AMERICA'S PrepareAthon!℠

EXERCISE DESIGN TEAM INSTRUCTIONS

WHOLE COMMUNITY TABLETOP EXERCISE

Preface

The purpose of the Exercise Design Team Instructions is to aid Exercise Design Teams (EDTs) in the design and execution of an effective exercise. This document describes the specific steps to plan and execute a successful, Homeland Security Exercise Evaluation Program (HSEEP)-consistent Whole Community Tabletop Exercise (TTX) leveraging the resources made available through the *America's PrepareAthon!* campaign. The document addresses the various elements that are subject to tailoring by Exercise Design Teams.

Special Handling Instructions

While the outline for this exercise is available to the public, if (EDTs) choose to customize the exercise with local information, they may decide to designate the materials as For Official Use Only (FOUO) to designate its contents as sensitive information not to be disclosed to unauthorized personnel.

The control of exercise information is based on sensitivity regarding the nature of the exercise (e.g., the exercise scenario may address politically sensitive issues and/or may portray detailed response plans and potential response shortcomings), rather than the actual exercise content.

If deemed FOUO by the EDT, all exercise participants should follow appropriate guidelines to ensure proper control of information within their areas and safeguard, handle, transmit, and store this material in accordance with current information security policies and directives.

Reproduction of the sensitive information, in whole or in part, is prohibited without prior approval from [Sponsor Agency/Organization]. At a minimum, this document will be provided on a need-to-know basis only.

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Contents

Eleven Key Steps to a Successful Exercise

The Whole Community TTX templates developed by the *America's PrepareAthon!* campaign and these Exercise Design Team Instructions have been designed to help you plan, conduct, and evaluate an exercise that is consistent with the Department of Homeland Security (DHS) HSEEP exercise guidance. A step by step checklist is provided below. **All recommended actions in this guide assume that you will begin planning at least three (3) months before the desired TTX date.** See Appendix A for an Overview of a Whole Community TTX.

Step 1: Review Documents

Below is a checklist of supporting exercise documents needed to conduct a successful exercise.

Step 1: Review Documents	
(Tasks below should be accomplished at least three months prior to the actual TTX.)	✓
1. **Invitation Letter** – An official invitation letter is sent to exercise participants (players, observers, and evaluators).	
2. **Press Release** – A press release is disseminated to the media before exercise. A standard press release contains a brief overview of the exercise, including the intent of the exercise, scope of the exercise, a synopsis of the scenario (without identifying the threat/hazard/agent), and participating agencies/organizations.	
3. **Facilitator and Evaluator (F/E) Handbook** – A guide for the facilitators and evaluators. This document provides instructions, scenario, timeline, and examples for facilitators and evaluators to assist in capturing information and feedback during the exercise for developing the After Action Report/Improvement Plan (AAR/IP).	
4. **Situation Manual (SitMan)** – A manual for exercise players that provides the scenario, supporting background information, and suggested discussion. Throughout the exercise, players should be encouraged to use the manual to help supplement the information in the Exercise Slide Deck and stimulate discussion.	
5. **Exercise Evaluation Guides (EEGs)** – Exercise Evaluation Guides (EEGs) assist evaluators in collecting relevant exercise observations. Evaluators have EEGs for each of their assigned areas. EEGs document exercise objectives and aligned core capabilities, capability targets and critical tasks. Each EEG provides evaluators with "Expected Player Actions," providing information on what they should expect to see in their assigned area.	
6. **Exercise Slide Deck** – A PowerPoint Presentation that complements the SitMan and is used by the exercise facilitator to guide players through the scenario modules and discussion questions.	
7. **Participant Feedback Form** – A form that is utilized to gather recommendations and key lessons learned and best practices from the exercise as well as feedback on the exercise design and conduct from the players.	
8. **After Action Report/Improvement Plan (AAR/IP)** – A template of an AAR/IP to aid the EDT and evaluators/data collectors in developing an HSEEP-consistent AAR/IP.	

