

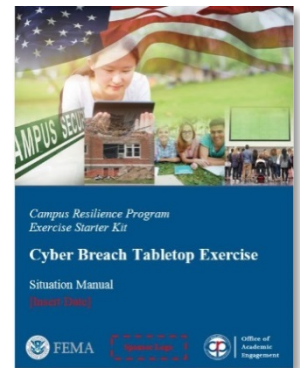


EXERCISE STARTER KIT - INSTRUCTIONS

Overview

The Campus Resilience (CR) Program Exercise Starter Kits (ESKs) provide a package of exercise design, conduct, and evaluation templates to assist institutions of higher education in conducting their own tabletop exercise (TTX). The ESKs enable institutions to validate and/or update their existing emergency operations plans, policies, and procedures, while also identifying issues, gaps, and areas for improvement following the conduct of a specific exercise.

- **Situation Manual (SitMan):** The SitMan supports the scenario narrative and serves as the primary reference material for all participants during exercise conduct. It can also be used as a read-ahead document to prepare participants for the exercise.
- **Exercise Conduct Briefing:** The Exercise Conduct Briefing is a multimedia presentation used to illustrate the general scenario elements as contained in the SitMan. The information is presented in a concise summary format for the participants to guide them through the exercise.
- **Facilitator Guide:** The Facilitator Guide is designed to help facilitators manage the exercise. It contains instructions and key issues for discussion during the TTX and provides background information to help the facilitator answer questions from participants as needed.
- **Participant Feedback Form Template:** The Participant Feedback Form is designed to gather input regarding observed strengths and areas for improvement that participants identified during the exercise.
- **After-Action Report/Improvement Plan (AAR/IP) Template:** The AAR/IP is the document that summarizes key information received during the exercise. The main focus of the AAR is the analysis of the core capabilities and exercise objectives.



Instructions for Tailoring Materials and Content

The below information is designed to assist you in tailoring the ESK documents to your institution as well as your desired goals and outcomes for the exercise. For ease of working within the documents, please update in the following order:





Situation Manual - Word Document

1. Insert the date of the exercise on the cover and change to white font
2. Change the logo on the cover
 - a. Delete the middle box entitled “Sponsor Logo” and copy and paste your institution’s logo in this location (centered between the FEMA and CRP logos)
3. First page, following cover; insert institution logo in header
 - a. Place cursor in the header section of the document and double click
 - b. Delete the box entitled “Sponsor Logo” and copy of paste your institution’s logo in this location. Please note that due to the set-up of the document, you may need to do this at the beginning of each section in the document
 - c. Once this is completed, click on the “Close Header and Footer” box in the top right corner
4. Please note there are additional instructions in the document beginning with the “Handling Instructions”. Everything to update throughout the document is identified in **red text** surrounded by red brackets []. Once the appropriate information is updated, please remove the brackets and change to black font
5. See step 11 for Table of Contents instructions
6. Tailor the Agenda
 - a. Please note, the exercise is designed as a four-hour exercise, but can be adjusted as necessary. If you desire a shorter length exercise, questions may need to be removed in order to meet the new timeframe
7. Tailor the Overview section with your exercise specific information
 - a. Update the exercise date
 - b. Update the Mission Area section if you have decided to use different core capabilities
 - c. Update the objectives and core capabilities
 - i. Objectives are provided as a starting point, but can be tailored as necessary to meet your needs
 - For example, the Hurricane TTX has the following core capabilities and associated objectives identified:
 - Operational Coordination
 - Mass Care Services
 - Infrastructure Systems
 - Public Information and Warning
 - ii. For a complete list of FEMA’s Core Capabilities, please refer to the National Preparedness Goal (<https://www.fema.gov/national-preparedness-goal>)
 - iii. If you change any of the objectives in this section, these changes needed to be reflected in Table 1 as part of the General Information section
8. Tailor the Scenario
 - a. A baseline scenario is provided

Consider replacing one or more of the core capabilities with:

