

Exercise Design and Evaluation Program Template Guide

This guide provides more information on the purpose of each Exercise Design and Evaluation Program template. The templates represented in this guide are provided as a starting point for users. Templates are **designed** to be edited and adapted for use based on the specific needs of each jurisdiction/organization. For a list of acronyms, please refer to the Homeland Security Exercise and Evaluation Program Doctrine.

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1. Program Management

Table 1.1: Program Management Templates for Presentations and Documents

Name	Purpose	Description of Use
Integrated Preparedness Plan	A document that provides a multi-year schedule of preparedness activities.	<ul style="list-style-type: none"> Developed during the Integrated Preparedness Planning Workshop Used for reference throughout the multi-year schedule of preparedness activities and updated periodically based on Program Reporting and future Integrated Preparedness Planning Workshops
Integrated Preparedness Planning Workshop Guide	A document that provides guidance to jurisdictions/organizations in conducting an Integrated Preparedness Planning Workshop.	<ul style="list-style-type: none"> Used to support the development and conduct of the Integrated Preparedness Planning Workshop
Integrated Preparedness Planning Workshop Presentation	A meeting that establishes the strategy and structure for an exercise program, in addition to broader preparedness efforts, while setting the foundation for the planning, conduct, and evaluation of individual exercises.	<ul style="list-style-type: none"> Developed prior to the Integrated Preparedness Planning Workshop Used to conduct the Integrated Preparedness Planning Workshop and develop preparedness priorities that are inputted into the Integrated Preparedness Plan Develop a new presentation for conduct of each Integrated Preparedness Planning Workshop
Multi-Year Schedule of Preparedness Activities	A calendar that is used to display the planned preparedness activities scheduled for the agreed upon timeframe.	<ul style="list-style-type: none"> Develop during the Integrated Preparedness Planning Workshop Allow for the calendar to be easily edited and updated
Program Reporting	A document that is intended to provide senior leaders with an analysis of issues, trends, and key outcomes from all preparedness activities conducted during the reporting period, provide updates on corrective actions, and report on changes to capabilities.	<ul style="list-style-type: none"> Developed periodically based on requirements of senior leaders Used to provide updates based on those requirements Develop a new report with updated information for each reporting period
Rolling Summary Report	A document that is intended to provide senior leaders with an analysis of issues, trends, and key outcomes from all exercises conducted along with continuous updates on corrective actions.	<ul style="list-style-type: none"> Developed periodically based on requirements of senior leaders Used to provide updates based on those requirements Develop a new report with updated information for each reporting period

2. Design and Development

Table 2.1: Design and Development Templates for Planning Meetings

Name	Purpose	Description of Use
Master Task List	A spreadsheet containing a pre-populated list of key tasks, with due dates, and milestones throughout exercise planning, design and development, conduct, and evaluation.	<ul style="list-style-type: none"> Developed by the Exercise Planning Team Lead once an exercise conduct date is identified Enter exercise conduct date and approximated due dates will auto-populate Used for exercise planning and management purposes
Concept and Objectives Meeting Presentation	<p>A presentation for conducting the Concept and Objectives meeting and the formal beginning of the exercise planning process. It is held to identify exercise scope and objectives.</p> <p>For less complex exercises or for jurisdictions/organizations with limited resources, may be conducted in conjunction with the Initial Planning Meeting.</p>	<ul style="list-style-type: none"> Developed by the Exercise Planning Team Lead prior to the conduct of the Concept and Objectives Meeting Information is populated using the exercise priorities and Senior Leader intent Used for conduct of the Concept and Operations Meeting
Initial Planning Meeting Presentation	<p>A presentation for conducting the Initial Planning Meeting where exercise planners will refine the exercise scope and objectives and begin the design and development phase of exercise planning.</p> <p>If a formal Concept and Objectives Meeting was not held, the topics from the Concept and Objectives Meeting should be addressed during the Initial Planning Meeting.</p>	<ul style="list-style-type: none"> Developed by the Exercise Planning Team following the Concept and Operations Meeting if one was held Include information from the Concept and Objectives Meeting to confirm and refine exercise scope and objectives Begin planning for exercise design elements Used for conduct of the Initial Planning Meeting