Step 1: Review Documents	
9. **Participant Feedback Analysis Worksheet** – A worksheet developed in Microsoft Excel to support the EDT's task of analyzing the data captured through the participant feedback forms.	
10. **Exercise conduct logistics materials:** ▪ **Exercise Badges –** A template of color-coded badges identifying roles of exercise participants. ▪ **Name Tents –** A template for exercise participants to place in their respective areas for easy identification. ▪ **Discussion Notes –** Flip charts, markers, notepads, pens to help record exercise discussions.	
11. **Reference Materials** – Various reference materials that aid the exercise planner, facilitator, and participants by providing additional information on the scenario topics and exercise planning resources. A list of the available reference materials is located in Appendix B: Reference List.	

Step 2: Determine Participants

The Whole Community TTXs supported by the *America's PrepareAthon!* campaign have been designed to bring together community leaders, emergency managers, first responders, faith-based, non-profit and community based organizations, and private sector partners to evaluate a community's ability to respond to a large scale incident. The following checklist describes the groups of participants involved in a TTX and their respective roles and responsibilities.

The EDT and the sponsoring agency/organization should develop a list of participants that reflects the range of stakeholders to be engaged in the context of the exercise objectives and the associated core capabilities.

Step 2: Determine Participants	
(Tasks below should be accomplished at least three months prior to the actual TTX.)	✓
1. **Players.** Players respond to the situation presented, based on expert knowledge of response and recovery procedures, current plans, and procedures in place at their respective agency, jurisdiction, or organization; and insights derived from training and/or previous experience. Players must be chosen carefully to adequately represent their discipline, agency, or organization and must have the authority to speak on its behalf.	
2. **Observers.** Observers will view all or selected portions of exercise play, but do not respond to the situation. It is up to the EDT to determine if, based on the nature of the TTX and its stakeholders, it is appropriate to give observers a broader role. For example, in some cases, while observers do not directly participate in the facilitated discussions, they may support the development of player responses to the situation during discussions by asking relevant questions or providing subject matter expertise.	

Step 2: Determine Participants	
3. **Facilitators.** During a discussion-based exercise, facilitators are responsible for moderating and keeping participant discussions focused on exercise objectives and core capabilities, and ensuring relevant issues are explored as thoroughly as possible within time constraints. Facilitators provide situation updates and additional information. They may also resolve questions as required. Key EDT members also may assist with facilitation as subject matter experts (SMEs) during the exercise.	
4. **Evaluators.** Evaluators are assigned to observe and document all key actions and objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, polices, and procedures. Evaluators play a key role in data analysis and assist with drafting the AAR/IP.	
5. **Other types of TTX participants:** It is up to the EDT to determine, based on the nature of the TTX and its stakeholders, and subject to the approval of the sponsoring organization, if it is appropriate to have **media personnel** present during a TTX. Similarly, it may be appropriate to identify **support staff** (e.g., individuals who perform administrative and logistical support tasks during the exercise) as a separate group of participants.	

Step 3: Logistics

Below is a checklist of logistical items to be completed before an exercise is conducted. The exercise is designed to last approximately four hours but the EDT can adjust the timing as needed. The EDT will need to determine the timeframe for the exercise in order to plan the logistics,

Step 3: Logistics	
(Tasks below should be accomplished at least three months prior to the actual TTX.)	✓
1. Save-the-date – The EDT should use the list of desired attendees to send out a “save-the-date” pre-invitation that notes the desired day (or week of the potential day) of the exercise and the anticipated location. The EDT should send this “save-the-date” as an e-mail or calendar invite about 3 months before the exercise.	
2. Invitation (see Step 6) – Once the exercise logistics are finalized (e.g., when the TTX day and location are finalized), the EDT should send a formal invitation.	
3. Public Announcement and Press Release (see Step 6) – The EDT should coordinate with the sponsoring agency/organization to determine if it appropriate and/or necessary to issue a public announcement and/or a press release regarding the planned Whole Community TTX.	

