

Full Scale Exercises

An overview
for the
Safeguard Iowa Partnership



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- Brought to you by Safeguard Iowa Partnership in collaboration with our partner Iowa Homeland Security and Emergency Management.



Welcome and Introductions

- **John Halbrook** –
Exercise Planner HSEMD



- **Steve Warren** –
Exercise Planner HSEMD



Webinar Objectives

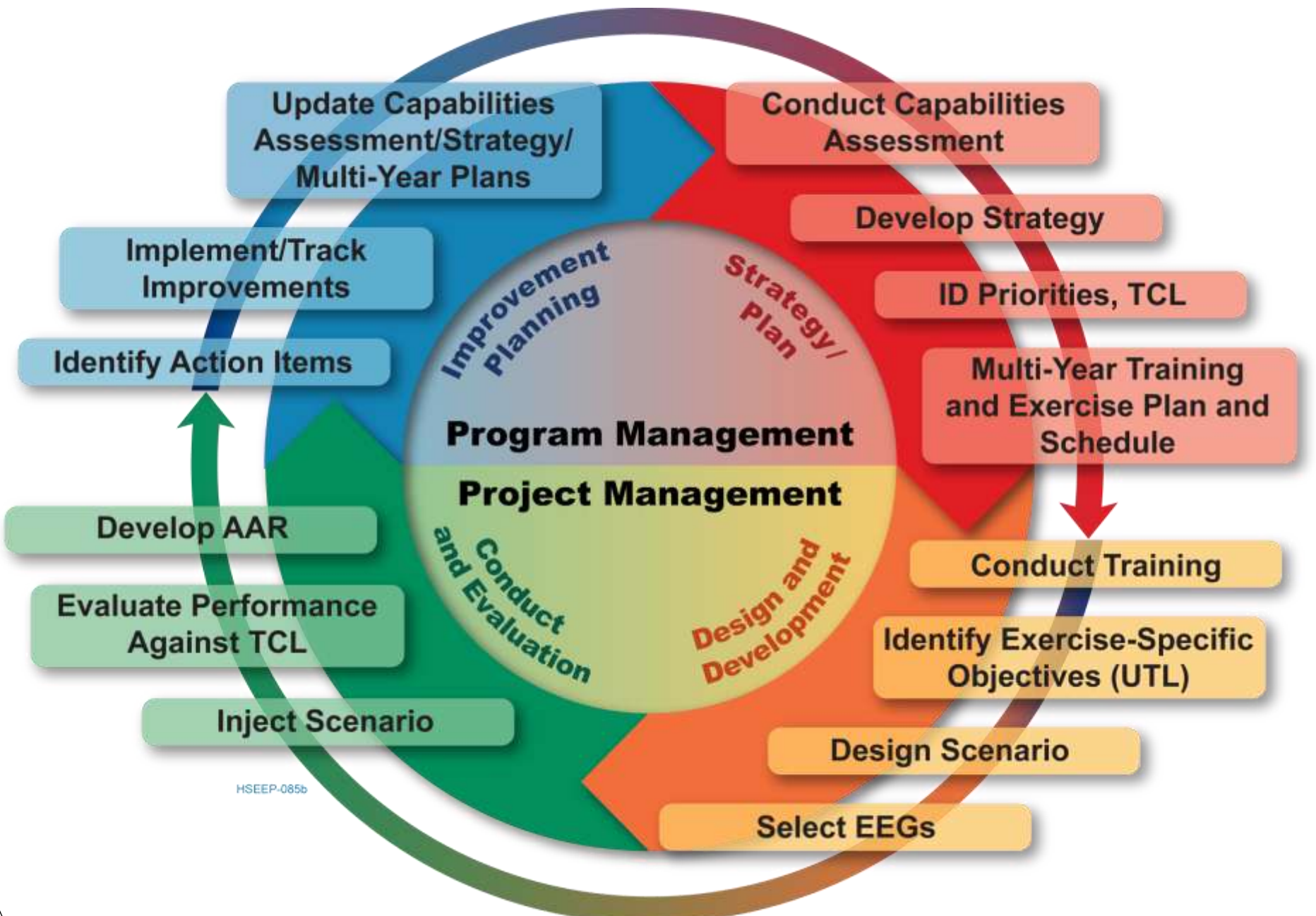
- Exercise philosophies and methodologies
- Describe the purposes and characteristics of a functional
- Describe the steps in designing and conducting a functional exercise.
- Review documents that can be used to support functional exercises
- Moving forward from functional exercises

