



How to Effectively Develop and Conduct Exercises



National Preparedness

“Our national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens.”

-Presidential Policy Directive (PPD)-8



Why Exercise?



Regulatory Requirements

- US DHS/FEMA and other agencies providing Federal funds
- Nuclear Regulatory Commission
- SARA Title III (chemical facilities)
- Licensing of public facilities (e.g., airports, hospitals)
- 49 CFR 192.615 Emergency Plans
- 49 CFR 192.616 Public Awareness



49 CFR 192.615 Emergency Plans

- Requires:
 - Establishing and maintaining adequate means of communication with appropriate fire, police, and other public officials.
 - Actions directed toward protecting people first and then property.



49 CFR 192.616 Public Awareness

- Requires:
 - The operator's program must specifically include provisions to educate the public, appropriate government organizations, and persons engaged in excavation activities...



This is what an exercise does for your organization.

And...

- It is the right thing to do because:
 - People matter
 - Business reputation
 - Public trust
 - Liability



San Bruno, CA Gas Pipeline Explosion
September 9, 2010



Comprehensive Exercise Program



Progressive Exercising

- **Broad commitment:** Multiple groups involved in planning, preparation, and conduct.
- **Careful planning:** Each exercise carefully planned to achieve identified goals.
- **Increasing complexity:** Increasingly complex exercises build on each other until mastery is achieved.

Success Breeds Success!



Building an Exercise Program

- Built by a multi-disciplinary team
- Based on policies, plans, and procedures
- Involves:
 - Analysis of capabilities and costs
 - Scheduling
 - Public relations
 - Development of long-term plan



Exercise Planning Tasks

- Team organization
- Goal setting: Long-term goals, mission statement
- Sequence and scheduling:
 - Plan series of exercises to meet goals of all participating entities
 - Organize exercises into a progressive sequence
 - Develop time schedule



Exercise Types

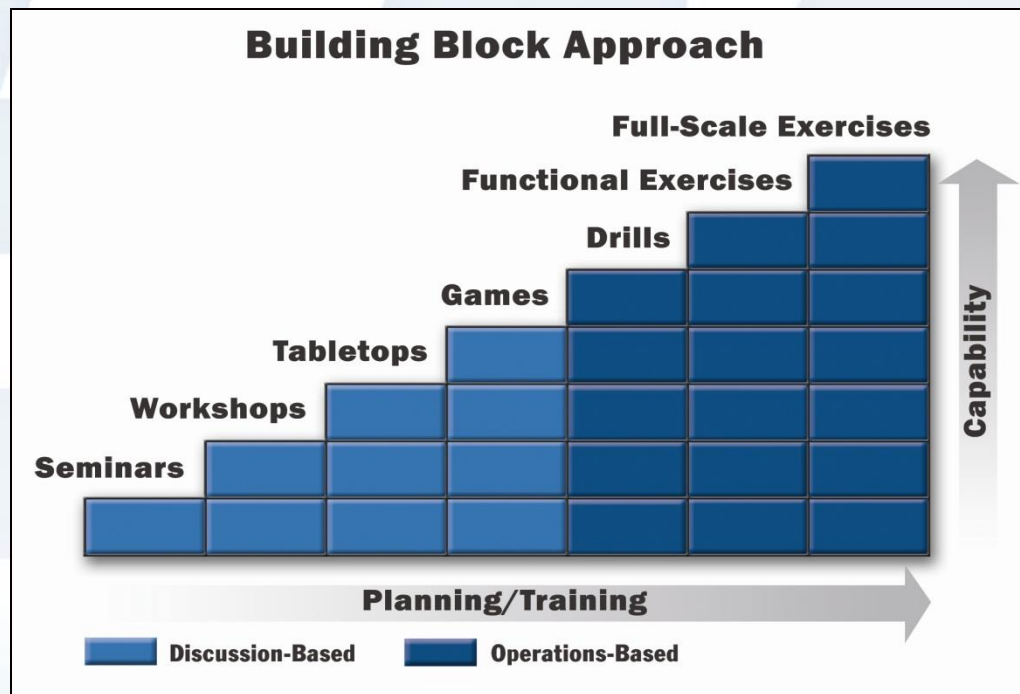


Discussion-Based Exercises



What Are Discussion-Based Exercises?