Step 3: Logistics	
4. Meeting Space ■ Ensure room/location is large enough to seat all desired participants and observers, and is accessible to both internal and external invitees. It would be beneficial if the required space was open the evening prior to the exercise to setup and work through any technical issues. There should also be an area for the facilitators and evaluators to meet prior to and after the exercise. In addition, if there are going to break-out discussions, additional logistics may be required for each room. ■ The room must also have adequate audio/video capability in order to run your presentation. It is recommended the room be equipped with dimmable lights to see projector screen(s) and at least two wireless microphones to pass around the room. ■ It is beneficial to book a backup room at another location in case of unforeseen cancellations, etc.	
5. Refreshments – At your discretion, and if allowable, you can provide snacks, refreshments, and/or lunch. At a minimum, water and coffee are desirable. Arrange with your organization or an outside vendor accordingly.	
6. Directions/Parking/Access – For the upcoming invitation, you will need to provide directions to the facility. Include any special parking or access directions, as well as information on accommodations for those with access and functional needs. You can simply explain the process in words or go as far as drawing a map.	

Step 4: Staffing and Layout

(Task should be accomplished 2.5 months prior to the actual TTX.)

It is recommended that best layout/format to organize exercise participants is determined two and a half months before the actual TTX.

Plenary Format

In a plenary format, the players are organized as a single group, without regard for functional area grouping. This format requires only a single facilitator, but a co-facilitator can ease the burden of a single facilitator. An evaluator or two will also be required. This format is generally best for a group of no more than 25-30 players and when only a few people are available to fill the roles of facilitator and evaluators.

Multi-Table or Breakout Group Format

Under a multi-table format, there are multiple individual tables or breakout groups organized by discipline or functional area. A lead facilitator first frames the scenario in a plenary session and poses major discussion questions to all players. Then, group discussions occur at the individual tables or breakout groups, ideally facilitated by a Subject Matter Expert (SME) of that discipline or functional area expertise. The EDT should determine if all or only some of the TTX modules will be conducted using a multi-table format, with the rest conducted in a plenary format.

In a multi-table or breakout group format approach, there should be a facilitator and an evaluator present in each group. Whenever possible, separate individuals should be assigned the facilitator and evaluator roles for each table or breakout group, rather than double-booking someone for a dual role. In some instances, it may be feasible to have a self-facilitated group that follows the questions provided in the SitMan. However, in all cases, the evaluator should be someone who is not one of the players. This approach ensures that the facilitator can focus on addressing issues related to exercise objectives, while the evaluator(s) focuses on capturing general discussion issues in the context of the evaluation criteria established in the EEGs. If feasible, a note taker may be assigned to support the facilitator and evaluator at each table or breakout group.

Before starting discussions for one of the TTX modules, each table or breakout group should designate a spokesperson who will report out when all groups reconvene in plenary session. Following each module breakout discussions, the lead facilitator should request that each table or breakout group spokesperson briefly summarize their discussion relative to the major topics for that module. Providing a white board for each group can be helpful for documenting key ideas.

Step 5: Hold a Planning Conference/Meeting

(Task should be accomplished 2.5 months prior to the actual TTX.)

It is recommended that a TTX planning conference be held two and a half months before the actual TTX to ensure all parties' objectives will be met and to maximize the value and productivity of the exercise for all involved. The TTX planning conference participants should include the lead planning representatives from the sponsoring organization.

The EDT and the sponsoring agency/organization should carefully plan who should be invited to the planning conference because of their "trusted agent" role, as they will be exposed to the scenario prior to the exercise and, to the extent possible, they should not be expected to play during the exercise.

The EDT should send an invitation to this TTX planning conference at least several weeks in advance, and send a reminder one week prior to the conference.