HSEEP

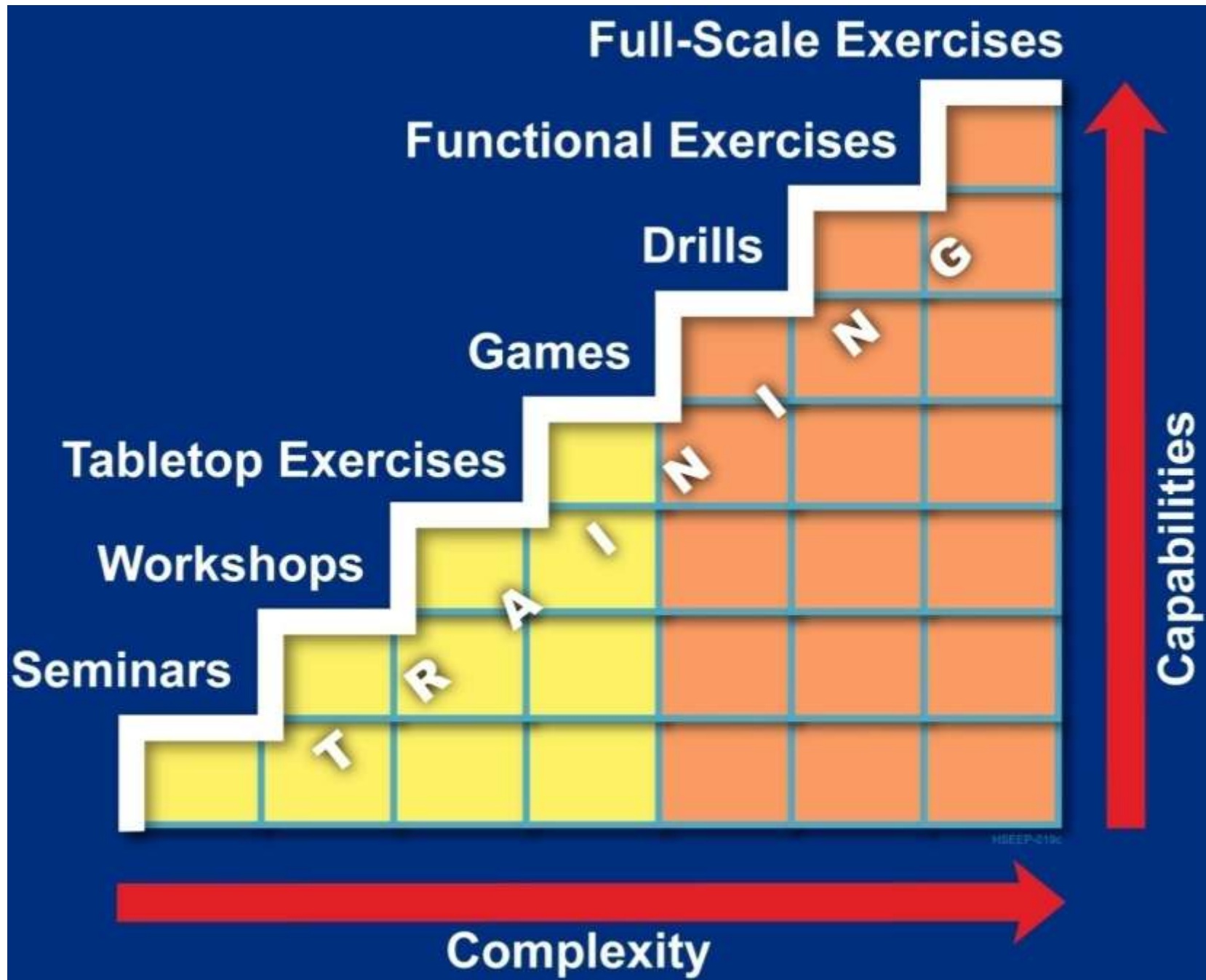
- HSEEP = Homeland Security Exercise Evaluation Program
- A nationally recognized methodology
- Adopted from federal, military and private sector exercise programs
- Established based upon best practices
- Common structure and terminology