Name	Purpose	Description of Use
Midterm Planning Meeting Presentation	A presentation for conducting the Midterm Planning Meeting which serves as a forum to further develop exercise documentation and design elements and address logistical and organizational issues that may arise.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team following the Initial Planning Meeting • Utilize information from previous planning meetings to continue confirming and refining exercise design and development elements • Used for conduct of the Midterm Planning Meeting
Master Scenario Events List Meeting Presentation	A presentation for conducting a Master Scenario Events List meeting which serves as a forum for creating, refining, or finalizing an operations-based exercise Master Scenario Events List.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team as needed for operations-based exercises • Utilize scenario information, key events, expected player actions, and modeling and simulation tools to build the Master Scenario Events List • Used for conduct of the Master Scenario Events List Meeting which should be held prior to the Final Planning Meeting
Final Planning Meeting Presentation	A presentation for creating the Final Planning Meeting. This meeting is the final forum for reviewing exercise processes and procedures, ensuring that all elements of the exercise are ready for conduct, and that all logistical requirements have been met. Any outstanding issues are identified and resolved during this meeting and participants confirm that exercise products are ready for printing.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team prior to the Final Planning Meeting and following the Midterm Planning Meeting/Master Scenario Events List meetings • Used for conduct of the Final Planning Meeting

3. Design and Development

Table 3.1: Design and Development Templates for Exercise Documents

Name	Purpose	Description of Use
Discussion-based Exercise Player Handout “Placemat”	A document used to supplement or replace the Situation Manual and exercise presentation materials. Used as a quick reference guide for players.	<ul style="list-style-type: none"> Developed by the Exercise Planning Team following the Initial Planning Meeting and finalized during the Final Planning Meeting Include information such as objectives, scenario updates, and discussion questions
Facilitator Guide	A document used by a facilitator during discussion-based exercises, outlining instructions and key issues to be focused on during the exercise.	<ul style="list-style-type: none"> Developed by the Exercise Planning Team following the Initial Planning Meeting and finalized during the Final Planning Meeting Include scenario background, discussion questions, and key points used to guide exercise discussion Can be used as a stand-alone document or as a part of the Facilitator/Evaluator Handbook If using the Facilitator/Evaluator Handbook, do not use the stand-alone Facilitator Guide
Facilitator/Evaluator Handbook	A document used for discussion-based exercises that provides specific exercise information and guidance for facilitators and evaluators.	<ul style="list-style-type: none"> Developed by the Exercise Planning Team following the Initial Planning Meeting and finalized during the Final Planning Meeting Include scenario background, discussion questions, and key points vital to evaluating exercise objectives and note taking If using the Facilitator/Evaluator Handbook, do not use the stand-alone Facilitator Guide
Situation Manual	A document used for discussion-based exercises that provides background information and serves as the primary reference material for exercise participants.	<ul style="list-style-type: none"> Draft development begins during or following the Initial Planning Meeting Final document approved during Final Planning Meeting Used for conduct of discussion-based exercises

Name	Purpose	Description of Use
Controller/Evaluator Handbook	A document used for operations-based exercises that provides specific exercise information and guidance for controllers and evaluators. It may be a stand-alone document or as a supplement to the Exercise Plan.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team following the Initial Planning Meeting and finalized during the Final Planning Meeting • Used by controllers and evaluators for conduct of an operations-based exercise • The Communications Plan can be inserted as an appendix for smaller exercises or used as a separate document for larger or more complex exercises • For larger exercises, the “Control” section of the Controller/Evaluator Handbook can be separated from the document and Control Staff Instructions provided for control staff in its place • For larger exercises, the “Evaluation” section can be separated from the document and an Evaluation Plan provided for evaluation staff in its place
Control Staff Instruction (COSIN)	A document for large scale exercises that provides detailed guidelines for control and simulation support. It establishes a management structure for these activities and provides guidance for controllers, simulators, and support staff on procedures and responsibilities.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team following the Initial Planning Meeting and finalized during the Final Planning Meeting • This document is only needed if a Controller/Evaluator Handbook is not enough for the scope and scale of the exercise • Should be utilized with the Exercise Plan and Evaluation Plan
Evaluation Plan	A document for large scale exercises that provides detailed guidelines and structure for evaluation support. It establishes a management structure for these activities and provides guidance for evaluators and support staff on procedures and responsibilities.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team following the Initial Planning Meeting and finalized during the Final Planning Meeting • This document is only needed if a Controller/Evaluator Handbook is not enough for the scope and scale of the exercise • Should be used with the Exercise Plan and Control Staff Instructions (COSIN)

