Agenda for Delaware Continuity Coordinator Council

February 25, 2016
1 p.m. – 3 p.m.

Attendees: Sandee Alexander, Dan Cahall, Mark Devore, Bobbi DiVirgilio, Kevin Eickman, Melissa Freeman, Lori Gorman, Erich Heintz, Lynn Hooper, Jackie Keel, John Mancus, Tony Manson, Claudette Martin-Wus, Staci Marvel, Dawn Minor, Casie Oravez, Sharon Poole, Janice Taylor, Terri Thomas, Karen Smith, Heather Volkomer

➢ **DECCC Updates**

➢ **How to Plan an Exercise** (PPT presentation below)
   (Tom Nesbella, DEMA)

Q. What does DEMA representatives maintain in their Get Out of Dodge bags?
A. COOP Plans, laptops, State-approved hard drives/thumb drives, and other sectional plans.
   These plans are replaced and maintained in the bags when updates are made.

Q. Does DEMA provide the HSEEP course?
A. DEMA refers requestors to EMI for the course. IS-120A is good course to start with and then
   move on to the other courses.

Q. How do agencies' COOP Exercises fall in line with the State Training and Exercise 5-year Plan?
A. Delaware tracks all exercises occurring in the State and report it as a small section of the State
   Preparedness Report. The strategy is to identify necessary training, exercise gaps, new
   personnel exposure, sustained training for specific areas, and training based on identified gaps.

➢ **The Secrets of Statewide Exercise Planning** (PPT presentation below)
   (Lori Gorman & Claudette Martin-Wus, DTI)

➢ **Q&A Session**

Q. How many agencies are conducting relocation exercise?
A. DTI, DEMA, and BDPA conduct these exercises.

DECCC Steering Committee members:
Claudette Martin-Wus – Co-Chair
Tony Lee – Co-Chair
Vacant – Vice-Chair
Monica Fisher – Education and Training Officer
Vacant – IT Systems Officer
John Mancus – Disaster Preparedness Officer
Mark Devore – Facilities Officer
Lori Gorman – Vital Records Officer

If interested in the vacant position(s), please contact any one of the Steering Committee members

Qualifies as 1 CEU per hour towards COOP certification(s)

Delaware Continuity Coordinator Council (DECCC)

February 25, 2016

Agenda

➢ Welcome/Introductions

➢ DECCC Updates

➢ How to Plan an Exercise
(Tom Nesbella, Delaware Training & Exercise Administrator)

➢ The Secrets of Statewide Exercise Planning
(Lori Gorman & Claudette Martin-Wus, DTI)

➢ Q&A

DECCC Updates

➤Upcoming 2016 meetings
- o May 26th (annual face-to-face mtg) – Communications
- o August 25th – Cyber/COOP Presentation
- o November 17th – Weather Preparedness

➤Upcoming Events
- o ICS 200 – March 30-31
  (http://dema.delaware.gov/services/calendar/Trng_Cal.shtml)
- o Statewide COOP Exercise – May 24th
- o DECCC Steering Committee Elections – May 26th
- o Family Preparedness Day – September 24th
- o Cyber Workshop – September
- o Cyber Exercise – October

How to Plan an Exercise
(Tom Nesbella)

Presentation

Secrets of Planning Statewide Exercises
(Lori Gorman & Claudette Martin-Wus, DTI)

Exercise Types

- Seminar
- Workshop
- Table-top
- Game
- Drill
- Functional
- Full-scale

Building-Block Approach to Exercise Scheduling
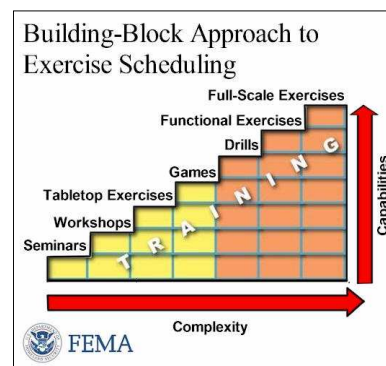
Exercise planning can take anywhere from 1-12 months depending on complexity

