

EXERCISE OVERVIEW

Scenario: Evacuation

Shelter in place

Mass Casualty

Bomb Threat/Shooter

Outbreak

Other

Objectives: Specific Measurable Achievable Relevant Time-frame

1.

2

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Mission Area: Prevention Protection Mitigation Response Recovery

Capabilities:

Internal or External:

Stakeholders: Internal? Which employees/Dept. External? Which partners?



An official website of the United States government

[Here's how you know](#)



FEMA

National Preparedness Goal

Mission Areas and Core Capabilities



English

The National Preparedness Goal identifies five mission areas and 32 core capabilities intended to assist everyone who has a role in achieving all of the elements in the Goal.

Five Mission Areas

Prevention

Prevent, avoid or stop an imminent, threatened or actual act of terrorism.

Protection

Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations and way of life to thrive.

Mitigation

Reduce the loss of life and property by lessening the impact of future disasters.

Response

Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

Recovery

Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident.

32 Core Capabilities

The core capabilities, established in the [National Preparedness Goal](#), are referenced in many national preparedness efforts, including the [National Planning Frameworks](#). The Goal groups the capabilities across the relevant five mission areas. Some core capabilities fall within a single mission area, while others apply to multiple or all mission areas.

Check out our [Core Capability Development Sheets](#) for tools to build or sustain capabilities and close identified gaps, including: training courses, planning partners, validation support and more.

Planning

Mission Areas: All

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 Information and Warning

Mission Areas: All

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.

Operational Coordination

Mission Areas: All

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Forensics and Attribution

Mission Area: Prevention

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.

Intelligence and Information Sharing

Mission Areas: Prevention, Protection

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 Areas: Prevention, Protection

Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Screening, Search, and Detection

Mission Areas: Prevention, Protection

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.

Access Control and Identity Verification

Mission Area: Protection

Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.

Physical Protective Measures

Mission Area: Protection

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.

Cybersecurity

Mission Area: Protection

Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Supply Chain Integrity and Security

Mission Area: Protection

Strengthen the security and resilience of the supply chain.

Risk Management for Protection Programs and Activities

Mission Area: Protection

Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.

Risk and Disaster Resilience Assessment

Mission Area: Mitigation

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.

Community Resilience

Mission Area: Mitigation

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.

Long-term Vulnerability Reduction

Mission Area: Mitigation

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.

Threats and Hazards Identification

Mission Area: Mitigation

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.

Environmental Response/Health and Safety

Mission Area: Response

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.

Critical Transportation

Mission Area: Response

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.

Situational Assessment

Mission Area: Response

Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Fatality Management Services

Mission Area: Response

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**

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.

Infrastructure Systems**Mission Area: Response, Recovery**

Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Logistics and Supply Chain Management**Mission Area: Response**

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.

Mass Care Services

Mission Area: Response

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

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.

On-Scene Security, Protection, and Law Enforcement

Mission Area: Response

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

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.

Public Health, Healthcare, and Emergency Medical Services

Mission Area: Response

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.

Health and Social Services

Mission Area: Recovery

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.

Economic Recovery

Mission Area: Recovery

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.

Natural and Cultural Resources

Mission Area: Recovery

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.

Housing

Mission Area: Recovery

Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.



If you have any questions, please email the [National Integration Center](#).

Last updated July 20, 2020

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Disasters & Assistance

Grants

Floods & Maps

EXERCISE EVALUATION GUIDE

<i>Exercise Name:</i> [Insert exercise name]	<i>Organization/Jurisdiction:</i> [Insert organization or jurisdiction]	<i>Venue:</i> [Insert venue name]
Prevention		
<i>Exercise Objective:</i> [Insert exercise objective]		
<i>Core Capability: Forensics and Attribution</i> 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.		
Organizational Capability Target 1: [Insert customized target based on plans and assessments]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
Source(s): [Insert name of plan, policy, procedure, or reference]		
Organizational Capability Target 2: [Insert customized target based on plans and assessments]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
Source(s): [Insert name of plan, policy, procedure, or reference]		
Organizational Capability Target 3: [Insert customized target based on plans and assessments]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
<i>Critical Task:</i> [Insert task from frameworks, plans, or SOPs]		
Source(s): [Insert name of plan, policy, procedure, or reference]		