During the planning conference/meeting, EDT should review exercise materials and agree upon the capabilities, scope, purpose, and exercise objectives. They should also discuss process and procedures for exercise conduct, logistical plans, and the proposed list of invitees. The EDT should also agree upon a date, time, and location for the next planning conference/meeting if additional planning is required.

Step 6: Send the Formal Invitation

(Task should be accomplished 1-2 months prior to the actual TTX.)

Unlike the informal "save-the-date" invitation, this formal invitation should come from your organization's management, in the form of either an e-mail or signed/scanned letter. The formal invitation should include the role that invitees will play as well as any supporting plans or documents they should bring to facilitate exercise conduct. The invitation should also include the exact date, location, time, and duration of the exercise; directions to the facility; security/access requirements; and if food and/or refreshments will be provided. Do not send the formal invitation until after holding the planning conference/meeting. Therefore, any changes to the participants or to the logistics made during the conference/planning meeting can be captured before the invitation is sent out.

Be sure to address all staff and facility access requirements and other needs in the formal invitation letter. For example, the facility being utilized for the exercise might require a “visitor request form.” In this case, you would ensure that all the external players fill out the form and return it to you or the appropriate office well before the exercise date.

Step 7: Adapt Documents

(Task should be accomplished 1.5 months prior to the actual TTX.)

The Whole Community TTX templates developed by the *America’s PrepareAthon!* campaign are designed for broad application and should be amended to meet the needs of local organizations. There are some elements/sections where that need is obvious (e.g., sponsoring organization name, exercise title, and date) and others where the adjustment needed may require more in-depth changes and strategic decisions (e.g., the selection of optional exercise objectives and associated core capabilities). **Any items that are changed in one of the templates will also need to be changed throughout the entire package (i.e., the F/E Handbook, the SitMan, and the Exercise Slide Deck).**

Appendix B of this Exercise Design Team Instruction guide provides complete instructions on how to adapt all of the documents for the EDT’s needs.

Step 8: Print TTX Documents

(Task should be accomplished 1-2 weeks prior to the actual TTX.)

At a minimum, the EDT should print one Situation Manual (SitMan) for each participant and a SitMan and Facilitator and Evaluator Handbook (F/E Handbook) for each facilitator and evaluator. Printing the Exercise Slide Deck and reference documents for each participant is at the EDT’s discretion. Additional copies of the Participant Feedback Form should be printed as well.

The EDT may consider, subject to the approval of the sponsor organization, distributing those materials electronically (preferably in pdf format) following the exercise.

Step 9: Conduct the Exercise

The facilitator has the primary responsibility for exercise conduct. This includes introducing and providing scenario updates, moderating the discussions to ensure players address exercise objectives and core capabilities, and ensuring everyone contributes to the discussion and relevant issues are explored as thoroughly as possible within the allotted time. The Whole Community TTX is designed to require approximately four hours. This timeframe can be adjusted by the EDT as necessary.

In a plenary format, the players are organized as a single group, without regard for functional area grouping (e.g., owners, management, and local representatives; facility security; engineering; law enforcement; etc.). The facilitator(s) briefs the modules and moderates the questions for the entire group.

Under a multi-table format, there are multiple individual tables organized by discipline, agency, organization, or functional area. A lead facilitator first frames the scenario and poses discussion questions to all players. Then, group discussions occur at the individual tables, ideally facilitated by someone with subject matter expertise.

After the breakout sessions take place, the entire group typically reconvenes to address any key issues, cross-disciplinary issues, or conflicting recommendations that were identified during group discussions. A player from each group briefs the key points of their discussions to the group at large. All evaluators/data collectors should take notes relevant to their group's discussions and then compile them. This information will be used to generate the AAR/IP and exercise notes. Although individual evaluators and data collectors are assigned to record discussions within a designated group, all evaluators and data collectors should capture information on crosscutting issues.

Under both formats, players should discuss their responses based on their knowledge of current plans, procedures, and capabilities.