HSEEP Methodology

- Homeland Security Exercise & Evaluation Program (HSEEP)
  - Concepts and Objectives meeting (C&O)
  - Initial Planning Conference (IPC)
  - Mid-term Planning Conference (MPC)
  - Master Scenario Events List (MSEL) Meeting
  - Final Planning Conference (FPC)
  - After Action Conference (AAC)
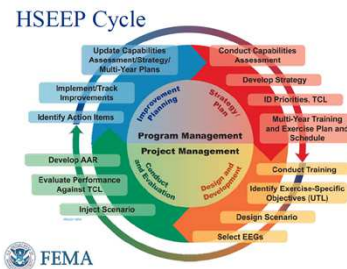
Project Planning

- Use of HSEEP templates
- Custom documents
- Project Plan
  - Exercise foundation
  - Pre-Exercise Planning
  - Communications

C&O Agenda and Doc

IPC Agenda and Doc

Roles & Responsibility Doc

MPC

MSEL Document

FPC

AAC

Meeting MINUTES

Department of Technology and Information

Delaware

Meeting Agenda – After Action Conference (AAC) Meeting

Date of Meeting:
Minutes Prepared By:

1. Objective of Meeting
Post-Exercise meeting for the [EXERCISE NAME]

2. Attendance at Meeting *(add rows as necessary)*
Invitees:

Attendees: Name	Agency/Present	Attendees: Name	Agency/Present

Trevor Fulmer   National Guard/ P

3. Meeting Agenda *(add rows as necessary)*
- Review AAR
- Future Ideas
- Questions/Concerns

4. Meeting Notes, Decisions, Issues *(add rows as necessary)*
Review AAR

Future Ideas

Questions/Concerns

5. Action Items *(add rows as necessary)*

Action	Assigned to	Due Date	Status

1 of 1

Improvement Plan

Homeland Security Exercise and Evaluation Program (HSEEP)
After Action Report/Improvement Plan   2015 Cyber Security Exercise:
(AAR/IP)   Cyber Swarm!!

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for State of Delaware as a result of the 2015 Cyber Security Exercise: *Cyber Swarm!!* conducted on October 27, 2015. These recommendations draw on both the After Action Report and the After Action Conference. [The IP should include the key recommendations and corrective actions identified in *Chapter 3: Analysis of Capabilities*, the After Action Conference, and the EEGs. The IP has been formatted to align with the *Corrective Action Program System*.]

Table A.1 *Improvement Plan Matrix*

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
Communications	1. Education	1.1 Institute requirement for PIOs to complete ICS/JIC courses	1.1.1 Track PIO ICS courses and report to DEMA	Training	DEMA	Gary Laing	Jan 2, 2016	Dec 31, 2016
			1.1.2 Obtain mandate for essential training for PIO's	Training	DEMA	Gary Laing	Jan 2, 2016	Dec 31, 2016
	2. JIC Exercises	2.1 Continue exercises activating JIC for increased PIO awareness and involvement	2.1.1 Increase JIC activation exercises	Exercise	DEMA	Gary Laing/Tom Nesbella	Jan 2, 2016	Dec 31, 2016
	3. Statewide Exercises	3.1 Continue providing Statewide Exercises for agencies	3.1.1 Obtain Agency Heads' visible support for employee participation	Exercise	DEMA/ DTI	CIO Collins/ Secretary James Mosley/ Director AJ Schall	Jan 2, 2016	Dec 31, 2016
Response: Onsite Incident Management	1. Education	1.1 Continue promoting and providing opportunities for ICS Courses	1.1.1 Increase span of marketing available courses	Training	DEMA/ DTI	Tom Nesbella/ Sandra Alexander/ Claudette Martin-Wus	Jan 2, 2016	Dec 31, 2016

Appendix A: Improvement Plan   17

Planning Team

- Project Manager
- Exercise Coordinator
- Creative Mind
- Communicator
- Subject Matter Expert (SMEs)
- Applicable agency Representative(s)
- Safety/Health Controller

NO HIDDEN AGENDA!

- Concepts & Objectives development
  - Plan element testing (Capabilities)
  - Known planning gaps
  - Previous lessons learned
  - Provide awareness
  - Allow rotation of players

- Additional Planning Conferences
  - Planning tasks based on C&O meeting

Communications

▸ Meeting
▸ Save the Date notices
▸ Registration Flyers
▸ Public Releases (as applicable)
▸ Participation Instructions
▸ Applicable Documents
  ◦ Expectation Document
  ◦ Exercise Plan (ExPLAN)
  ◦ Participant Manual
  ◦ Controller/Evaluator Documentation, a.k.a. Playbook

Facilitator Quick Start Guide:

Before the Exercise Begins:

Be stationed at assigned location by 7:45am

Connect to the Skype/Lync session: activate the chat box and voice option provided in the Skype/Lync session. Headphones have been provided at each computer for use for the voice session.

