

**Exercise Design Questionnaire**

**Request for Assistance**

Contents

[**Exercise Questionnaire** 3](#_Toc522797393)

[**Annex A: Mission Area and Core Capabilities:** 7](#_Toc522797394)

[**Annex B: HSEEP Exercise Definitions** 13](#_Toc522797395)

[**Annex C: Exercise Roles and Responsibilities** 15](#_Toc522797396)

[**Annex D: Exercise Requirements** 17](#_Toc522797397)

[**Annex E: Master Task List** 21](#_Toc522797398)

# 

# **Exercise Questionnaire**

1. Who will be the main point of contact for the Planning Team and execution of the exercise?

|  |  |
| --- | --- |
| Name: |  |
| Phone: |  |
| Email: |  |
| SME? | Yes / No |

1. What type of support are you needing? (check all that apply)

|  |  |  |  |
| --- | --- | --- | --- |
|  | Exercise Design and Development |  | Subject Matter Expert |
|  | Controller |  | Evaluator |
|  | Facilitator |  | Simulator (SimCell) |
|  | Player |  | Actor |
|  | SEOC Support |  | Planning Team Member |

**PLAN:**

1. What plan are you testing?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What portion of the plan is being tested?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Is there an exercise requirement? (grant, agency priority, etc)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Has this plan been exercised before?

|  |  |
| --- | --- |
| **What type of exercise?** | **When?** |
|  |  |
|  |  |

If yes, what were the lessons learned? Corrective Actions?

|  |  |
| --- | --- |
| **Lessons Learned** | **Corrective Actions** |
|  |  |
|  |  |
|  |  |

1. Do you require any training prior to the exercise? If so, please indicate which.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Who will be tested in this exercise? (mark all that apply)

|  |  |  |  |
| --- | --- | --- | --- |
|  | EOC |  | Elected Officials |
|  | ESF 1: Transportation |  | ESF 2: Communications |
|  | ESF 3: Public Works |  | ESF 4: Firefighting |
|  | ESF 5: Emergency Management (EOC) |  | ESF 6: Mass Care |
|  | ESF 7: Logistics and Resource Support |  | ESF 8: Public Health |
|  | ESF 9: Search and Rescue |  | ESF 10: Hazardous Materials |
|  | ESF 11: Agriculture and Natural Resources |  | ESF 12: Energy |
|  | ESF 13: Public Safety |  | ESF 14: Long Term Recovery |
|  | ESF 15: Public Affairs |  | ESF 16: Military Support |
|  | First Responders |  | County(ies) |
|  | Volunteer Organizations |  | Elected Officials |
|  | Hospital /EMS |  | Business / Industry |

**EXERCISE TYPE/DATE:**

1. What type of exercise do you want?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Seminar  (60+ days planning) |  | Workshop  (60+ days planning) |  | Tabletop  (90+ days planning) |
|  | Drill  (6-8 months planning) |  | Functional  (1 year planning) |  | Full-Scale  (1-2 years planning) |

1. What time frame would you like to conduct the exercise? (month/year)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. List hazard(s) to be exercised by priority:
   1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. List impact areas that are vulnerable to the hazard being exercised:
   1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Specify which Mission Area is to be exercised (See Appendix A for definitions)

|  |  |  |  |
| --- | --- | --- | --- |
|  | Prevention |  | Protection |
|  | Mitigation |  | Response |
|  | Recovery |  |  |

1. Specify core capabilities to be exercised (See Appendix A for definitions)
   1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. What objectives do you want to achieve?
   1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. What steps do you need to achieve your objectives (Critical Tasks)?
   1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. What is the timeline for the event?

