

# Full Scale Exercises

An overview  
for the  
Safeguard Iowa Partnership



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- This webinar is being recorded and a copy will be available on the Safeguard Iowa Partnership website for future viewing.
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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

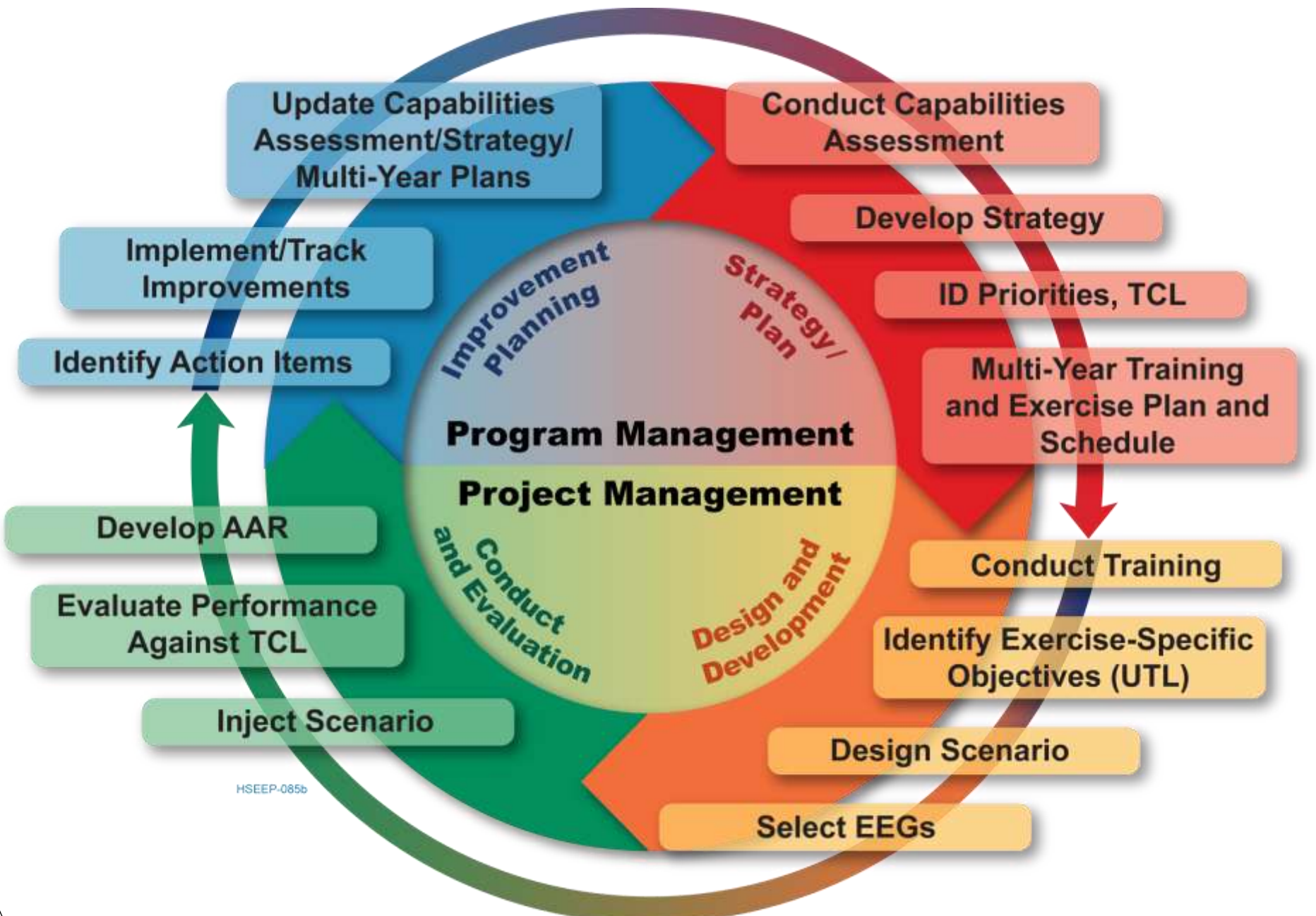
- Exercise philosophies and methodologies
- Describe the purposes and characteristics of a functional
- Describe the steps in designing and conducting a functional exercise.
- Review documents that can be used to support functional exercises
- Moving forward from functional exercises