WebEOC will be displayed on the projection screen in the facilitator room and the DTI-stationed facilitators will also have access. This is to track what is going on at the Emergency Operations Center (EOC) and to know if information should be flowing to or from your assigned participants. You will need to ask questions provided in the agency-specific MSEL table to discuss the situation with the participants and/or prompt them to provide or seek information to perform expected actions.

Anyone experiencing technical difficulties (both facilitators and participants) with Skype/Lync chat or voice, should provide names to Shannon Huntley to inform the DTI SimCELL. The DTI SimCELL will contact those individuals to assist them.

8:00 AM Exercise Briefing:

Roll Call – account for all assigned participants. Note any participants that do not join the call/chat session

Introductions – introduce yourself and ask each participant to provide some brief information about what they do at their agency (no longer than 1 minutes).

Review the Exercise Rules (pg. 3-4 of both Participant Manual & Controller/Evaluator/Facilitator Manual)

Emphasize that participants must **NOT** put line on hold. Participants can mute or hang up and then call back in if needed.

Emphasize ALL communications must include **Exercise, Exercise, Exercise"** – both spoken and written. Inform them that some phone numbers are to LIVE organizations as they are also participating and being evaluated in their actions. Those numbers are identified in the Communications Directory (pg. 10-13 in Participant Manual/pg. 12-17 in C/E Manual). *Note: Controllers/Evaluators/Facilitators have additional numbers that participants do not – this includes the Controller/Evaluator/Facilitator section of the Communications Directory as well as the Exercise Staff contact information at the back of the C/E Manual. Do not give out this information to participants.

Inform participants that you are available to clarify any information. If you cannot answer a participant's question, you will refer the question to the Lead Facilitator, Shannon Huntley, and she will direct it to the correct SimCELL. Participants may **NOT** communicate with the SimCELL directly.

Instruct participants to fill out the Participant Worksheet (pg. 15-17 of Participant Manual/pg. 27-29 of C/E Manual). This information will be used later during the agency-specific Hot Wash and participants can use this to identify areas for improvement within their agency.

Inform participants that any action must be spoken to ensure facilitators can accurately account for the activities and action that agencies are taking, which is being evaluated. Note: Facilitators with more than 1 agency may be discussing information with 1 agency while another agency is reacting/responding to injects. Encourage non-verbal agency to use the chat box to document what is occurring to ensure facilitator can capture the action(s).

Facilitators will use the Exercise Evaluation Guide (EEG) beginning on page 18 to evaluate the assigned agencies. Facilitators with multiple assigned agencies will have multiple copies provided at the end of the manual – please use 1 EEG for **EACH** agency (do not combine agency evaluations on one form).

Exercise Play:

All agencies have received some injects prior to exercise day. Provide injects to the participants according to the attached MSEL table. Several injects will be sent via time email through-out the day. Others will need to be provided by the facilitator or by contact from other participants or the SimCELL. If injects are not being communicated as defined in the inject table within a reasonable time frame, please contact the SimCELL for direction.

Hot Wash:

At the end of the exercise, provide the scenario (after pg. 33) to the participants to explain how the incident began.

Use the Hot Wash questions (pg. 22-24) for the agency-specific Hot Wash. Be prepared to share this information at the 3pm Controller/Evaluator/Facilitator Hot Wash.

Thank the players for their participation in the exercise and inform them that they will be receiving agency-specific After Action Reports (AAR) in 4-6 weeks. Participation certificates are expected to be provided prior to the AAR distribution. Disconnect the chat and voice session.

3pm Controller/Evaluator/Facilitator Hot Wash through the link provided to you in your email.

Participant Quick Start Guide:

Before Exercise Day:

Test ability to use Skype/Lync technology prior to the exercise date. Instructions have been sent to each participant in the exercise materials emailed on October 19 and is included in the calendar invite emailed on October 20. Any problems will need to be communicated to DTI_BCDR_Team@state.de.us prior to COB Thursday, October 22.

Agency facilitation will be conducted via Lync/Skype. 2-3 agencies may be combined in the same Lync/Skype session to conserve Facilitators.