* Before Incident
* Incident
  + Impact
  + Incident + 12-24
  + Incident + 48-72
* Recovery
  + Short term – up to 6 weeks
  + Mid term – 6 weeks to 6 months
  + Long term – 6 months to 2 years

\*\* Please return pages 3-6 to the T&E Section Chief at [gleeder@imd.idaho.gov](mailto:gleeder@imd.idaho.gov) \*\*

# **Annex A: Mission Area and Core Capabilities:**

**Mission Area:**

**Prevention:** The Prevention mission area is composed of the capabilities necessary to avoid, prevent or stop a threatened or actual act of terrorism. It is focused on ensuring we are optimally prepared to prevent an imminent terrorist attack within the United States.

**Protection:** The Protection Framework houses “the capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.”

**Mitigation:** Mitigation is composed of “the capabilities necessary to reduce the loss of life and property by lessening the impact of disasters.”

**Response:** Response houses “the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.”

**Recovery:** Recovery is composed of the core capabilities necessary to assist communities affected by an incident to recover effectively.

**Core Capabilities:**

* **Access Control and Identification Verification**
  + Mission Area: Prevention
  + **Description:** Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
* **Community Resilience**
  + Mission Area: Mitigation
  + **Description:** Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
* **Critical Transportation**
  + Mission Area: Response
  + **Description:** Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
* **Cyber Security**
  + Mission Area: Protection
  + Description**:** Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
* **Economic Recovery**
  + Mission Area: Recovery
  + **Description:** Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
* **Environmental Response/Health Safety**
  + Mission Area: Response
  + **Description:** Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
* **Fatality Management Services** 
  + Mission Area: Response
  + **Description:** Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
* **Fire Management and Suppression**
  + Mission Area: Response
  + **Description:** Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
* **Forensics and Attribution**
  + Mission Area: Prevention
  + **Description:** Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
* **Health and Social Services**
  + Mission Area: Recovery
  + **Description:** Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
* **Housing**
  + Mission Area: Recovery
  + **Description:** Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
* **Infrastructure Systems**
  + Mission Area: Response, Recovery
  + **Description:** Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
* **Intelligence and Information Sharing**
  + Mission Area: Prevention, Protection
  + Description: Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
* **Interdiction and Disruption**
  + Mission Area: Prevention, Protection
  + **Description:** Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
* **Logistics and Supply Chain Management**
  + Mission Area: Response
  + **Description:** Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
* **Long Term Vulnerability Reduction**
  + Mission Area: Mitigation
  + **Description:** Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
* **Mass Care**
  + Mission Area: Response
  + **Description:** Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
* **Mass Search and Rescue Operations**
  + Mission Area: Response
  + **Description:** Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
* **Natural and Cultural Resources**
  + Mission Area: Recovery
  + **Description:** Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.
* **On-Scene Security, Protection, and Law Enforcement** 
  + Mission Area: Response
  + **Description:** Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
* **Operational Communications**
  + Mission Area: Response
  + Description: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces
* **Operational Coordination**
  + Mission Area: All
  + Description: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
* **Physical Protective Measures**
  + Mission Area: Protection
  + **Description:** Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
* **Planning** 
  + Mission Area: All
  + **Description**: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
* **Public Health, Healthcare, and Emergency Medical Services**
  + Mission Area: Response
  + **Description:** Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
* **Public Information and Warning**
  + Mission Area: All
  + Description: Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
* **Risk and Disaster Resilience Assessment**
  + Mission Area: Mitigation
  + **Description:** Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
* **Risk Management for Protection Programs and Activities**
  + Mission Area: Protection
  + **Description:** Identify, assess, and prioritize risk to inform Protection activities, countermeasures, and investments.
* **Screening, Search, and Detection**
  + Mission Area: Prevention, Protection
  + **Description:** Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.
* **Situational Assessment**
  + Mission Area: Response
  + Description: Provide all decisions makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
* **Supply Chain Integrity and Security**
  + Mission Area: Protection
  + **Description:** Strengthen the security and resilience of the supply chain.
* **Threat and Hazards Identification** 
  + Mission Area: Mitigation
  + **Description:** Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