Name	Purpose	Description of Use
Exercise Plan	A document used for operations-based exercises that provides general information to exercise participants.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team following the Initial Planning Meeting and finalized at the Final Planning Meeting • Used by exercise players for conduct of operations-based exercise • Should not contain any “trusted agent” information • The Communications Plan can be inserted as an appendix for smaller exercises or used as a separate document for larger or more complex exercises
Extent of Play Agreement	A document formally outlining the participation level of play during an exercise.	<ul style="list-style-type: none"> • Signed by participants following Initial Planning Meeting and turned in to the Exercise Planning Team prior to Midterm Planning Meeting • Used for formalizing the scope of exercise participation for exercise planning purposes • Each new exercise will have a newly developed Extent of Play Agreement
Master Scenario Events List	A document or system of the chronological timeline of expected actions and scripted events to be injected into operations-based exercise play by controllers to prompt player activity.	<ul style="list-style-type: none"> • Master Scenario Events List Template and the Master Scenario Events List management system should be agreed upon during Initial Planning Meeting/Midterm Planning Meeting • Created/finalized during Master Scenario Events List Meeting • Finalized/approved Master Scenario Events List is used during conduct of operations-based exercises
Operations-based Exercise Player Handout “Tri-fold or Bi-fold”	A document that supplements the Exercise Plan and provides players with a quick-reference guide.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team based on the finalized Exercise Plan • Include exercise information such as objectives, scope, timeline, communications information, and maps
Press Release	A document that contains information about the exercise that is released to the media and the public.	<ul style="list-style-type: none"> • Developed during the Midterm Planning Meeting and finalized during the Final Planning Meeting • Distributed prior to exercise conduct • A new Press Release will be developed for every exercise

4. Conduct

Table 4.1: Conduct Templates for Briefings

Name	Purpose	Description of Use
Actor Brief	A presentation before the start of an operations-based exercise that provides an overview, safety, real-world emergency procedures, acting instructions, schedule, identification badges, and symptomology cards to the actors.	<ul style="list-style-type: none"> • Developed and led by the Actor Controller • Conducted prior to Start of Exercise of an operations-based exercise
Controller/Evaluator Brief	A presentation before an operations-based exercise that provides an exercise overview and responsibilities of controllers and evaluators, to include instructions on delivering the Master Scenario Events List and completing Exercise Evaluation Guides.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team during and following the Midterm Planning Meeting • Finalized during the Final Planning Meeting • Typically given a day or two before the start of the exercise
Controller/Evaluator Debrief	A presentation for a meeting held AFTER exercise conduct, for controllers, facilitators, and evaluators to assemble after the exercise and discuss observations and provide information.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team during and following the Midterm Planning Meeting • Finalized during the Final Planning Meeting • Conducted following the End Exercise of the exercise • Based on observations related to exercise objectives • Players should not attend • Information gathered will be used in After-Action Report/Improvement development
Observer Brief Presentation	A presentation before Start of Exercise that informs observers and VIPs with exercise information like the background, scenario, schedule of events, observer limitations, and any other miscellaneous information.	<ul style="list-style-type: none"> • Developed and finalized at or immediately following the Final Planning Meeting • Provided to observers and VIPs • Conducted prior to Start of Exercise of an operations-based exercise

