

# Integrating Drills and Exercises into Overall School Emergency Management Planning

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# Integrating Drills and Exercises into Overall School Emergency Management Planning



U.S. Department of Education  
Office of Safe and Healthy Students

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# Presenters



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Madeline Sullivan, Management and Program Analyst, Office of Safe and Supportive Schools

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Jennifer Lynch, National Exercise Division, FEMA

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Janelle W. Hughes, Deputy Project Director, REMS TA Center

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Alix Stayton, Senior Research Associate

# Meeting Agenda

Introduction | Why Exercise Together?

Tools for Collaboration

Introduction to HSEEP and Types of Exercises

Developing a Multi-Year Training and Exercise Plan (MYTEP)  
Resources & Initiatives

Resources & Initiatives

# Polling Question for Participants



**What type of agency do you represent?**

- Education Agency
- Emergency Management Agency
- School Safety Center
- Other

# Polling Question for Participants

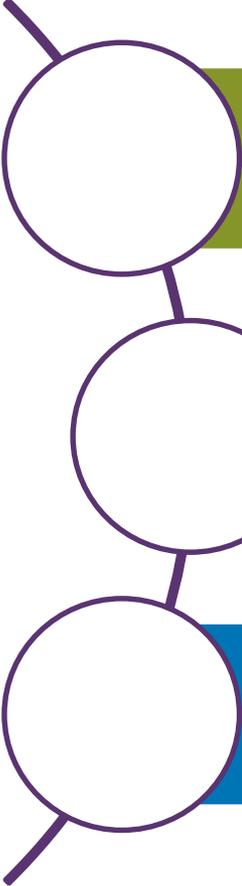


**What role do you play  
within your agency?**

**Do you support  
schools with planning  
for and/or conducting  
drills and exercises?**

# Introduction | Why Exercise Together?

# Why Focus on Exercises?



**Promote preparedness**

**Prepare for upcoming initiatives**

**Reshape the conversation together**

# Why Exercise the School EOP?

Why exercise the School EOP in collaboration with community partners?

- Strengthen effective agency relationships
- Clarify roles and responsibilities
- Test and validate plans and procedures
- Assess shared resources and capabilities
- Identify needs and solutions
- Fulfill state and local mandates requiring exercises by schools and by their partners

# Exercise Purpose

Over time, exercises should

Inform planning, budget, training, policy and programming

Yield ***observable*** improvements in preparedness for future exercises and real-world events

# School Safety, A Shared Responsibility

## **Schools and School Districts**

- Provide safe and healthy learning environments promoting academic and social success
- Keep children and youths safe from threats and hazards