# **Annex B: HSEEP Exercise Definitions**

**Discussion-Based Exercises**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Type of Exercise** | **Utility/Purpose** | **Type of Player Action** | **Duration** | **Real-Time Play?** | **Scope** |
| Discussion-Based | To familiarize players with current plans, policies, agreements, and procedures; develop new plans, policies, agreements, and procedures | Notional; player actions are imaginary or hypothetical | Rarely exceeds 8 hours | No | Varies |
| Seminar | To provide an overview of new or current plans, resources, strategies, concepts, or ideas | N/A | 2-5 hours | No | Multi- or single agency |
| Workshop | To achieve a specific goal or build a product (e.g., exercise objectives, SOPs, policies, or plans) | N/A | 3-8 hours | No | Multiagency or multiple functions |
| Tabletop | To assist senior officials in the ability to understand and assess plans, policies, procedures, and concepts | Notional | 4-8 hours | No | Multiagency or multiple functions |

**Operations-Based Exercises**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Type of Exercise** | **Utility/Purpose** | **Type of Player Action** | **Duration** | **Real-Time Play?** | **Scope** |
| Operations-Based | Test and validate plans, policies, agreements, and procedures; clarify roles and responsibilities; identify resource gaps | Actual; player action mimics reaction, response, mobilization, and commitment of personnel and resources | May be hours, days, or weeks depending on purpose, type, and scope | Yes | Varies |
| Drill | Test a single operation or function | Actual | 2-4 hours | Yes | Single agency or function |
| Functional Exercise (FE) | Test and evaluate capabilities, functions, plans, and staffs of Incident Command, Unified Command, Intel centers, or other command/operations centers | Command staff actions are actual; movement of other personnel, equipment, or adversaries is simulated | 4-8 hours or several days or weeks | Yes | Multiple functional areas/multiple functions |
| Full Scale (F/S) | Implement and analyze plans, policies, procedures, and cooperative agreements developed in previous exercises | Actual | One full day or longer | Yes | Multiple agencies or multiple functions |

# **Annex C: Exercise Roles and Responsibilities**

|  |  |  |
| --- | --- | --- |
| **Role** | **Responsibilities** | **Exercise Type** |
| Exercise Director | The Exercise Director oversees all exercise functions during exercise conduct, oversees and remains in contact with controllers and evaluators, debriefs controllers and evaluators following the exercise, and oversees setup and cleanup of the exercise as well as positioning of controllers and evaluators. | All |
| Evaluator | Evaluators are chosen based on their expertise in the specific functional areas they will observe. Evaluators use evaluation documents (Exercise Evaluation Guides) to document observations, capture unresolved issues, and analyze exercise results. Evaluators do not interfere with exercise flow. | All |
| Lead Evaluator | The lead evaluator should participate as a member of the exercise planning team and be familiar with all relevant issues associated with the exercise, including plans, policies, and procedures; incident command and decision-making processes; and interagency and/or inter-jurisdictional coordination issues. The lead evaluator should have the management skills needed to oversee a team of evaluators over an extended process as well as the knowledge and analytical skills to undertake a thorough and accurate analysis of all capabilities. | All |
| Facilitator | During a discussion-based exercise, the facilitator(s) is responsible for keeping participant discussions on track with exercise objectives and ensuring all issues and objectives are explored as thoroughly as possible within time constraints. If an exercise uses breakout groups, more than one facilitator may be needed. | Seminar, Workshop, TTX, Game |
| Controller | In operations-based exercises and some games, controllers plan and manage exercise play, set up and operate the exercise incident site, and possibly take the roles of individuals and agencies not actually participating in the exercise. Controllers direct the pace of exercise play, provide key data to players, and may prompt or initiate certain player actions and injects to the players as described in the Master Scenario Events List (MSEL) to ensure exercise continuity. Controllers issue exercise materials to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants. Controllers are the only participants who should provide information or direction to players. All controllers should be accountable to one senior controller. | Game, Drill, FE, FSE |
| Senior Controller | The senior controller (sometimes known as a lead controller) is responsible for the overall organization of the exercise. The senior controller monitors actions by controllers and exercise progress, and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The senior controller debriefs controllers and evaluators after the exercise and oversees the setup and takedown of the exercise. | Game, Drill, FE, FSE |
| Safety Controller | The safety controller is responsible for monitoring exercise safety during exercise setup, conduct, and cleanup. All exercise controllers assist the safety controller by reporting any safety concerns. The safety controller should not be confused with the safety officer, who is identified by the incident commander during exercise play. | Drill, FE, FSE |
| Simulator | Simulator Simulators are control staff personnel who role play as nonparticipating organizations or individuals. They most often operate out of SimCell, but they may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles in accordance with instructions provided in the MSEL. All simulators are ultimately accountable to the Exercise Director and senior controller.  Drill, FE, FSE | Drill, FE, FSE |
| Observer | Observers do not directly participate in the exercise; rather, they observe selected segments of the exercise as it unfolds, while remaining separated from player activities. Observers view the exercise from a designated observation area and are asked to remain within the observation area during the exercise. A dedicated controller or public information officer should be assigned to manage these groups. In a discussion-based exercise, observers may support the development of player responses to the situation by asking relevant questions, delivering messages, or citing references; however, they generally do not participate in moderated discussion. | All |
| Player | Players have an active role in preventing, responding to, or recovering from the risks and hazards presented in the scenario, by either discussing or performing their regular roles and responsibilities. Players initiate actions that will respond to and/or mitigate the simulated emergency. | All |
| Actor | Actors are typically volunteer personnel responsible for simulating a specific role in an exercise. Actors are vital to creating a realistic scenario and can play a variety of roles. | Drill, FSE |