Progressive Exercising

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



HSEEP-085b



Full-Scale Exercises

Functional Exercises

Drills

Games

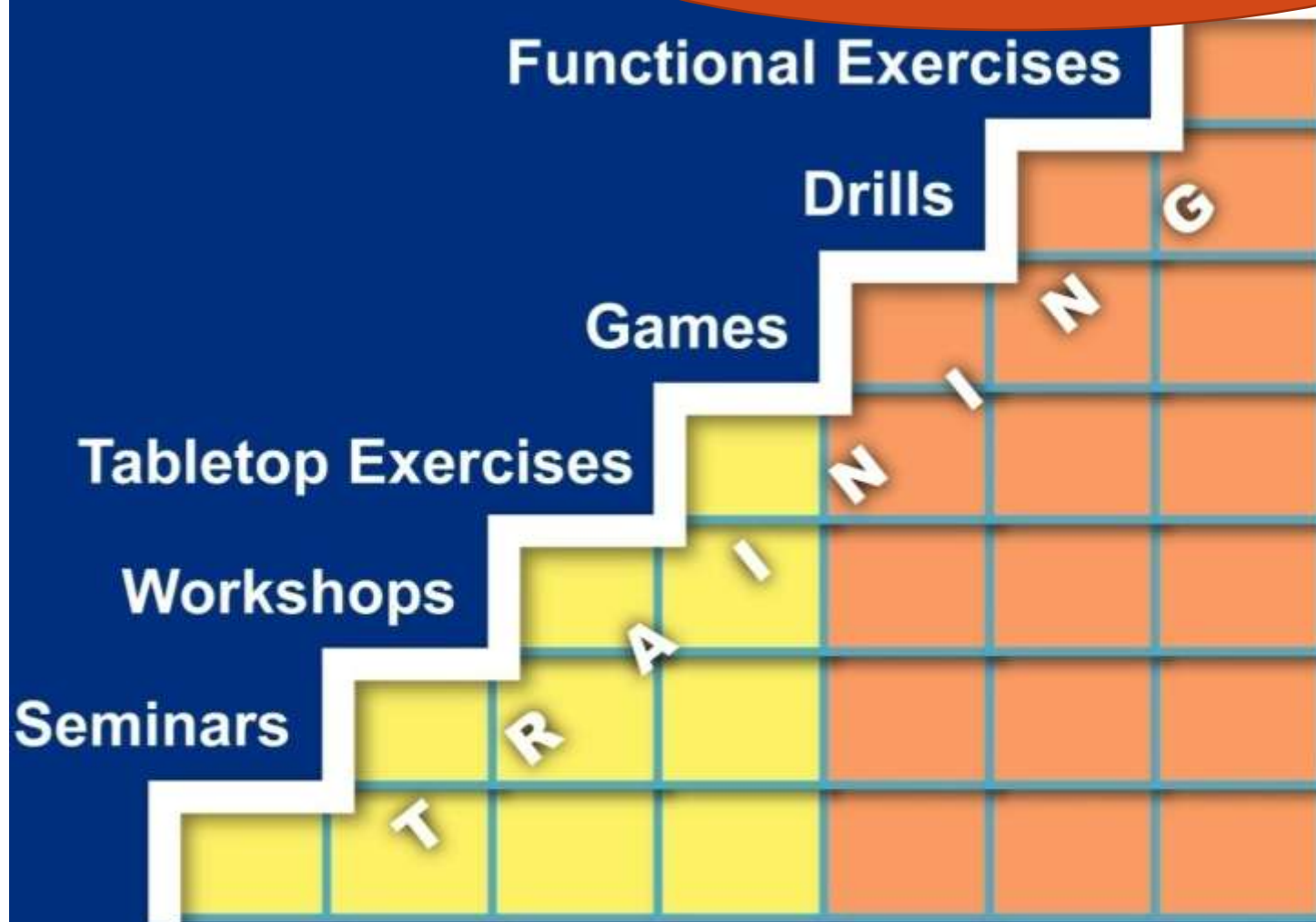
Tabletop Exercises

Workshops

Seminars

Capabilities

Complexity



HSEEP-219C

Goals and Objectives

- We start with goals not Scenarios
 - Goals will tell us the scenarios that fit our exercise
 - If we start with the scenario we don't always fit in all of our goals
- Example
 - Identify which staff will set up an alternate work site during a COOP event.
 - Identify IT connectivity gaps in our emergency plan
 - Evaluate the plans to mobilize the coordination center during an emergency.

