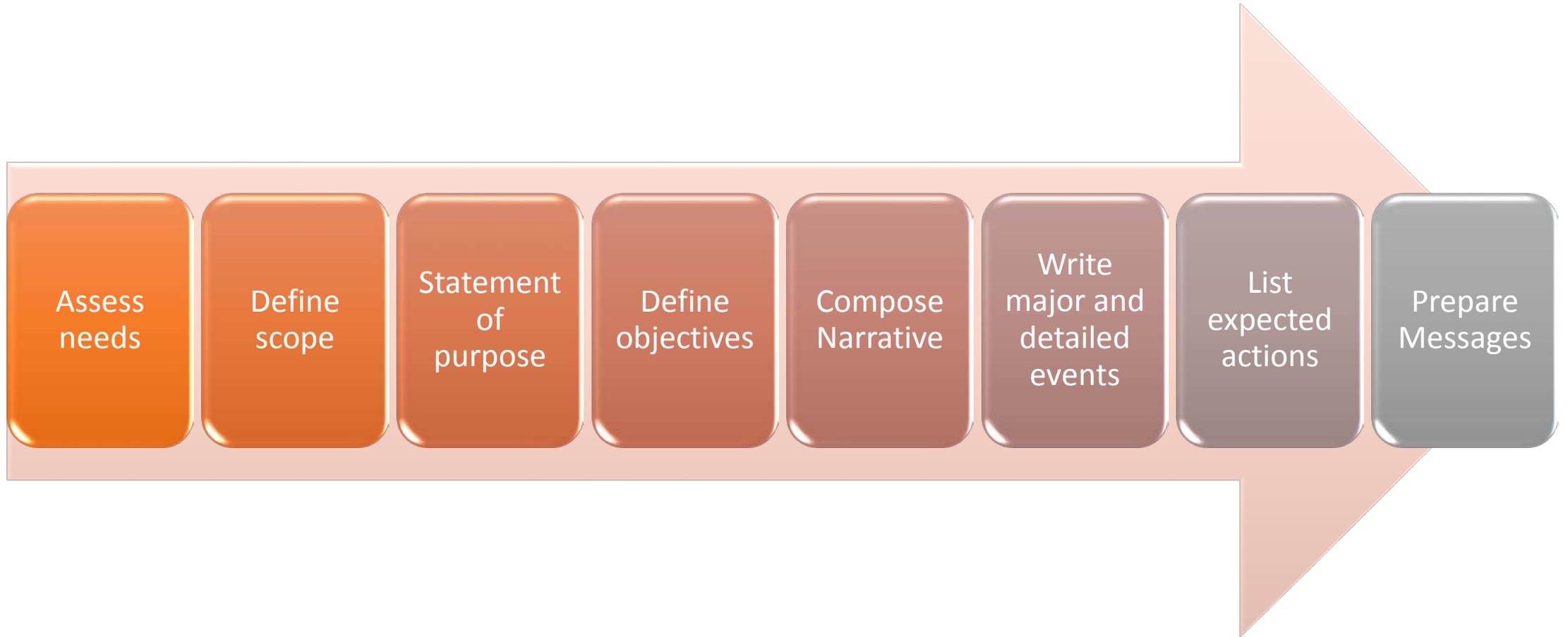
# Cycle of complexity



- Increasing degrees of complexity
- Employing combination of exercise types should support program objectives and goals



# 8 steps to exercise design



# Planning meetings

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- 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

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- 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



# Find root cause



Why?



Why?



Why?



Why?



Why?

# AAR

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- Not personal
- Analysis of capabilities
  - Strengths
  - Areas for improvement
  - References
  - Recommendations

# Improvement Plan Matrix



- Recommendations
- Responsible Party
- Timeline

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: [Capability Name]	1. [Area for Improvement]	[Corrective Action 1]					
Core Capability 1: [Capability Name]	1. [Area for Improvement]	[Corrective Action 2]					
Core Capability 1: [Capability Name]	2. [Area for Improvement]	[Corrective Action 1]					
Core Capability 1: [Capability Name]	2. [Area for Improvement]	[Corrective Action 2]					
Core Capability 2: [Capability Name]	1. [Area for Improvement]	[Corrective Action 1]					
Core Capability 2: [Capability Name]	1. [Area for Improvement]	[Corrective Action 2]					
Core Capability 2: [Capability Name]	2. [Area for Improvement]	[Corrective Action 1]					
Core Capability 2: [Capability Name]	2. [Area for Improvement]	[Corrective Action 2]					

# Tips

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- ✓ 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

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- Scenario over objectives
- Exercise without a plan
- Exercise without training first
- View HSEEP as a rulebook/have to do

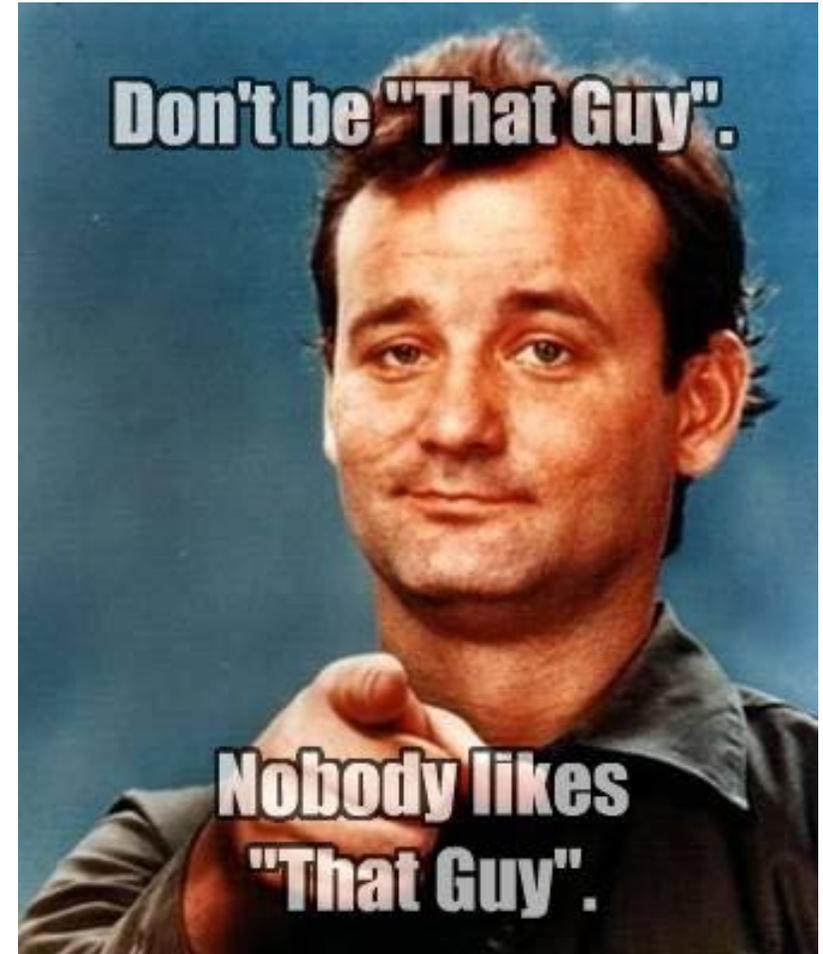


# A word of caution...



- No notice exercises

- <https://www.youtube.com/watch?v=oPHb2qgu4WI>



# Training

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- [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)

# Resources available

**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)



## Polk County Emergency Management

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Planning, Training & Exercises:  
A Preparedness Primer

December 2017

# Questions, Comments & Suggestions