# **Annex D: Exercise Requirements**

**Exercise Requirements**

**Meetings**

**Development Meetings**

* Usually conducted at 2 weeks or more apart.
* Concept and Objectives Meeting and Initial Planning Meeting can be merged.
* MSEL meeting can be merged with Mid-Term Meeting to speed things up.
* This process is typically over several months to several years depending on size and scope of exercise

**All meetings need agendas and minutes**

1. Concept and Objectives Meeting (C & O)
2. Initial Planning Meeting (IPM)
3. Mid-Term Planning Meeting (MPM)
4. Master Scenario Events List Meeting (MSEL)
5. Final Planning Meeting (FPM)

**After the Exercise Meetings**

**No agendas but need notes/minutes taken for AAR**

1. \*\*Player Hotwash
2. \*\*Controller/Evaluator Debriefing
3. Presentation of Draft After Action Report (this meeting needs agenda and minutes)

**Documents to be produced**

|  |  |  |
| --- | --- | --- |
| Document Title | Exercise Type | Distribution Audience |
| Situation Manual (SitMan) | Seminar, Workshop, Tabletop, Game | Players and Observers |
| Exercise Plan (ExPlan) | Drill, Functional Exercise, Full-Scale | Players and Observers |
| Controller and Evaluator Handbook (C/E)  **\*Protected Material** | Drill, Functional Exercise, Full-Scale | Controller, Evaluators, Simulators |
| Master Scenario Events List (MSEL)  **\*Protected Material** | Drill, Functional Exercise, Full-Scale, Complex Tabletop (optional), Game (optional) | Controller, Evaluators, Simulators |
| Extent of Play Agreement (XPA) | Functional Exercise, Full-Scale | Exercise Planning Team and participating agencies and organizations |
| Exercise Evaluation Guides (EEGs) | Drill, Functional Exercise, full Scale Exercise, Tabletop, Game | Evaluators |
| Communications Plan  (typically, in ExPlan/CE Handbook) | Drill, Functional Exercise, Full-Scale | All Participants |
| Briefing Materials  (Briefing slides: Players, C/E, Simulators) | All Exercise | All Participants |
| Hotwash Handouts  (Based on Core Capabilities/Objectives) | All Exercise | All Participants |
| Participant Feedback Form | All Exercise | All Participants |
| Sign-in sheets | All Exercise | All Participants |
| After Action Report/Improvement Plan | All Exercise | Requesting Agency |

\*\*Hot Wash, Evaluator Debriefing, EEGs, and Participant feedback can all be used for AAR.