Pre-exercise emails (situational information) may be sent prior to exercise day. These injects may not be sent to all parties; they will only be sent to those participating agencies that would receive them in a real world event. NO ACTION IS REQUIRED – these injects are only to provide background information to increase realism for the exercise.

Print your Participation Handbook for ease of use and for taking notes during the exercise.

Exercise Day:

Exercise play will begin at 8:00 AM so please access your Lync invite and call into the provided phone number promptly. The level of exercise play will vary from agency to agency based on the scenario and expected response. All participants will have some play and should conduct communications as they would in real life. A quick reference to commonly used information and has been listed below to help quickly find information in your Participant Handbook during exercise play.

Exercise Schedule (Appendix A)..pg. 9

Communications Directory (Appendix B) .... pg. 10

Participant Worksheet (Appendix C) ....pg. 15

Cyber Incident Report Procedure & Cyber Alert Level Indicator ....pg. 18

Important Items:

All communications must be prefaced with "Exercise, Exercise, Exercise"

You will be sharing this facilitator with a second agency which will share the conference line with you.

Logistics Planning

▸ Room/Location Scheduling
▸ Controller/Evaluator/Facilitator/Observer positioning
▸ Equipment/Supply ordering and positioning
▸ Meals (if applicable)

Exercise Setup

▸ Room/Location Setup
▸ Equipment Testing
▸ Controller/Evaluator/Facilitator Training
▸ Setup Simulation Cell (SimCell) area
▸ Exercise Dry-Run
▸ Get rest before the big day!

Exercise!!

- ▸ Early arrival, roll call, and positioning for Controllers/Evaluators
- ▸ Last minute changes (as applicable)
- ▸ Expect the unexpected
- ▸ Conduct Exercise

Post-Exercise Activities

- ▸ Review and document participant surveys
- ▸ Review evaluator documentation
- ▸ Review and document lessons learned
- ▸ Create and distribute After Action Report to Planning Team
- ▸ Conduct After Action Conference (AAC)

Want More???

- FEMA Independent Studies
  - An Introduction to Exercises
    - https://training.fema.gov/is/courseoverview.aspx?code=IS-120.a
  - Exercise Evaluation and Improvement Planning
    - https://training.fema.gov/is/courseoverview.aspx?code=IS-130
  - Continuity Exercise Design Course
    - https://training.fema.gov/is/courseoverview.aspx?code=IS-550
  - More…
    - https://training.fema.gov/is/searchis.aspx?search=exercise
    - https://training.fema.gov/is/searchis.aspx?search=PDS

Q&A

Welcome

Exercise Planning Overview

Thomas Nesbella

DEMA

Training & Exercise Planner

EXERCISE DESIGN AND DEVELOPMENT

HSEEP Purpose

The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of **guiding principles** for exercise programs, as well as a **common approach** to exercise program management, design and development, conduct, evaluation, and improvement planning.

Exercise Planning Team Representation

- Manageable size aligned with exercise type or scope/complexity
- Represent full range of whole community stakeholders and participating stakeholder organizations.

Subject Matter Experts

- Add expertise to the Exercise Planning Team

- Provide functional knowledge for player-specific tasks evaluated through objectives

- Help make the scenario realistic and plausible

- Ensure appropriate evaluation of capabilities

Role and Function of the Planning Team

Conducts planning meetings used to:

- Determine exercise objectives, evaluation plan, and control and simulation systems

- Design, develop, conduct, and evaluate results of exercise

- Develop scenario, EEGs and other exercise documentation

- Plan logistics for exercise conduct

- Identify, create, and distributes pre-exercise materials

Concept and Objectives Meeting

FOCUS: IDENTIFY THE SCOPE AND OBJECTIVES OF THE EXERCISE

DISCUSSION POINTS:

- Propose exercise objectives and their aligned core capabilities
- Propose exercise location, date, and duration
- Participants and anticipated extent of play for exercise participants
- Exercise planning team
- Exercise control and evaluation concepts
- Exercise planning timeline and milestones

Initial Planning Meeting (IPM)

FOCUS

- Utilize elected and appointed official guidance
- Exercise design requirements identified
- Develop exercise documentation
- Assigns roles and responsibilities

DISCUSSION POINTS

- Exercise objectives and core capabilities
- Evaluation requirements, including EEGs
- Relevant plans, policies, and procedures
- Exercise scenario
- Modeling and simulation planning
- Extent of play (time, date and location)

Initial Planning Meeting (IPM) (cont.)