Name	Purpose	Description of Use
Player Brief Presentation	A presentation for all players before Start of Exercise that addresses roles and responsibilities, exercise parameters, safety, security badges, and any remaining logistical concerns or questions. Participant handouts and Exercise Plans/Situation Manuals are often distributed during this meeting.	<ul style="list-style-type: none"> • Developed and finalized at or immediately following the Final Planning Meeting • Conducted by a controller prior to Start of Exercise • Can also provide necessary background or ground truth information • Used for discussion-based and operations-based exercises
Senior Leader Brief	A presentation during design and development and prior to conduct of an exercise to ensure that the exercise aligns with and is meeting the intent of the senior leaders.	<ul style="list-style-type: none"> • Developed as needed during the design and development process (Initial Planning Meeting, Midterm Planning Meeting, Final Planning Meeting) • Conducted prior to Start of Exercise of an exercise • Can be used to provide updates to Senior Leaders regarding exercise design and development progress
Tabletop Exercise Presentation	A presentation used to provide exercise overview, objectives, schedule and modules that drive discussion based on questions for that module.	<ul style="list-style-type: none"> • Developed by the Exercise Planning Team during and following the Initial Planning Meeting • Finalized during the Final Planning Meeting • Used for conduct of a discussion-based tabletop exercise

Table 4.2: Conduct Templates for Other Documentation

Name	Purpose	Description of Use
Name Badge	An item that each participant wears to clearly identify their name and agency, organization, or jurisdiction.	<ul style="list-style-type: none"> • Designed and finalized at or immediately following Final Planning Meeting • Provided to participants during registration or prior to Start of Exercise • Used for conduct of discussion-based or operations-based exercises

Name	Purpose	Description of Use
Table Tents	An item on each table identifying the functional area and/or individual seated at the table for discussion-based exercises.	<ul style="list-style-type: none"> • Developed following Final Planning Meeting • Finalized prior to Start of Exercise and placed on tables • Used for conduct of exercises only
Participant Feedback Form	A document completed by exercise participants immediately following an exercise that documents their observations, comments, and input regarding the exercise.	<ul style="list-style-type: none"> • Developed following the Initial Planning Meeting • Finalized during the Final Planning Meeting • Provided to exercise participants following conduct of an exercise • Utilized in the creation of the After-Action Report and Improvement Plan
Liability Waiver Form	A document that should be signed by the actors prior to the start of an operations-based exercise. It releases liability for all exercise planners and participants.	<ul style="list-style-type: none"> • Developed during Midterm Planning Meeting and reviewed/finalized during Final Planning Meeting • Signed by Actors prior to Start of Exercise of operations-based exercise • Used for conduct of the operations-based exercise
Photo Consent Form	A document for participants to sign prior to exercise conduct allowing photographs of them to be taken and used.	<ul style="list-style-type: none"> • Developed and finalized at or immediately following the Final Planning Meeting • Distributed to all exercise participants prior to Start of Exercise
Symptomatology Card	A document that contains the signs and symptoms that an exercise actor will portray and is helpful information for the players.	<ul style="list-style-type: none"> • Developed once scenario is decided on and venues are determined but no later than immediately following the Final Planning Meeting • Provided to Actors prior to Start of Exercise • Used during conduct of operations-based exercises • Can be saved for future exercises

Name	Purpose	Description of Use
Weapons Safety Policy	A document for all exercises communicating the weapons and safety policy during exercise conduct.	<ul style="list-style-type: none">• Developed for any exercise (discussion-based or operations-based) in which participants could potentially be wearing, carrying, and/or handling firearms• In accordance with state or local laws and regulations and coordinated with appropriate safety and legal departments as necessary

5. Evaluation

Table 5.1: Evaluation Templates for Exercise Evaluation Guides

Name	Purpose	Description of Use
Blank Exercise Evaluation Guide	A document that provides a consistent tool to guide exercise evaluation and data collection during the conduct of exercises.	<ul style="list-style-type: none"> • Developed following the Initial Planning Meeting and finalized during the Final Planning Meeting • Developed in coordination with the Lead Evaluator or Facilitator • Aligned to exercise objectives, capabilities, and lists the relevant capability targets and critical tasks • Used during conduct of the exercise by evaluators to collect data • Used to complete the After-Action Report and Improvement Plan
Developing Exercise Evaluation Guides	A document that provides guidance for how exercise planners can develop EEGs for an exercise.	<ul style="list-style-type: none"> • Utilized after the Initial Planning Meeting for the creation of Exercise Evaluation Guides by the exercise planning team
Collecting Data Using Exercise Evaluation Guides	A document that provides guidance for how to collect evaluation data during exercise conduct using the EEGs.	<ul style="list-style-type: none"> • Utilized to provide guidance to evaluators • Can be provided during evaluation training or during pre-exercise briefings

Table 5.2: Capability Descriptions and Mission Areas for Exercise Evaluation Guide Templates

Name	Mission Area	Description of Capability
Planning	All	This capability conducts a systematic process engaging the Whole Community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet the defined objectives.
Public Information and Warning	All	This capability delivers coordinated, prompt, reliable, and actionable information to the Whole Community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as, the actions being taken and the assistance being made available, as appropriate.