Step 10: Collect Assessments and Feedback

(Task should be accomplished immediately after the TTX.)

Prior to the exercise, provide the evaluators and data collectors with relevant plans or processes for review at the initial planning conference; this includes instructions for documenting deviations from plans and for keeping an accurate written record of observations. To be reliable, they should take notes as players discuss actions, make decisions, and discuss their capabilities during the exercise. Collect this information at the conclusion of the exercise as these notes will form the basis of the analysis for the AAR/IP. At the conclusion of the exercise, it is beneficial for the after action process to include a hot wash involving players. A hot wash allows players the ability for self-assessment and discussion on their performance in the exercise. The hot wash provides the evaluators and data collectors the opportunity to clarify points, understand the players' mindset, or collect any missing information from the players before they leave the exercise.

To supplement the information collected during the player hot wash, the evaluation team distributes participant feedback forms to retrieve participant input regarding the observed strengths and areas for improvement. At a minimum, the questions on this feedback form should solicit the following:

- Substantive information on the most pertinent issues discussed and potential corrective actions to address these issues.
- Player recommendations for additional TTXs and/or topics.
- Impressions about exercise conduct and logistics.

Once the hot wash is finished, collect all the participant feedback forms. Information collected from feedback forms contribute to the issues, observations, recommendations, and corrective actions in the AAR/IP.

For further guidance on the evaluation process, please refer to the section titled 'Evaluator and Information Guidance' in the F/E Handbook.

After completing the TTX, instruct the evaluators and data collectors to consolidate the data collected during the exercise and transform it into narratives, or exercise write-ups, which address the course of exercise play, demonstrated strengths, and areas for improvement.

Step 11: After Action Report/Improvement Plan

(Task should be accomplished within 1-2 months after the TTX.)

The end goal of the exercise is to produce an AAR/IP with recommendations for improving preparedness capabilities for your organization. The Improvement Plan will provide timelines for improvement recommendation implementation and assignment to responsible parties. This plan should be accepted/signed by local elected officials as an ongoing effort by your organization. An AAR/IP template is provided for each scenario. The AAR/IP template contains guidance within the template on how to develop the AAR/IP.

For more information on the AAR/IP process and recommendations, please refer to the section titled 'After Action Report/Improvement Plan' in the F/E Handbook.

Appendix A: The Basics of a Tabletop Exercise

Background

Presidential Policy Directive-8 (PPD-8) established the National Preparedness Goal to build a more secure and resilient nation, and called for a national campaign to increase preparedness by engaging the Whole Community. *America's PrepareAthon!* is a nationwide, community-based campaign for action to increase emergency preparedness and resilience. As part of the *America's PrepareAthon!* campaign, the Federal Emergency Management Agency (FEMA) developed a series of table-top exercise (TTX) templates to support Whole Community exercises. These TTX templates are consistent with the U.S. Department of Homeland Security's Homeland Security Exercise and Evaluation Program (HSEEP).

Purpose

A TTX is a facilitated discussion of a scripted scenario in an informal, practice environment. A TTX can facilitate discussion and problem solving related to coordination and policy. It can promote understanding of new concepts; aid in identifying strengths and weaknesses in an organization; and/or achieve changes in attitudes towards preparedness. Additionally, a TTX provides an opportunity for key Whole Community stakeholders to become acquainted with one another, their inter-related roles, and their respective responsibilities. The success of the TTX depends largely on group participation in the identification of problem areas and the resolution of those problems.

The Whole Community TTXs templates have been designed to bring together community leaders, emergency managers, first responders, faith-based, non-profit and community based organizations, and private sector partners to evaluate a community's ability to respond to a large-scale incident. The Whole Community TTX exercise scenarios have been designed to push the envelope (i.e., present consequences that would exceed local capabilities) and trigger discussion about coordination with and among non-traditional response and recovery organizations/partners.