- Discussion-based exercises are the first step in the building block approach to exercises





Discussion-Based Exercises

Discussion-based exercises are used to:

- Highlight current plans, policies, and procedures
- Familiarize organizations and personnel with current or expected plans and capabilities

Discussion-Based Exercises

- Discussion-based exercises typically focus on strategic, policy oriented issues
- Exercises are led by a facilitator or presenter/speaker





Exercise Conduct

- Exercise play centers on discussions among participants and the decisions they reach in response to a scenario or event
- No actual response
- No resources are deployed



Tabletop Exercise (TTX)

- Informal, stress-free environment
- Designed to elicit constructive discussion
- Participants resolve problems based on existing plans and identify needed changes



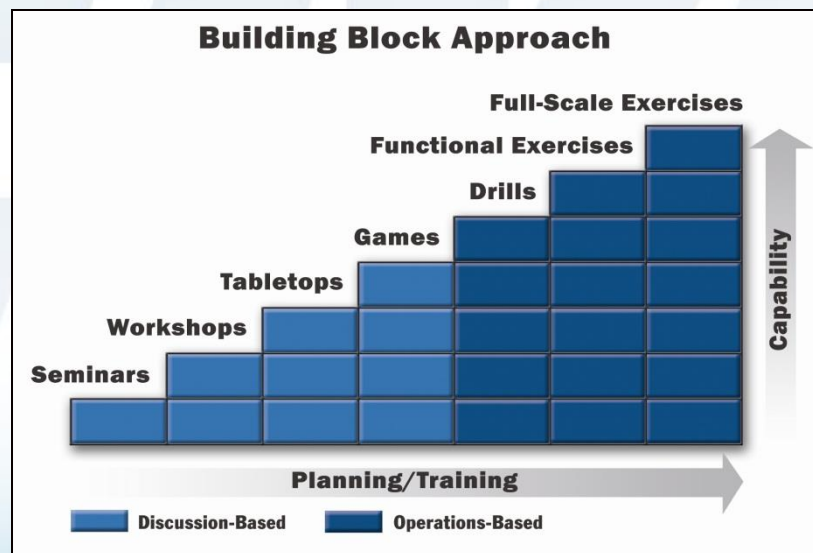


Operations-Based Exercises



What Are Operations-Based Exercises?

Operations-based exercises represent the next level of the exercise cycle. They are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises.





Operations-Based Exercises

- Operations-based exercises are characterized by actual reaction to:
 - Response to emergency conditions
 - Mobilization of apparatus, resources, and/or networks
 - Commitment of personnel, usually over an extended period of time



Full-Scale Exercise (FSE)

- Evaluates operational capability of emergency management systems in a highly stressful environment
- Requires mobilization of all resources
- Should test and evaluate most functions of the plan





Full-Scale Exercise (FSE)

- A FSE is the most complex type of exercise
- FSEs are multi-agency, multi-jurisdictional, multi-organizational exercises that validate many facets of preparedness
- FSEs focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises
- Requires critical thinking, rapid problem solving, and effective responses by trained personnel



Exercise Evaluation



Exercise Evaluation

Every exercise should be evaluated using a systematic evaluation process (i.e. standard exercise evaluation forms).



Exercise Evaluation

- The evaluation process should include:
 - The development of an after action report (AAR)
 - Strengths
 - Areas for improvement
 - An analysis of the objectives exercised
 - What happened?
 - What was supposed to happen?
 - Why did it happen?
 - Recommendations
 - Corrective actions to address the recommendations



Tracking Recommendations and Corrective Actions

- Recommendations and corrective actions need to be tracked to
 - Ensure the corrective actions have been completed
 - Identify best practices and lessons learned
- Once policies and procedures have been revised, the areas requiring corrective action should be re-exercised to ensure that the corrective actions implemented were adequate



Key Take Homes

- Start planning early (3-6 months in advance of the exercise)
- Coordinate with county EMA directors
- Involve multi-disciplines in exercise planning and conduct
- Evaluate the exercises
- Track corrective actions
- Identify best practices and lessons learned



Exercise Training Courses

- Independent Study Exercise Courses
 - Available through FEMA/Emergency Management Institute
- Homeland Security Exercise and Evaluation Course
 - Available via Ohio EMA
- Exercise Design and Evaluation Course
 - Available via Ohio EMA



Questions?



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