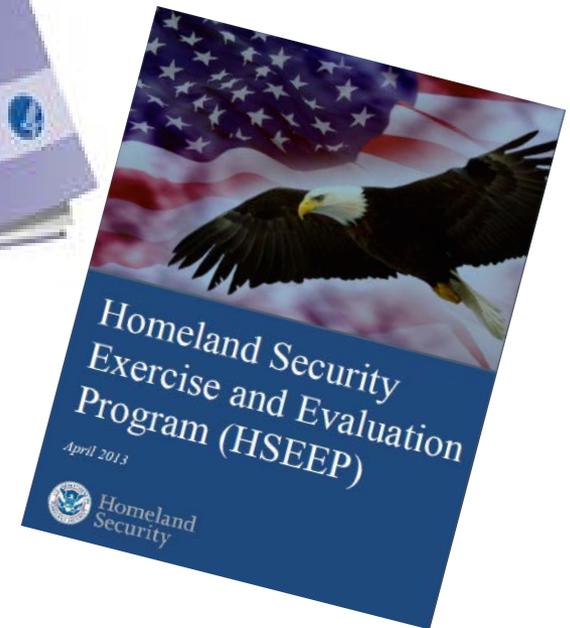
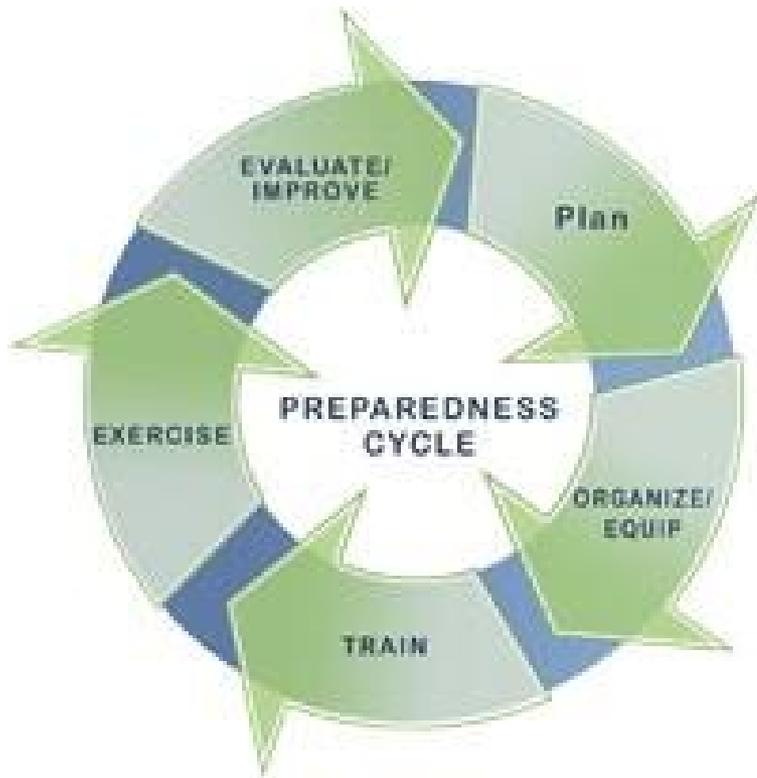
## **In collaboration with State and Local Partners**

- Protect the whole community
- Collaborate to share expertise & facilitate planning, training and exercises across the community, including school communities

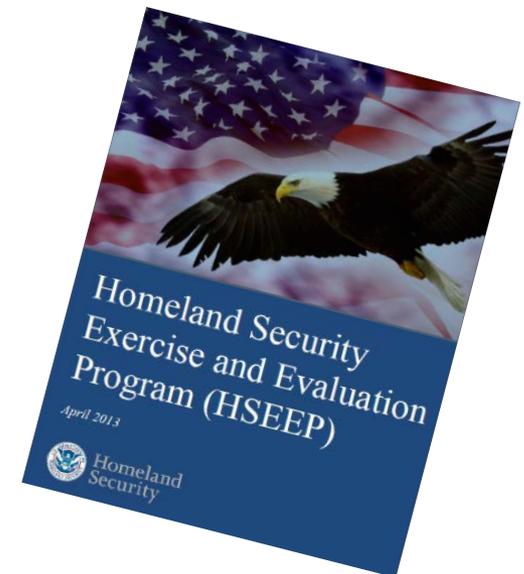


# Tools for Collaboration

# Tying Us All Together



# Tying Us All Together



# The School Guide: PDF or HTML

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HTML-based “At a Glance” accessible at <https://rems.ed.gov/K-12>



[HOME](#)

[K-12 SCHOOLS & DISTRICTS](#)

[HIGHER EDUCATION](#)

[TECHNICAL ASSISTANCE](#)

[ABOUT US](#)

## SCHOOL GUIDE

[Guide for Developing High-Quality School Emergency Operations Plans: At A Glance](#)

[Presidential Policy Directive \(PPD\) 8](#)

[Planning Principles](#)

[The Planning Process](#) ▾

[Plan Content](#)

[The Basic Plan](#) ▾

[Functional Annexes](#) ▾

[Threat- and Hazard-Specific Annexes](#)

[Next Steps](#)