**Identify**

1. Participants
2. Players
3. Actors
4. Exercise Director
5. Senior Controller
   1. Controllers
   2. Safety Controller
   3. Simulators
6. Evaluators

**Agendas**

**Concept and Objectives Agenda Items**

* Exercise scope
* Proposed exercise objectives and their aligned mission area/core capabilities
* Proposed exercise location, date, and duration
* Participants and anticipated extent of play for exercise participants
* Exercise planning team
* Exercise assumptions and artificialities
* Exercise control and evaluation concepts
* Exercise security organization and structure
* Available exercise resources
* Exercise logistics
* Exercise planning timeline and milestones
* Local issues, concerns, and sensitivities

**Initial Planning Meeting Agenda Items**

* Clearly defined exercise objectives and aligned core capabilities;
* Evaluation requirements, including EEG capability targets and critical tasks;
* Relevant plans, policies, and procedures to be tested in the exercise;
* Exercise scenario;
* Modeling and simulation planning;
* Extent of play for each participating organization;
* Optimum duration of the exercise;
* Exercise planners’ roles and responsibilities;
* Decision to record exercise proceedings (audio or video);
* Local issues, concerns, or sensitivities;
* Any discussion points typically covered during a C&O Meeting if a C&O Meeting was not conducted; and
* Consensus regarding the date, time, and location for the next meeting.

**Mid Term Planning Meeting Agenda Items**

* Comments on draft exercise documentation
* Construction of the scenario timeline—usually the MSEL—if an additional MSEL Planning Meeting will not be held
* Identification of exercise venue artificialities and/or limitations
* Agreement on final logistical items
* Assignment of additional responsibilities
* Determine exercise volunteer and actor requirements
* Determine staffing (players), Controllers, Evaluators, Simulators
* Confirm venue/site location

**Final Planning Meeting Agenda Items**

* Conduct a comprehensive, final review and approve all remaining draft exercise documents (e.g., ExPlan, MSEL, C/E Handbook, EEGs) and presentation materials;
* Resolve any open exercise planning issues and identify last-minute concerns; and
* Review and finalize all exercise logistical activities (e.g., schedule, registration, attire, special needs).

**Develop AAR/IP and Close Out Package**

Package includes:

1. AAR/IP \*(AAR will be submitted to FEMA/HSEEP)
2. Copy of SitMan, ExPlan, CE Handbook
3. Copy of MSELs
4. PPT if used for player/evaluator/simulator overview
5. EEG (Evaluation criteria)
6. A copy of all meeting agendas, minutes, sign-in sheets
7. Copy of all feedback/hotwash forms