Name	Mission Area	Description of Capability
Operational Coordination	All	This capability establishes and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Intelligence and Information Sharing	Prevention and/or Protection	<p>This capability provides timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of weapons of mass destruction; or any other matter bearing on United States national or homeland security by Federal, State, Local, Tribal, and Territorial, and other stakeholders.</p> <p>Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.</p>
Interdiction and Disruption	Prevention and/or Protection	This capability delays, diverts, intercepts, halts, apprehends, or secures threats and/or hazards.
Screening, Search, and Detection	Prevention and/or Protection	This capability identifies, discovers, or locates threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.
Forensics and Attribution	Prevention	This capability conducts forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis, as well as, attribution for an attack and for the preparation for an attack to prevent initial or follow-on acts and/or swiftly develop counter-options.
Access, Control, and Identity Verification	Protection	This capability applies and supports necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity	Protection	This capability protects (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Name	Mission Area	Description of Capability
Physical Protective Measures	Protection	This capability implements and maintains risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Risk Management for Protection Programs and Activities	Protection	This capability identifies, assesses, and prioritizes risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security	Protection	This capability strengthens the security and resilience of the supply chain.
Community Resilience	Mitigation	This capability enables the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Long-Term Vulnerability Reduction	Mitigation	This capability builds and sustains resilient systems, communities, and critical infrastructure and key resources lifelines to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Risk and Disaster Resilience Assessment	Mitigation	This capability assesses risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Threats and Hazards Identification	Mitigation	This capability identifies the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes to clearly understand the needs of a community or entity.
Critical Transportation	Response	This capability provides 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.

Name	Mission Area	Description of Capability
Environmental Response, Health, and Safety	Response	This capability conducts appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
Fatality Management Services	Response	This capability provides fatality management services, including decedent remains recovery and victim identification, working with Federal, State, Local, Tribal, territorial, and any other insular area to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management and Suppression	Response	This capability provides structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
Logistics and Supply Chain Management	Response	This capability delivers essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. This capability synchronizes logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services	Response	This capability provides life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search and Rescue Operations	Response	This capability delivers traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On Scene Security, Protection, and Law Enforcement	Response	This capability ensures a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and for response personnel engaged in lifesaving and life-sustaining operations.

Name	Mission Area	Description of Capability
Operational Communications	Response	This capability ensures the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, Healthcare, and Emergency Medical Services	Response	This capability provides lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
Situational Assessment	Response	This capability provides all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Infrastructure Systems	Response and/or Recovery	This capability stabilizes critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Economic Recovery	Recovery	This capability returns to economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health and Social Services	Recovery	This capability restores and improves health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the Whole Community.
Housing	Recovery	This capability implements housing solutions that effectively support the needs of the Whole Community and contribute to its sustainability and resilience.
Natural and Cultural Resources	Recovery	This capability protects natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

6. Improvement Planning

Table 6.1: Improvement Planning Templates for Presentations and Plan

Name	Purpose	Description of Use
After-Action Report and Improvement Plan	A document summarizing key information related to the evaluation of the exercise. This main document provides an analysis of capabilities, an overview of participant performance, and highlights the strengths and areas of improvement.	<ul style="list-style-type: none"> • Draft After-Action Report is developed by the evaluation team following the exercise and after analysis is completed • Finalized during the After-Action Meeting and provided to exercise planners, participants, and other stakeholders as appropriate
After-Action Meeting Presentation	A presentation for conducting the After-Action Meeting where the draft After Action Report is finalized and consensus gained on the Improvement Plan.	<ul style="list-style-type: none"> • Developed by the evaluation team or exercise planning team once the After-Action Report draft is complete • Used to gain consensus on corrective actions and finalize the After-Action Report