Exercise Structure

The *America's PrepareAthon!* Whole Community TTXs are scenario-driven, discussion-based facilitated exercises. Throughout a TTX, the facilitator guides the players in discussions using the scenario, timeline, and a series of questions. The facilitated discussions serve to test existing plans, policies and procedures to prepare for, protect against, respond to, recover from and mitigate all hazards. A TTX focuses discussion on anticipated actions, coordination, decisions, affected stakeholders, and expected outcomes. A TTX does not incorporate a simulation of deployment of equipment, personnel, and other resources.

The scenario Whole Community TTXs unfolds in three stages: the initial scenario and two scenario updates. Each module begins with a scenario background presented by the facilitator, using a multimedia briefing that summarizes key scenario events setting the stage for the initial discussion period. Following the scenario updates players will engage in discussion of selected issues presented by the facilitator, aligned with the TTX objectives and associated core capabilities.

The general setting and subsequent major events are described in the Situation Manual (SitMan), which is provided to each exercise player. High-level questions for discussion are also included in the SitMan.

Targeted questions and follow-up questions the facilitator might use to focus the discussion on the pre-established exercise objectives are provided in the Facilitator and Evaluator Handbook.

At the conclusion of the exercise, the facilitator will moderate a Hot Wash/post-exercise review with the players and evaluators. A Hot Wash provides an opportunity for exercise participants, immediately following the conduct of an exercise, to discuss strengths evidenced during the discussions and areas for improvement. It also allows evaluators to seek clarification regarding player actions and decision-making processes. Players may also offer suggestions to improve future exercises. Players will have the opportunity to complete the Participant Feedback Form. This form allows players to comment candidly on the key strengths and opportunities for improvement identified through the exercise discussions, as well as on the effectiveness of the exercise.

Duration

The agenda for the Whole Community TTXs are based around four hours of exercise play. EDTs can adjust the duration of the exercise to be either longer or shorter based on participant of facility availability, as necessary. During the TTX, discussion times are open-ended and players are encouraged to take their time arriving at in-depth decisions without time pressure. Although the facilitator maintains an awareness of time allocation for each area of discussion, the group does not have to complete every item in order for the objectives to be met and the exercise to be a success.

Participant Roles and Responsibilities

The term *participant* encompasses several groups of people, not just those playing in the exercise. The following paragraphs describe the groups of participants involved in the exercise and their respective roles and responsibilities.

- **Players:** Players respond to the situation presented, based on expert knowledge of response procedures, current plans and procedures in place in their respective agency, jurisdiction, or organization, and insights derived from training and/or previous experience.

- **Observers:** Observers watch the exercise, but do not respond to the situation. Observers do not directly participate in the facilitated discussions. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or by providing subject matter expertise.

- **Facilitators:** During a discussion-based exercise, the facilitator(s) is/are responsible for moderating and keeping participant discussions focused on exercise objectives and core capabilities, and ensuring relevant issues are explored as thoroughly as possible within time constraints. Facilitators provide situation updates and additional information. They may also resolve questions as required. Key EDT members may also assist with facilitation as subject matter experts (SMEs) during the exercise.

- **Evaluators:** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how, and if, those discussions conform to plans, policies and procedures. Evaluators play a key role in data analysis and assist with drafting the AAR/IP.

- **Media Personnel:** Some media personnel may be present as observers, subject to the prior approval from the sponsor organization and the EDT.
- **Support Staff:** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, A/V support, distributing/collecting materials, and catering).

Appendix B: Adapting Tabletop Exercise Documents

The following components of the Whole Community TTX-in-a-Box package should be reviewed and adapted during the exercise planning process. In sections where there are options, it is pertinent that you choose an option and/or provide details relevant to your organization and its needs, as necessary. All yellow highlighted fields included in the exercise documents should be populated with relevant information and the highlighting should be removed before the conduct of the exercise.