# **Annex E: Master Task List**

| Exercise Planning Tasks | Responsible Party | Contact Information | Suggested Timeline | Date Completed | Remarks |
| --- | --- | --- | --- | --- | --- |
| 1. Design and Development |  |  |  |  |  |
| Foundation |  |  | 6-8 Months b/f exercise |  |  |
| Review exercise program guidance, including:  Elected and appointed officials’ intent and guidance  Multi-year Training and Exercise Plan (TEP)  Existing plans and procedures  Risk, threat, and hazard assessments  Relevant After-Action Report/Improvement Plan (AARs/IPs)  Grant or cooperative agreement requirements | [Exercise Program Manager] |  |  |  |  |
| Exercise Planning Team and Events |  |  | 5-7 months b/f execise |  |  |
| Identify elected and appointed officials and representatives from the sponsor organization for potential Exercise Planning Team membership |  |  |  |  |  |
| Identify participating organizations for potential Exercise Planning Team membership |  |  |  |  |  |
| Officially stand up Exercise Planning Team with Exercise Planning Team Leader and section chiefs, as appropriate |  |  |  |  |  |
| Develop exercise budget |  |  |  |  |  |
| Schedule first planning meeting (C&O or IPM as needed) |  |  |  |  |  |
| Identify/review topics or issues to be covered during the first planning meeting (C&O or IPM as needed)  [3-4 weeks before C&O Meeting or IPM] |  |  |  |  |  |
| Planning Meetings |  |  |  |  |  |
| Concepts and Objectives (C&O) Meeting (optional) |  |  | [Prior to or concurrent with IPM. 5-7 months before exercise] |  |  |
| Coordinate meeting logistics, prepare and send invitations and read-ahead packets  [2-3 weeks before C&O Meeting] |  |  |  |  |  |
| Develop draft exercise scope, objectives, and aligned core capabilities |  |  | During C&O |  |  | |
| Identify/confirm Exercise Planning Team |  |  | During C&O |  |  | |
| Develop and distribute meeting minutes  [No later than (NLT) 1 week after C&O Meeting] |  |  |  |  |  | |
| Initial Planning Meeting (IPM) |  |  | [5-7 months before exercise] |  |  |
| Coordinate meeting logistics, prepare and send invitations and read-ahead packets  [2-3 weeks before IPM] |  |  |  |  |  |
| Identify exercise design and development elements and begin development of exercise documentation  Scope, objectives, and core capabilities  Evaluation requirements (capability targets and critical tasks)  Scenario threat/hazard  Participants and extent of play  Exercise staffing requirements  Exercise logistics (date, location, including breakout locations or specific exercise play sites, if needed) |  |  | During IPM |  |  |
| Assign responsibilities and due dates for tasks and determine date for next planning meeting |  |  | During IPM |  |  |
| Develop and distribute meeting minutes  [NLT 1 week after IPM] |  |  |  |  |  |
| Midterm Planning Meeting (MPM) (as needed) |  |  | [3 months before exercise] |  |  |
| Coordinate meeting logistics, prepare and send invitations and read-ahead packets  [2-3 weeks before MPM] |  |  |  |  |  |
| Review and refine all exercise materials, documents, and tasks |  |  | During MPM |  |  |
| Assign responsibilities and due dates for tasks, and determine date for next planning conference |  |  | During MPM |  |  |
| Develop and distribute meeting minutes  [NLT 1 week after MPM] |  |  |  |  |  |
| Master Scenarios Event List (MSEL) Meeting (if necessary) |  |  | [2 months before exercise] |  |  |
| Coordinate meeting logistics, prepare and send invitations and read-ahead packets  [2-3 weeks before MSEL Meeting] |  |  |  |  |  |
| Review and develop MSEL injects |  |  | During MSEL Meeting |  |  |
| Final Planning Meeting (FPM) |  |  | [6 weeks before exercise] |  |  |
| Coordinate meeting logistics, prepare and send invitations and read-ahead packets  [2-3 weeks before exercise] |  |  |  |  |  |
| Facilitate meeting |  |  | During FPM |  |  |
| Review and approve all exercise documents |  |  | During FPM |  |  |
| Finalize exercise staffing (including facilitators/controllers, evaluators, and support staff) |  |  | During FPM |  |  |
