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State of Oregon

Office of Emergency Management



[Exercise Name]

EXERCISE PLAN

**[MONTH] [YEAR] (Draft)**

The Exercise Plan (ExPlan) gives elected and appointed officials, Observers, media personnel, and Players from participating organizations information they need to observe or participate in the exercise. Some exercise material is intended for the exclusive use of exercise planners, Controllers, and Evaluators, while Players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.

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Handling Instructions

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2. The information gathered in this ExPlan is classified as [For Official Use Only (FOUO)] and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from [Oregon Office of Emergency Management (OEM)] is prohibited.
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4. Points of Contact: [List all points of contact using the format below.]

**[Exercise Director]**

[Name]

[Title]

[Agency]

[Street Address]

[City, State, Zip]

[xxx-xxx-xxxx] (office)

[xxx-xxx-xxxx] (cell)

[e-mail]

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Appendix A Exercise Schedule

Appendix B Participant Organizations

Appendix C Communications Plan

Appendix D Site Maps

Appendix E Acronyms

Exercise Overview

## Exercise Name

[Insert the formal name of the exercise, which should match the name in this document’s header]

## Exercise Dates

[Insert the start and end dates of the exercise]

## Scope

This exercise is a [exercise type], planned for [exercise duration] at [exercise venue(s)]. Exercise play is limited to [exercise parameters].

## Mission Area(s) Exercised

[Prevention, Protection, Mitigation, Response, and/or Recovery]

## Core Capabilities

[List the core capabilities being exercised]

## Objectives

Exercise design objectives are focused on [insert description]. The objectives are as follows:

1. [List exercise objectives]
2. [List exercise objectives]
3. [List exercise objectives]
4. [List exercise objectives]

## Threat or Hazard

[List the specific threat(s) or hazard(s) associated with the exercise scenario (e.g., natural/earthquake, technological/radiological release, human-caused/terrorism)]

## 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 exercise role (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.

General Information

## Exercise Objectives and Core Capabilities

The exercise objectives in Table 1 describe the intent of the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities were selected by the Exercise Planning Team.

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

* **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
* **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to Players, and may prompt or initiate certain Player actions to ensure exercise continuity. In addition, they issue exercise material to Players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.
* **Simulators.** Simulators are control staff personnel who role play nonparticipating organizations or individuals. They most often operate out of the Simulation Cell (SimCell), but they may occasionally have face-to-face contact with Players. Simulators function semi-independently under the supervision of SimCell Controllers, enacting roles (e.g., media reporters or next of kin) in accordance with instructions provided in the Master Scenario Events List (MSEL). All Simulators are ultimately accountable to the Exercise Director and Senior Controller.
* **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guide (EEG).
* **Actors.** Actors simulate specific roles during exercise play, typically victims or other bystanders. [Delete bullet if not applicable]
* **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
* **Media Personnel.** Some media personnel may be present as Observers, pending approval by the sponsor organization and the Exercise Planning Team. [Delete bullet if not applicable]
* **Support Staff.** The exercise Support Staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

## Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise: [Adjust as appropriate]

* [The exercise is designed to evaluate capabilities, plans, systems, and processes rather than individual actions or abilities.]
* [The exercise scenario is plausible, and events occur as they are presented.]
* [Exercise simulation contains sufficient detail to allow Players to react to information and situations as they are presented as if the simulated incident were real.]
* [Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.]

Artificialities

During this exercise, the following artificialities apply:

* [Exercise communication and coordination is limited to participating exercise organizations, venues, and the SimCell.]
* [Only communication methods listed in the Communications Plan are available for Players to use during the exercise.]

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Exercise Logistics

## Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

* A Safety Controller is responsible for participant safety; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Exercise Director will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.
* For an emergency that requires assistance, use the phrase **“real-world emergency.”** The following procedures should be used in case of a real emergency during the exercise:
	+ Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest Controller, and, within reason and training, render aid.
	+ The Controller aware of a real emergency will initiate the **“real-world emergency”** broadcast and provide the Safety Controller, Senior Controller, and Exercise Director with the location of the emergency and resources needed, if any. The Senior Controller will notify the [Control Cell or SimCell] as soon as possible if a real emergency occurs.

### Fire Safety

Standard fire and safety regulations relevant to the [jurisdiction, venue, or organization] will be followed during the exercise. [Insert any organization- or venue-specific guidelines or protocols.]

### Emergency Medical Services

The sponsor organization will coordinate with local emergency medical services in the event of a real-world emergency. [Insert any organization- or venue-specific guidelines or protocols.]

### Electrical and Generating Device Hazards

[delete section if not applicable]

All applicable electrical and generating device safety requirements should be documented prior to the start of the exercise. [Insert any organization- or venue-specific guidelines or protocols.]

### Weapons Policy

[delete section if not applicable]

All participants will follow the relevant weapons policy for the exercising organization or exercise venue. [Please see Appendix [X] for a detailed description of the weapons policy.]