The Full Scale Exercise

Operations Based

Unit Objectives

- Describe the purpose and characteristics of a full-scale exercise.
- Explain how designing a full-scale exercise differs from designing a functional exercise.
- Identify planning considerations for site selection and scene management for a full-scale exercise.

The Full-Scale Exercise

- Highly realistic—resources deployed
- Lengthy, complex, “on location”
- Interactive



Why Conduct a Full-Scale?

- Tests ability to perform many functions at once
- Tests total coordination
- Reveals resource capabilities and shortfalls
- Expands program scope and visibility
- Attracts public attention and raises credibility
- Satisfies regulatory requirements



Exercise Requirements

- Exercise experience
- Total commitment
- Support from key officials
- Adequate physical facilities (EOC, command posts)



- Communication facilities
- Financial resources
- Planning and logistics

Controller(s)

- If more than one controller, chief controller takes the lead
- Manages the exercise
- Responsible for starting on schedule
- Designates exercise control point



Participants

- Policy makers
- Coordination personnel
- Operations personnel
- Field personnel



Simulators

- Volunteers who play the part of victims
- May wear makeup
- Act injured, unconscious, hysterical, dead, etc.



Evaluators, Safety Officer

- Evaluators:
 - Observe action.
 - Keep log of significant events.
 - May videotape action.
- Safety Officer:
 - Analyzes exercise from safety perspective.
 - Ensures safe conduct of exercise.
 - Has authority to terminate activities.

How It Works: Start-Up

- Announced or “no notice”—notification through normal channels
- Responders go to event site—visual narrative
- Decision makers go to EOC
- Command posts set up as needed



How It Works: Action

- Action occurs:
 - In the EOC.
 - At field sites and command posts.
- Field and command post action provides input to EOC.
- Field units coordinate with command posts.
- Action is sustained through messages, actions, and responses.



How It Works: Locations

- Main event site depends on scenario
- Secondary event sites (hospitals, shelters, etc.)
- EOC:
 - Policy and coordination
 - Information
 - Direction and control



Designing Full-Scale Exercises

- Design difficulties—logistics and design
- Start small, build up
- Use entire 8-step process, with differences:
 - Things replace words
 - Visual narrative replaces written scenario
 - Requires deeper analysis and greater attention to detail

Applying the Design Steps

- Steps 1–4: Deeper analysis, greater attention to detail
- Step 5: Lengthy narrative unnecessary
- Step 6: Major and detailed events:
 - Many are simulated with victims, props
 - Cannot be random or haphazard
- Step 7: Expected actions:
 - Based on objectives
 - Detailed list is needed

Applying the Design Steps

- Step 8: Messages
 - Initial messages: Visual
 - Prescribed messages move action along



- Anticipate the unexpected
- Be flexible

Special Considerations

Walk the site, evaluating:

- Site selection.
- Scene management.
- Personnel and resources.
- Response capability.
- Safety and legal liability.
- Emergency call-off.
- The media.

Site Selection

- Credible emergency
- Realistic without interfering with normal traffic or safety
- Enough space for victims, responders, observers, vehicles



Scene Management

- Logistics
- Creation of believable emergency scene
- Number of victims
- Props and materials
- Number of controllers



Personnel and Resources

- Participants and volunteers
- Equipment and fuel
- Materials and supplies
- Expenses
- Response capability:
 - Maintain enough staffing for real emergencies



Safety and Liability

- Designated safety officer with authority to terminate
- Address safety in:
 - Exercise design.
 - Preexercise briefing.
 - Simulator and evaluator packets.
- Examine field locations, resolve all hazards
- Provide call-off procedures
- Research liability

The Media

- Exercises draw media attention.
- Take advantage of attention to:
 - Gain support.
 - Increase realism.
- Make allowances for:
 - Observers.
 - Public information people.



Unit Summary

In Unit 7, we:

- Reviewed characteristics of a full-scale exercise.
- Examined how the design process is applied to full-scale exercises.
- Identified local design considerations.

Next: Exercise Evaluation

Tools and Templates

- HSEEP/Exercise Design class
 - January 24-27 2012
 - October 16-19th 2012
- Iowa Homeland Security Emergency Management
 - <http://www.iowahomelandsecurity.org/>
- Local Emergency Management Professionals
- HSEEP website
 - <https://hseep.dhs.gov>
- Exercise document templates
 - https://hseep.dhs.gov/hseep_Vols

Thank You

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