| Confirm all exercise logistical elements (including exercise site(s), equipment, and schedule) |  |  | During FPM |  |  |
| Assign responsibilities and due dates for tasks |  |  | During FPM |  |  |
| Develop and distribute meeting minutes  [NLT 1 week after FPM] |  |  |  |  |  |
| Documentation |  |  |  |  |  |
| Develop Situation Manual (SitMan) or Exercise Plan (ExPlan) |  |  |  |  |  |
| Develop Facilitator’s Guide or Controller/Evaluator (C/E) Handbook |  |  |  |  |  |
| Develop exercise evaluation packets (including Exercise Evaluation Guides [EEGs]) |  |  |  |  |  |
| Develop multimedia exercise presentation |  |  |  |  |  |
| Develop MSEL (as needed) |  |  |  |  |  |
| Develop Participant Feedback Forms |  |  |  |  |  |
| Exercise Site Areas |  |  |  |  |  |
| Designate media/observer area |  |  |  |  |  |
| Designate registration area |  |  |  |  |  |
| Designate parking area |  |  |  |  |  |
| Media/Public Information |  |  |  |  |  |
| Develop media policy |  |  |  |  |  |
| Develop Press Release and/or Public Announcements as needed |  |  |  |  |  |
| Logistics |  |  |  |  |  |
| Identify exercise venue |  |  |  |  |  |
| Arrange for use of exercise venue (reserve room/use of facility) |  |  |  |  |  |
| Arrange for participant parking at venue |  |  |  |  |  |
| Arrange for audio/visual equipment (e.g., microphones, screens, projectors) |  |  |  |  |  |
| Arrange for exercise supplies (e.g., pens, markers, flipcharts) |  |  |  |  |  |
| Develop mailing lists (players, facilitators, Exercise Planning Team) |  |  |  |  |  |
| Develop ID badges, name/table tents, and sign-in sheets |  |  |  |  |  |
| Arrange for restrooms |  |  |  |  |  |
| Develop signage |  |  |  |  |  |
| Exercise Staffing |  |  |  |  |  |
| Determine exercise staff requirements |  |  |  |  |  |
| Select and train exercise staff |  |  |  |  |  |
| 1. Conduct |  |  |  |  |  |
| Exercise Play Preparation |  |  |  |  |  |
| Distribute exercise documentation  [1 week before exercise] |  |  |  |  |  |
| Set up exercise site(s) (including Simulation and/or Control Cells, as needed)  [1 day before exercise] |  |  |  |  |  |
| Present pre-exercise Elected and Appointed Official Briefing (as needed) |  |  | As requested |  |  |
| Conduct pre-exercise briefings:  C/E Briefing and/or Evaluator Training  Actor Briefing (as needed)  Player Briefing  Observer Briefing (as needed)  [NLT 1 day before exercise (C/E Briefing), or before STARTEX] |  |  |  |  |  |
| Exercise Conduct |  |  |  |  |  |
| Facilitate/Control exercise play |  |  | During Exercise |  |  |
| Collect data |  |  | During Exercise |  |  |
| Wrap-Up Activities |  |  |  |  |  |
| Conduct post-exercise player Hotwash |  |  | Immediately following ENDEX |  |  |
| Conduct C/E Debrief |  |  | Immediately following ENDEX and Hotwash |  |  |
| 1. Evaluation |  |  |  |  |  |
| After-Action Report |  |  |  |  |  |
| Complete and submit all EEGs |  |  | Immediately following exercise |  |  |
| Develop draft AAR  [NLT 30 days after exercise] |  |  |  |  |  |
| Distribute draft AAR to participating organizations’ policy and decision makers for review  [NLT 30 days after exercise] |  |  |  |  |  |
| 1. Improvement Planning |  |  |  |  |  |
| After-Action Meeting |  |  |  |  |  |
| Schedule meeting |  |  | Immediately following exercise |  |  |
| Coordinate meeting logistics, prepare and send invitations and read-ahead packets  [2-3 weeks before AAM ] |  |  |  |  |  |
| Receive feedback on Draft AAR, make any revisions, and develop draft list of corrective actions  [1 week before AAM] |  |  |  |  |  |
| Conduct AAM to reach consensus on AAR content and revise/gain consensus on corrective actions  [NLT than 45 days after exercise] |  |  |  |  |  |
| Finalize AAR/IP  [NLT 1 week after AAM] |  |  |  |  |  |
| [NLT 1 week after AAM] |  |  |  |  |  |
| Continuous Improvement |  |  |  |  |  |
| Share lessons learned, best practices, and successes identified in AAR/IP |  |  | Ongoing |  |  |
| Implement corrective actions |  |  | Ongoing |  |  |
| Track AAR/IP implementation |  |  | Ongoing |  |  |