# HSEEP

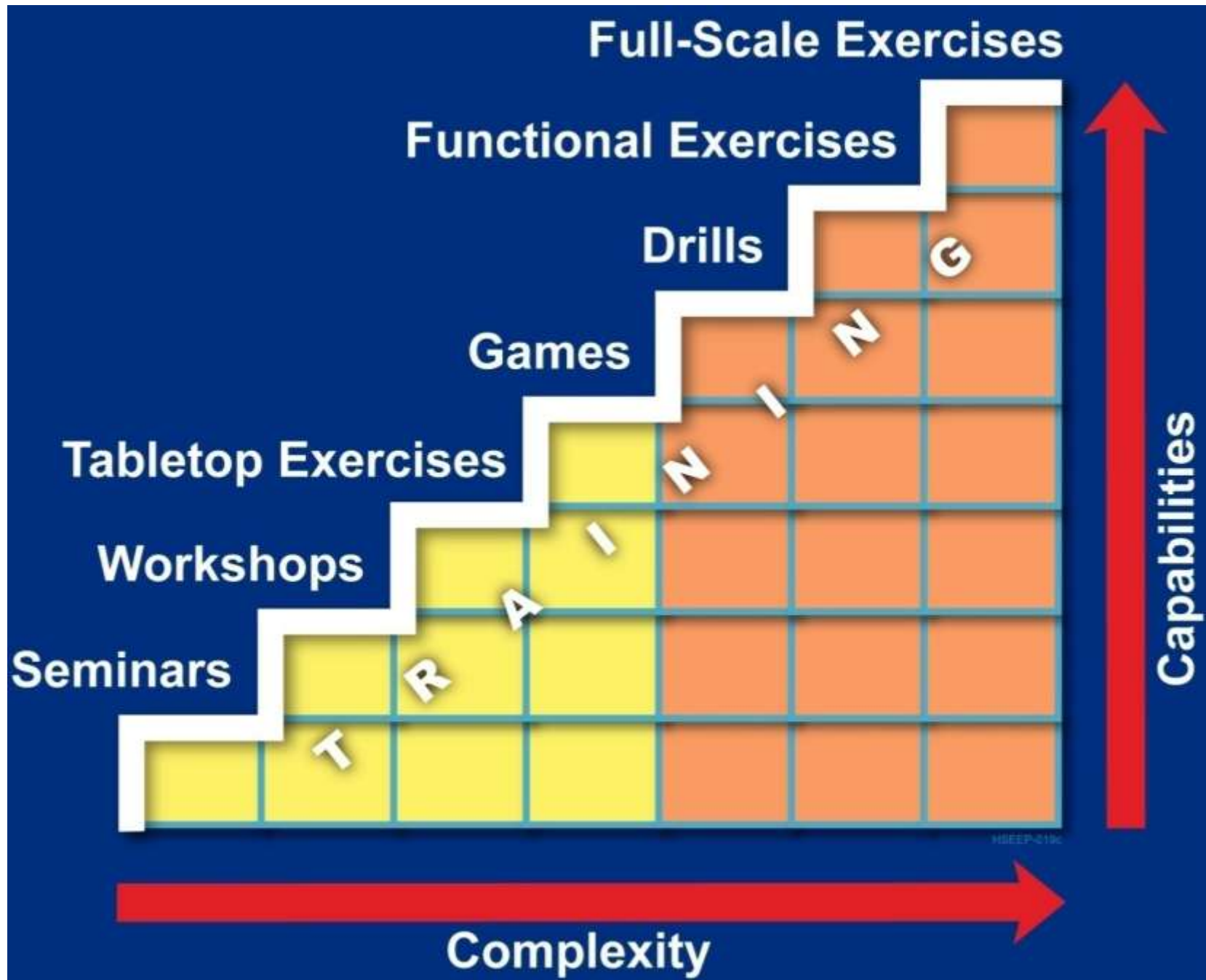
- HSEEP = Homeland Security Exercise Evaluation Program
- A nationally recognized methodology
- Adopted from federal, military and private sector exercise programs
- Established based upon best practices
- Common structure and terminology