- Physical Protective Measures
- Community Resilience



- b. Review the scenario and update with institution-specific information
 - c. You may add and/or delete the narrative as appropriate to meet your needs
 9. Tailor the Questions
 - a. Baseline questions are provided for each core capability
 - b. Based on how you plan to conduct the exercise, questions can be modified, added, and/or deleted as appropriate to meet your needs
 10. Tailor the Appendices
 - a. These sections are created in a table format. If you desire to add or delete items, you need to do so by adding and/or deleting rows
 - b. To add or delete acronyms and/or glossary terms, first highlight (select) the identified row, right click, and choose add/delete as appropriate
 11. Update Table of Contents
 - a. Once all the sections of the SitMan are tailored for your institution, please update the Table of Contents (TOC)
 - i. Right click on the TOC and choose update field
 - ii. You will be asked whether you want to update page numbers only or the entire table

Exercise Conduct Briefing - PowerPoint

1. Once the updates to the SitMan are complete, tailor the multimedia presentation
2. Carry all changes made to the SitMan and place in the appropriate places in the presentation
3. On the cover slide, update the exercise date and change font color to white
4. To insert the sponsoring organization's logo, on the cover slide, navigate to the "View" menu and select "Slide Master"
 - a. Similar to the steps identified above for the SitMan, delete the red box containing the words "Sponsor Logo" and replace by pasting your institution's logo in that location
 - b. You may need to perform this action several times to update additional "master slides"
 - c. Once this action is completed, select "Close Master View" to exit out of the master slides and resume updating the presentation as needed
5. Additional instructions for updating the presentation are contained in blue slides throughout the presentation

Facilitator Guide - Word Document

1. On the cover slide, update the exercise date and change font color to white
2. Change the logo on the cover
 - a. Delete the middle box entitled "Sponsor Logo" and copy and paste your institution's logo in this location (centered between the FEMA and CRP logos)
3. Insert institution logo in header
 - a. Place cursor in the header section of the document and double click



- b. Delete the box entitled “Sponsor Logo”, and copy of paste your institution’s logo in this location. Please note that due to the set-up of the document, you may need to do this at the beginning of each section in the document
 - c. Once this is completed, click on the “Close Header and Footer” box in the top right corner
 4. Instructions for updating this document are contained at the beginning
 5. Any and all updates made to the SitMan should be carried over and made in the Facilitator Guide

Participant Feedback Form - Word Document

1. A Participant Feedback Form template is provided
 - a. Tailor the form with information specific to the exercise you are conducting
2. Insert institution logo in header
 - a. Place cursor in the header section of the document and double click
 - b. Delete the box entitled “Sponsor Logo”, and copy of paste your institution’s logo in this location. Please note that due to the set-up of the document, you may need to do this at the beginning of each section in the document
 - c. Once this is completed, click on the “Close Header and Footer” box in the top right corner
3. The form should be distributed to all participants in hardcopy at the conclusion of the exercise
 - a. You may also distribute the form electronically to be collected within 48 hours of the exercise
 - b. This information can be used to inform the development of the AAR/IP

After-Action Report/Improvement Plan - Word Document

1. Update cover as appropriate
 - a. Insert the name of the exercise
 - b. Insert date
 - c. Insert the institution’s logo
 - i. Delete the middle box entitled “Sponsor Logo”, and copy and paste your institution’s logo in this location (centered between the FEMA and CRP logos)
2. First page, following cover “Handling Instructions”
 - a. Insert institution logo in header
 - i. Place cursor in the header section of the document and double click.
 - ii. Delete the box entitled “Sponsor Logo”, and copy of paste your institution’s logo in this location. Please note that due to the set-up of the document, you may need to do this at the beginning of each section in the document
 - b. Insert the name of the scenario on the right side
 - c. Once this is completed, click on the “Close Header and Footer” box in the top right corner



3. Please note there are additional instructions in the document beginning with the “Handling Instructions”
4. To assist with developing the AAR/IP, please conduct a Hot Wash at the completion of the exercise
 - a. The Hot Wash serves as an opportunity to collect content for the AAR and allows participants to provide their feedback and impressions immediately following the exercise

Other Resources

The below links are designed to provide additional resources and information on scenarios for which ESKS are currently available:

- FEMA’s Hazard Information Sheets
 - Active Shooter Information Sheet - <https://www.fema.gov/media-library/assets/documents/162146>
 - Cyber Attack Information Sheet - <https://www.fema.gov/it/media-library/assets/documents/163271>
 - Hurricane Information Sheet - <https://www.fema.gov/media-library/assets/documents/162046>