TOOLS:

- Read-ahead Packet (Agenda, core capabilities, Hazard and Risk Assessments,…)

OUTCOMES:

- Clearly defined exercise objectives and aligned core capabilities
- Initial capability targets and critical tasks
- Exercise scenario variables
- List of participating exercise organizations and anticipated organizational extent of play
- Identification of source documents
- Refined exercise planning timeline with milestones and lists of tasks

Suggested Practice	*Providing read-ahead materials (agenda, background information, purpose) result in more productive meetings.*

Midterm Planning Meeting (MPM)

PRIMARY FOCUS

- Re-engage Elected and Appointed Officials (prior)
- Exercise organization
- Scenario and timeline development
- Logistics, and administrative requirements
- Review draft documentation

DISCUSSION POINTS

- Refinement and/or finalization of exercise documentation
- Logistical requirements
- Master Scenario Events List (MSEL) if no additional MSEL Planning Meeting will be held

Midterm Planning Meeting (MPM) (cont.)

TOOLS:
- Read-ahead Packet

OUTCOMES:
- Reviewed or final exercise documentation (as applicable)
- Well-developed scenario to include injects (if no MSEL held)
- Finalization of date, time, and location
- Identified logistics planning requirements
- Revised planning schedule, task assignments, meeting date, and location for next meeting

Master Scenario Events List (MSEL) Meeting

TOOLS:
- MSEL Template/System
- Applicable plans, policies, and procedures

OUTCOMES:
- Key event injects and timeline for delivery
- Assignment of responsibility for constructing remaining events
- Timeline for completion

Suggested Practice	*Early identification of the Template or System used for development and conduct.*

Final Planning Meeting (FPM)

PRIMARY FOCUS:

- Re-engage elected and appointed officials—ensure exercise aligned with intent, address questions, and receive last-minute guidance
- Ensure all elements of exercise are ready for conduct

DISCUSSION POINTS:

- Final review of all exercise documentation
- Resolve any outstanding planning issues
- Review logistical activities (e.g., schedule, registration, attire, special needs).

Final Planning Meeting (FPM) (cont.)

TOOLS:

- Read-ahead packet

OUTCOMES:

- Final approval of exercise documentation and presentation materials
- Identified issues resolved
- Attendees understand and approve exercise processes and procedures
- Logistical elements and task assignments, including equipment, facilities, and schedule confirmed.

Exercise Types

DISCUSSION-BASED

CONCEPTS ← → OPERATIONS

STRATEGIC POLICY   ACTION/REACTION

- Seminar
- Workshop
- Tabletop (TTX)
- Game

OPERATIONS-BASED

- Drill
- Functional Exercise (FE)
- Full-Scale Exercise (FSE)

Exercise Duration and Parameters

- Time to address objectives effectively

- Resource constraints and budget

- Determines what to include in scenario

- Define early to ensure manageable, realistic exercise

What Are Objectives?

- Driven by Exercise Program priorities
- Cornerstone of scenario design, development, exercise conduct, and evaluation
- Follows SMART guidelines for development

Suggested Practice	*Limit the number of objectives to those that can be reasonably addressed and evaluated during exercise conduct.*

Characteristics of Good Objectives

SMART Guidelines for Exercise Objectives	
Specific	Objectives should address the five Ws: who, what, when, where, and why. The objective specifies what needs to be done with a timeline for completion.
Measurable	Objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. Their focus should be on observable actions and outcomes.
Achievable	Objectives should be within the control, influence, and resources of exercise play and participant actions.
Relevant	Objectives should be instrumental to the mission of the organization and link to its goals or strategic intent.
Time-Bound	A specified and reasonable timeframe should be incorporated into all objectives.

Evaluation Requirements

- Developed early in Exercise Design process

- Guide development of scenario and discussion and/or MSEL

- Identifies the **capability targets** and **critical tasks** related to each core capability identified as an exercise program priority.

Developing an Exercise Scenario

A story of a simulated threat or hazard on which the exercise will focus.

- Based on organization's threat/hazard risk assessment
- Identifies Mission Area(s) targeted and provides Exercise (context)
- May be supported by Modeling and Simulation
  - Model—representation of a system within point in time
  - Simulation—method of implementing performance model(s) over time

Suggested Practice

The scenario should be credible enough for participants to suspend their inherent disbelief in hypothetical situations.