# 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

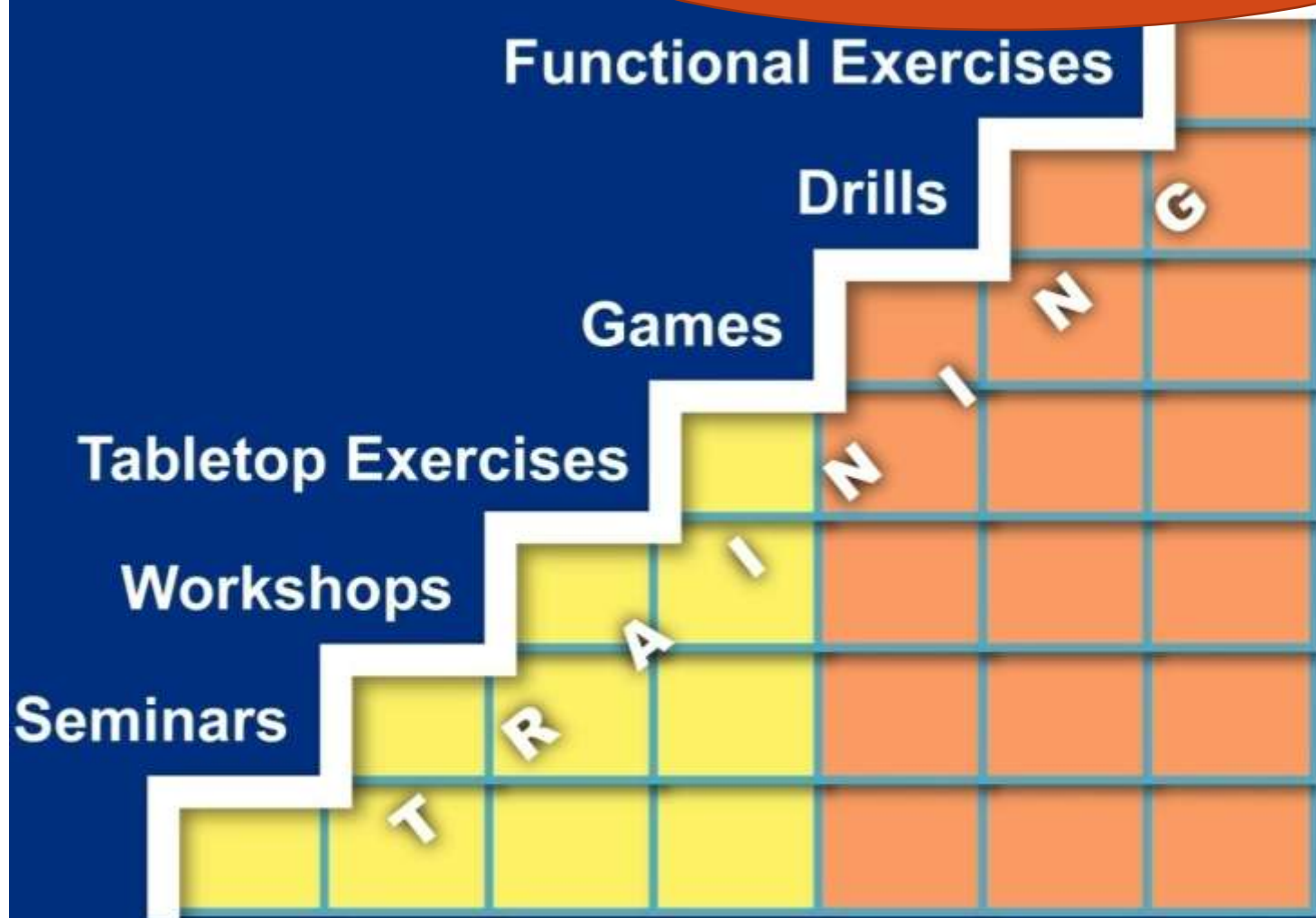
Tabletop Exercises

Workshops

Seminars

Capabilities

Complexity



HBEEP-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 16-19<sup>th</sup> 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](https://hseep.dhs.gov/hseep_Vols)

# Thank You

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