Exercise Objectives and Core Capabilities

Please choose between the following listed exercise objectives and core capabilities to evaluate during your exercise. Not all objectives or capabilities will be applicable to every organization.

Table 1. Exercise Objectives and Associated Core Capabilities – Common & Optional

Exercise Objective	Core Capability (Mission)	TTX Scenario[1]					
		HU	FL	TO	WF	EQ	WS
Assess the awareness of public and private sector stakeholders regarding the hazard faced by the entire community and the existing public sector agency plans to prepare for, mitigate, respond to and recover from the resulting consequences.	Community Resilience (Mitigation)	X	X	X	X	X	X
Assess the ability to effectively deliver relevant and appropriate information to Whole Community partners regarding the hazard, the status of actions taken by the government, and the assistance being made available, as appropriate.	Public Information and Warning (Response and Recovery)	X	X	X	X	X	X
Assess the ability to effectively establish and maintain a unified and coordinated operational structure that integrates critical Whole Community partners in planning and implementation of response and recovery actions.	Operational Coordination (Response and Recovery)	X	X	X	X	X	X
Assess the ability to effectively integrate Whole Community services and resources into emergency response and recovery efforts which provide essential public and private services and resources to the affected population.	Public and Private Services & Resources (Response)	X	X	X	X	X	X
Assess the ability to effectively engage Whole Community partners in meeting their needs and effectively provide all decision makers with timely and actionable information regarding the nature and extent of the hazard, assessment of direct consequences affecting basic human needs, potential cascading effects, the status of response activities, and the transition to recovery.	Situational Assessment (Response)	X	X	X	X	X	X

[1] TTX Scenario key: HU=hurricane; FL=major flood; TO=Tornado; WF=wildfire; EQ=earthquake; WS=winter storms.

Table 1. Exercise Objectives and Associated Core Capabilities – Common & Optional

Exercise Objective	Core Capability (Mission)	TTX Scenario[1]					
		HU	FL	TO	WF	EQ	WS
[Optional Objective] Assess the ability to effectively 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.	Critical Transportation (Response) [Optional]	X	X				X
[Optional Objective] Assess the ability to effectively provide fatality management services, including body recovery and victim identification; work with state and local authorities to provide temporary mortuary solutions; share information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains; and provide counseling to the bereaved.	Fatality Management Services (Response) [Optional]			X		X	
[Optional Objective] Assess the ability to effectively stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.	Infrastructure Systems (Response, Recovery) [Optional]					X	X
[Optional Objective] Assess the ability to effectively provide to the affected population – particularly those who have the greatest need and/or are most at-risk – life-sustaining services, assistance to transition to non-congregate care and interim housing, and support for reunifying families.	Mass Care Services (Response) [Optional]	X	X	X	X	X	X
[Optional Objective] Assess the ability to effectively provide lifesaving medical treatment via emergency medical services and related operations and avoid injury by providing targeted public health and medical support and products to all people in need within the affected area.	Public Health and Medical Services (Response) [Optional]			X			
[Optional Objective] Assess the ability to effectively engage Whole Community partners to conduct a preliminary assessment of economic issues that may foster or inhibit stabilization and sustainable recovery of the affected communities, ensure that community recovery and mitigation plans adequately address priority economic issues to promote and expedite post-disaster revitalization while protecting the civil rights of citizens – particularly those who have the greatest need and/or are most at-risk.	Economic Recovery (Recovery) [Optional]	X	X	X	X	X	X
[Optional Objective] Assess the ability to develop and implement disaster housing recovery strategies and plans that effectively support the needs of the Whole Community through all phases of the housing recovery process – including addressing health and safety issues related to reentry or former residents into flood damaged areas/housing – and contribute to its sustainability, accessibility, and resilience.	Housing (Recovery) [Optional]	X	X	X	X	X	

Once the core capabilities have been selected, make the appropriate modifications, if necessary, in the following documents:

- F/E Handbook
- SitMan
- Exercise PowerPoint Slide Deck
- AAR/IP
- Participant Feedback Form

Scenario

There are customization options within the scenario to help further tailor the scenario to your community. Areas where customization is needed in the scenario are highlighted in yellow in the F/E Handbook and SitMan and marked in red font in the Exercise PowerPoint Slide Deck. Ensure all changes made to the scenario match the F/E Handbook, SitMan, and Exercise PowerPoint Slide Deck. Remove all yellow highlights and red font once customization is complete.