Organizational Capability Target	Associated Critical Tasks	Observation Notes and Explanation of Rating	Target Rating
[Insert Organizational Capability Target 1 from page 1]	<ul style="list-style-type: none"> [Insert Organizational Capability Target 1 Critical Tasks from page 1] 		
[Insert Organizational Capability Target 2 from page 1]	<ul style="list-style-type: none"> [Insert Organizational Capability Target 2 Critical Tasks from page 1] 		
[Insert Organizational Capability Target 3 from page 1]	<ul style="list-style-type: none"> [Insert Organizational Capability Target 3 Critical Tasks from page 1] 		
Final Core Capability Rating			

Evaluator Name _____

Evaluator E-mail _____

Phone _____

Ratings Key
P – Performed without Challenges
S – Performed with Some Challenges
M – Performed with Major Challenges
U – Unable to be Performed

Ratings Definitions

Performed without Challenges (P)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
Performed with Some Challenges (S)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
Performed with Major Challenges (M)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
Unable to be Performed (U)	The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

PARTICIPANT FEEDBACK FORM

Thank you for participating in this exercise. Your observations, comments, and input are greatly appreciated, and provide invaluable insight that will better prepare our State against threats and hazards. Any comments provided will be treated in a sensitive manner and all personal information will remain confidential. Please keep comments concise, specific, and constructive.

Part I: General Information

Please enter your responses in the form field or check box after the appropriate selection.

Name (optional): _____

Agency/Organization Affiliation (optional): _____

Position Title (optional): _____

Years of Experience in Present Position: _____

Number of Exercises Previously Participated in: 0 1-5 5-10 15+

Exercise Role: Player Facilitator/Controller Observer Evaluator

Part II: Exercise Design

Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided, with 1 indicating strong disagreement and 5 indicating strong agreement.

Assessment Factor	Strongly Disagree			Strongly Agree	
Pre-exercise briefings were informative and provided the necessary information for my role in the exercise.	1	2	3	4	5
The exercise scenario was plausible and realistic.	1	2	3	4	5
Exercise participants included the right people in terms of level and mix of disciplines.	1	2	3	4	5
Participants were actively involved in the exercise.	1	2	3	4	5
Exercise participation was appropriate for someone in my field with my level of experience/training.	1	2	3	4	5
The exercise increased my understanding about and familiarity with the capabilities and resources of other participating organizations.	1	2	3	4	5
The exercise provided the opportunity to address significant decisions in support of critical mission areas.	1	2	3	4	5
After this exercise, I am better prepared to deal with the capabilities and hazards addressed.	1	2	3	4	5

Part III: Participant Feedback

1. I observed the following strengths during this exercise

2. I observed the following opportunities for improvement

3. Which exercise materials were most useful? Please identify any additional materials or resources that would be useful.

4. Please provide any recommendations on how this exercise or future exercises could be improved or enhanced.

HELP... I HAVE TO PLAN FOR A DISASTER EXERCISE

May 4, 2023

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Housekeeping and Intro



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Exercises...WHY??????????????

- Drill, Workshop, Tabletop, Functional, Full-Scale
- HSEEP/AAR/IP



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Step 1

- Identify what areas need to be exercised
 - Tornado/Summer Storm
 - Flood
 - Winter Storm
 - Evacuation/Shelter in Place
 - Active Shooter
 - Cybersecurity



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Step 2

- Decide what Type of Exercise to do
- Start Small
- What is required?