## Site Access

Security

If entry control is required for the exercise venue(s), the sponsor organization is responsible for arranging appropriate security measures. To prevent interruption of the exercise, access to exercise sites and the [Control Cell and/or SimCell] is limited to exercise participants. Players should advise their venue’s Controller or Evaluator of any unauthorized persons.

Media/Observer Coordination

[delete section if not applicable]

Organizations with media personnel and/or Observers attending the event should coordinate with the sponsor organization for access to the exercise site. Media/Observers are escorted to designated areas and accompanied by an exercise Controller at all times. Sponsor organization representatives and/or the Observer Controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of media and/or Observer presence.

Exercise Identification

[delete section if not applicable]

Exercise staff may be identified by badges, hats, and/or vests to clearly display exercise roles; additionally, uniform clothing may be worn to show agency affiliation.

**Participant Identification Colors**

**Group Color**

Exercise Director White

Facilitator White

Controllers Blue

Evaluators Red

Actors Black

Support Staff Gray

Observers/VIPs Orange

Media Personnel Purple

Players, Uniformed Yellow

Players, Civilian Clothes Yellow

Post-Exercise and Evaluation Activities

## Debriefings

Post-exercise debriefings may include a Hotwash, Controller/Evaluator Debrief and Participant Feedback Forms, and aim to collect sufficient relevant data to support effective evaluation and improvement planning.

### Hot Wash

At the conclusion of exercise play, Controllers facilitate a Hot Wash to allow Players to discuss strengths and areas for improvement, and Evaluators to seek clarification regarding Player actions and decision-making processes. All participants may attend; however, Observers are not encouraged to attend the meeting. The Hot Wash should not exceed 30 minutes.

### Controller and Evaluator Debriefing

Controllers and Evaluators attend a facilitated C/E Debriefing immediately following the exercise. During this debriefing, Controllers and Evaluators provide an overview of their observed functional areas and discuss strengths and areas for improvement.

### Participant Feedback Forms

Participant Feedback Forms provide an opportunity for candid comment on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

## Evaluation

Exercise Evaluation Guides

EEGs assist Evaluators in collecting relevant exercise observations. EEGs document exercise objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides Evaluators with information on what they should expect to see demonstrated or discussed in their functional area. The EEGs, coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the exercise and compile the After-Action Report (AAR) and Improvement Plan (IP).

After-Action Report

The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. AARs also include basic exercise information, including the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and Point of Contact (POC).

Corrective Action/Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by key personnel from the organizations participating in the exercise, and discussed and validated during the AAM.

After-Action Meeting

The After-Action Meeting (AAM) is a meeting held among decision- and policy-makers from the exercising organizations, as well as the Lead Evaluator and members of the Exercise Planning Team, to debrief the exercise and to review and refine the draft AAR and IP. The AAM should be an interactive session, providing attendees the opportunity to discuss and validate the observations and corrective actions in the draft AAR/IP.

Participant Information and Guidance

## Exercise Rules

The following general rules govern exercise play:

* Real-world emergency actions take priority over exercise actions.
* Exercise Players will comply with real-world emergency procedures, unless otherwise directed by the control staff.
* All communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement **“This is an exercise.”**
* Exercise Players who place telephone calls or initiate radio communication with the SimCell must identify the organization or individual with whom they wish to speak.

## Players Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

Before the Exercise

* Review appropriate organizational plans, procedures, and exercise support documents.
* Be at the appropriate site at least 30 minutes before the exercise starts. Wear the appropriate uniform and/or identification item(s).
* Sign in when you arrive.
* If you gain knowledge of the scenario before the exercise, notify a Controller so that appropriate actions can be taken to ensure a valid evaluation.
* [Read your Player Information Handout, which includes information on exercise safety.] [delete if not applicable]

During the Exercise

* Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise Controller.
* Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
* Do not engage in personal conversations with Controllers, Evaluators, Observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
* If you do not understand the scope of the exercise, or if you are uncertain about an organization’s participation in an exercise, ask a Controller.
* Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise’s planners to balance realism with safety and to create an effective learning and evaluation environment.
* All exercise communications will begin and end with the statement **“This is an exercise.”** This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.
* When you communicate with the SimCell, identify the organization or individual with whom you wish to speak.
* Speak when you take an action. This procedure will ensure that Evaluators are aware of critical actions as they occur.
* Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a Controller or Evaluator.

After the Exercise

* Participate in the Hot Wash at your venue with Controllers and Evaluators.
* Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a Controller or Evaluator.
* Provide any notes or materials generated from the exercise to your Controller or Evaluator for review and inclusion in the AAR.

## Simulation Guidelines

Because the exercise is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to Players by simulators or Controllers. A SimCell will simulate the roles and interactions of nonparticipating organizations or individuals. [Include any additional simulations to be used in the exercise.] [delete section if not applicable]