Discussion Questions

The discussion questions provided in the SitMan are suggested topics for the facilitator to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed. Questions posed and discussed should be based upon the EDT's objectives for the exercise. The EDT may add, delete, or modify any discussion questions to address the objectives of your exercise and the needs and objectives of your organization.

Agenda

The entire TTX is recommended to last between three and four hours. The actual duration of the exercise and each individual module is scalable to the needs of your organization and your exercise objectives. Please modify the agenda to meet the needs of your exercise. A recommended agenda is listed below:

Time	Activity
[Month Day, Year]	
0000 - 0000	Registration
0000 - 0000	Welcome and Introductions
0000 - 0000	Exercise Overview
0000 - 0000	Module 1: Initial Response – Scenario Background
0000 - 0000	Break
0000 - 0000	Module 2: Response – Scenario Update #1
0000 - 0000	Module 3: Recovery – Scenario Update #2
0000 - 0000	Break
0000 - 0000	Hot Wash

Time	Activity
0000 - 0000	Closing Comments
0000 - 0000	Debrief (Facilitators and Evaluators only)

Please note that the facilitator(s) and any evaluators and data collectors should meet one hour before the exercise starts for a briefing. Once the agenda has been determined, make the appropriate modifications in the following document:

- F/E Handbook
- SitMan
- Exercise Slide Deck

Exercise PowerPoint Slide Deck

The Exercise PowerPoint Slide Deck is a presentation companion to the SitMan and it reflects the same information that is detailed therein.

- Fill in the name and title of the individual(s) who will conduct the opening remarks
- List the participating organizations
- List the materials for the TTX
- Fill in the name and title of the individual(s) who will conduct the closing remarks

AAR/IP

The AAR/IP template contains guidance within the template on how to develop the AAR/IP.

Customize all yellow highlighted sections of the AAR/IP for your organization’s exercise and remove yellow highlighted. Delete all guidance language, which is included in bracketed, gray highlighted sections.

Appendix C: Reference List

- Education/Outreach: www.ready.gov
- Exercises: www.fema.gov/exercise
- Training: www.fema.gov/training-1

Appendix D: Acronyms

Term	Description
AAM	After-Action Meeting
AAR	After-Action Report
AAR/IP	After-Action Report/Improvement Plan
ACAMS	Automated Critical Asset Management System
CBAT	Computer Based Assessment Tool
COAD	Community Organization Active in a Disaster
DHS	U.S. Department of Homeland Security
EEG	Exercise Evaluation Guide
EMS	Emergency Medical Services
EndEx	End of Exercise
EOC	Emergency Operations Center
EDT	Exercise Design Team
ESF	Emergency Support Function
F/E	Facilitator and Evaluator
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FSE	Full-Scale Exercise
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
ICS	Incident Command System
IP	Improvement Plan
LLIS	Lessons Learned Information Sharing
LTRG	Long Term Recovery Group
NDRF	National Disaster Recovery Framework
NGO	Non-governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
PIO	Public Information Officer
POC	Point of Contact
POETE	Planning, Organization, Equipment, Training, and Exercise
PPD	Presidential Policy Directive

Term	Description
SitMan	Situation Manual
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
SME	Subject Matter Expert
SOP	Standard Operating Procedure
StartEx	Start of Exercise
THIRA	Threat and Hazard Identification and Risk Assessment
TEP	Training and Exercise Plan
TEPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise
VOAD	Volunteer Organization Active in a Disaster