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Step 3

- Decide on Objectives that you want to test
 - Make them SMART
 - (Specific, Manageable, Action/Achievable, Relevant, Time)
- Start with a few
- Decide is this for internal/or will it involve partners?



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Partnerships

- All about Collaboration---even if start with a few and add more as exercise types be more complex.
- Are all the partners at the table for planning?
- Work with Local Trainers



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Use Templates

- Don't Reinvent the Wheel
 - Use Templates
 - Use other published exercises

DON'T
REINVENT
THE WHEEL



Ask for Help from Local Trainers



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How To Develop an Exercise Evaluation Guide (EEG)/HSEEP Exercise

- This is the basis of planning your exercise—use the templates.
- Based on Five Mission Areas
 - Prevention
 - Protection
 - Mitigation
 - Response
 - Recovery
- 32 Core Capabilities
 - Activities that address the greatest Risks

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Core Capabilities/ Mission Areas

The screenshot shows the FEMA website page for 'Core Capabilities/ Mission Areas'. The URL is <https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities>. The page features the FEMA logo, a search bar, and navigation links for 'Disasters & Assistance', 'Grants', 'Floods & Maps', 'Emergency Management', 'About', and 'Work With Us'. The main content area is titled 'Mission Areas and Core Capabilities' and includes a sidebar with 'National Preparedness', 'National Preparedness Goal', and 'Mission Areas & Core'. A language selector for 'English' is also visible.

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The screenshot shows the FEMA website's 'Exercise and Preparedness Tools' page. The page is titled 'FEMA WebSites' at the top. Below the title, there is a browser address bar showing the URL 'https://www.fema.gov/emergency-managers/national-preparedness/exercises/tools'. The page features a navigation menu with 'Emergency Management' selected. A search bar is located below the navigation menu. The main content area is titled 'Exercise and Preparedness Tools' and includes a language selector set to 'English'. Below the language selector, there are six buttons representing different tools: 'Preparedness Toolkit (PrepToolkit)', 'Exercise Best Practice Guides', 'Long-Term Community Resilience Exercise Resource Guide', 'HSEEP Video Series', '2021-2022 National Exercise Program Exercise Starter Kits', and 'Cyber Ready Community Game'. A sidebar on the left contains a 'National Preparedness' section with a sub-section for 'Exercises' and a list of links including 'Exercise and Preparedness Tools', 'National Exercise Program', 'National Level Exercise', 'Homeland Security Exercise and Evaluation Program', 'Training and Education', 'National Preparedness Goal', and 'National Incident'.

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Recommended Areas To Test

- Incident Command
 - Practice using Forms
- Communications
- Medical Surge
- Mass Care
- Evacuation/Shelter in Place
- Others?

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Incident Command

- Use It, Use It, Use It
- Mandated to take
- All staff need: 700,100
- Midlevel Managers need: 100/700/200/800
- Upper Management need: 100/200/700/800/300/400
- Can Access 100/200/700/800 online at:
- <https://training.fema.gov/is/crslist.aspx>
- Will Need a FEMA Student ID number. Can Access that at: <https://cdp.dhs.gov/femasid/register>

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ICS/EOC

- Differences in Command
 - Internal ICS
 - Unified ICS
 - Emergency Operation Center



Local → Counties/MOU → State → EMAC → FEDERAL

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Template for Writing an Exercise

- Exercise Situation Manual
- Power Point
- Start with Expectations, Housekeeping items, etc
- Go over the scenario
 - Modules—Questions answered as a group or break into groups
 - Always do a Hotwash/Eval for the AAR

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AAR/IP

- Use the templates...
- [Exercise Name]
- After-Action Report/Improvement Plan
- [Date]
- The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.
-