Exercise Documentation (Discussion-based)

- Situation Manual (SitMan)
  - Provided for discussion-based exercises
  - Provides the textual background and supports the scenario narrative and serves as primary reference material for all participants
- Facilitator Guide
  - Helps facilitators manage discussion-based exercises
  - Outlines instructions and key issues for discussion
- Multimedia Presentation
  - Illustrate scenario for participants
  - Intended to help focus and drive realism

Exercise Documentation (Operations-based) (cont.)

- Controller and Evaluator Handbook
  - Describes the roles and responsibilities of exercise controllers and evaluators and the procedures they should follow
  - Contains detailed scenario information
  - Logistics and communications plan
  - May be a standalone or supplement ExPlan
  - May be broken up into separate Controller and Evaluator versions

Suggested Practice

May provide as packet of information containing documentation specific to assigned exercise location.

Master Scenario Events List (MSEL)

- Chronological list of scripted events that drive exercise play and specific functional area activity
- MSEL events:
  - Expected action events (milestones)
  - Contingency injects
- MSEL types
  - Short: Inject, delivery time, short description, identifies responsible controller, and recipient player
  - Long: Detailed description, exact quotes and formats for inject, and includes description of expected action.

Elements of an Inject

1. Designated scenario time
2. Objective to be demonstrated
3. Controller responsible for delivering inject
4. Intended player
5. Event description
6. Inject
7. Expected action (player response)
8. Notes section

Event #	13	Event Time:	[Time] *(Expected)*	**1**	*(Actual)*
Via:	Phone	Objective(s):	EEG III-10 **2**		
Who Delivers?	SimCell **3**	Recipient Player(s):	[City, Town, County] EOC **4**		

Event Description: **5**

CDC sending epidemiology team

Inject: **6**

SimCell calls [City, Town, County] EOC with the following:

"This is the [State Health]. The CDC said that they are sending an epidemiology team that will arrive at [Time] and will be available to help the region. Please make working and living arrangements for staff. Provide the information back to us when you have made the arrangements." (Note: Be sure to provide the call back number to the call recipient.)

| Expected Action(s): **7** | Notes **8** |
| Staff will make arrangements and be prepared to describe their plan for the team when it arrives. | |

Suggested Practice: *When delivering injects Simulators should use realistic emotional tone typical of real-world incidents.*

How to Develop a MSEL

- Review capabilities

- Identify chronology of key actions

- Anticipate Player actions

- Identify information resources

- Compile all MSEL events into single list

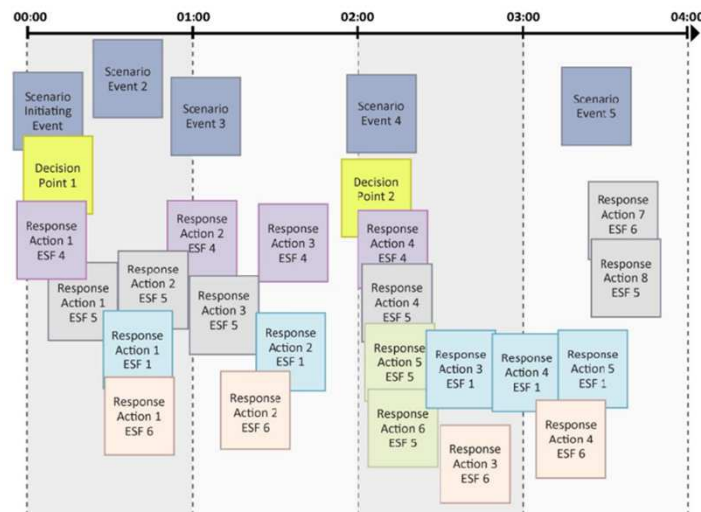- Refine selected MSEL events; create detailed long version.

MSEL Timeline Development

Planning for Exercise Logistics

Important but often overlooked and include consideration of:

- Venues
  - Facility/Room
  - A/V
  - Supplies, food, and refreshment
- Badges and IDs
  - Registration

Suggested Practice

Check venue acoustics: Discussion groups create high noise levels. Ensure sufficient space so that everyone can hear and be heard.

Planning for Exercise Control

Exercise Control maintains scope, pace, and integrity.