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Exercise Overview

Exercise Name	[Insert the formal name of exercise, which should match the name in the document header]
Exercise Dates	[Indicate the start and end dates of the exercise]
Scope	This exercise is a [exercise type], planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters].
Mission Area(s)	[Prevention, Protection, Mitigation, Response, and/or Recovery]
Core Capabilities	[List the core capabilities being exercised]
Objectives	[List exercise objectives]
Threat or Hazard	[List the threat or hazard (e.g. natural/hurricane, technological/radiological release)]
Scenario	[Insert a brief overview of the exercise scenario, including scenario impacts (2-3 sentences)]
Sponsor	[Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable]
Participating Organizations	[Insert a brief summary of the total number of participants and participation level (i.e., Federal, State, local, Tribal, non-governmental organizations (NGOs), and/or international agencies). Consider including the full list of participating agencies in Appendix B. Delete Appendix B if not required.]
Point of Contact	[Insert the name, title, agency, address, phone number, and email address of the primary exercise POC (e.g., exercise director or exercise sponsor)]

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Analysis of Core Capabilities

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
[Objective 1]	[Core capability]				
	[Core capability]				
[Objective 2]	[Core capability]				
[Objective 3]	[Core capability]				

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[Objective 1]

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

[Core Capability 1]

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: [Observation statement]

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations, or laws.]

Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]

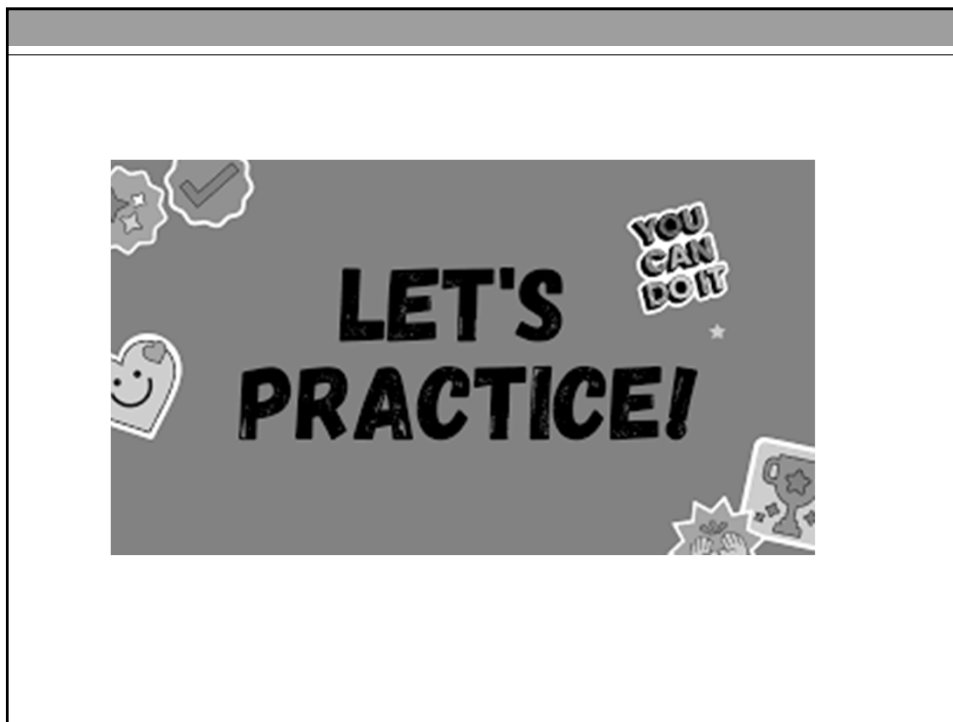
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APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for [Organization or Jurisdiction] as a result of [Exercise Name] conducted on [date of exercise].

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]					
		[Corrective Action 2]					
		[Corrective Action 3]					
	2. [Area for Improvement]	[Corrective Action 1]					
		[Corrective Action 2]					

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Questions

- sladams@nd.gov 701-290-8518

People Helping People

A line of black silhouettes representing a diverse group of people of various ages and ethnicities holding hands. Above the silhouettes, the text "People Helping People" is written in a cursive, handwritten style.

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