- Staffing
- Control structure
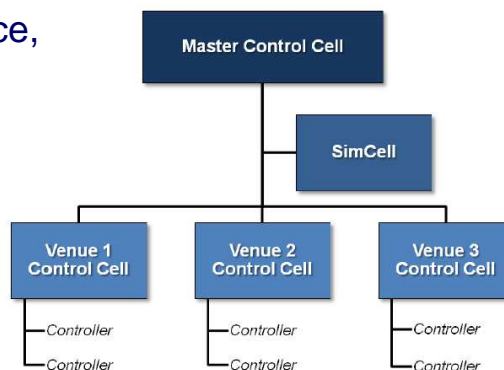
Master Control Cell

SimCell

Venue 1 Control Cell — Controller — Controller

Venue 2 Control Cell — Controller — Controller

Venue 3 Control Cell — Controller — Controller

Planning for Exercise Control (cont.)

- Controller Training
- Communications Plan
- Safety and Security

Discussion-based Exercise Set-Up

Prior to Conduct:
- Print exercise written materials
- Arrange for presentation equipment and refreshments

Day of Conduct:
- Put up signage
- Set-up registration table(s)
- Set up room and table configurations
- Place name and table tents
- Test presentation equipment
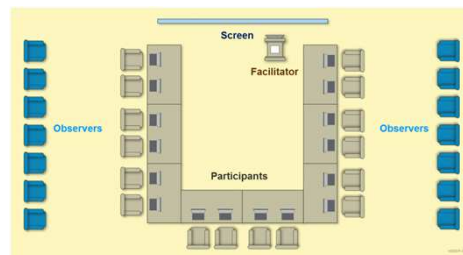
Exercise Orientation Briefings

- Elected/Appointed Officials Briefing
- Controller/Evaluator Briefing
- Actor Briefing
- Player Briefing
- Observer Briefing

Control

- Communication and coordination
- Roles and responsibilities
- Safe and effective play
- Simulation

Wrap-Up Activities

- Debriefings (evaluators, planning team)
- Player Hot Wash
- Controller/Evaluator Debriefing
- Data Collection

Evaluation Planning Phase

Initial planning for evaluations includes:

- Identifying evaluation requirements early in planning and design phases
- Ensuring consistency in evaluation method.

Evaluation Team Responsibilities

- Be familiar with the mission areas, core capabilities, plans, policies and procedures to be examined during the exercise

- Determine the structure of the evaluation team

- Determine the tools and documentation needed to support the evaluation

- Conduct a pre-exercise C/E Briefing

- Recruit, train, and assign additional evaluators

Exercise Evaluation Guides (EEGs)

- Streamline and guide data collection

- Enable thorough assessment

- Support development of the AAR

- Provide a consistent process for assessing preparedness through exercises

- Help organizations map exercise results to exercise objectives, core capabilities, capability targets, and critical tasks for further analysis and assessment

Exercise Evaluation Guides (EEG) Format

Document **who, what, where, when and how** tasks were completed and note artificialities related to each task.

After Action Report, AAR

- Summarize key information related to evaluation
- Overview of performance related to each exercise objective and associated core capabilities
- Length, format, and development timeframe of the AAR depend on the exercise type and scope.

Elements of an AAR

- Exercise Overview

- Analysis of Core Capabilities

- Appropriate Appendices (e.g., Improvement Plan, Participant List)

AAR Review

Exercise sponsor distributes AAR Draft to participating organizations and elected and appointed officials who…

- Review and determine areas for improvement

- Determine organization with responsibility for corrective actions.

Improvement Plan, IP

The improvement planning help organizations improve plans for building and sustaining capabilities to maintaining readiness.

Corrective Actions

Concrete, actionable steps to resolve shortfalls.

Corrective actions may include:

- Changes to plans and procedures, organizational structures, and/or management processes

- Additional training, equipment, or resources

After review and confirmation of areas for improvement a **Draft Improvement Plan** is developed.

After Action Meeting (AAM)

- Forum to review the revised AAR and the Draft IP

- Final consensus on draft corrective actions

- Develop deadlines for implementation of corrective actions

- Identify specific corrective action owners and assignees.

Finalizing the AAR/IP

- Distributed to exercise planners, participants, and other preparedness stakeholders as appropriate

- Tracking corrective actions to completion

- Ensure a system is in place to validate previous corrective actions have been successfully implemented

IS-120.A: An Introduction to Exercises
http://training.fema.gov/is/courseoverview.aspx?code=IS-120.a

THANK YOU
QUESTIONS
???