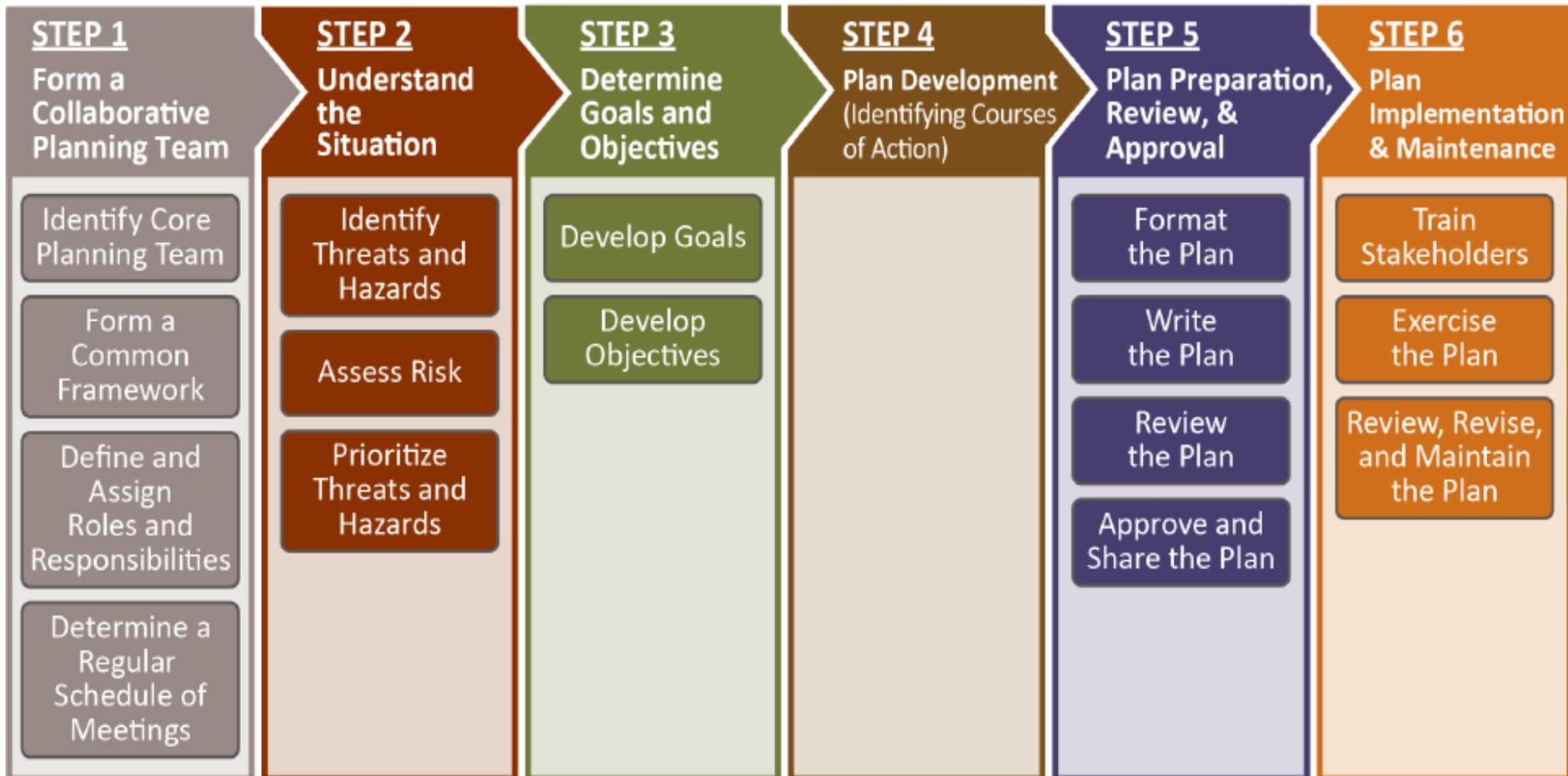
## STEP 1: FORM A COLLABORATIVE PLANNING TEAM

Lessons learned from experience indicate that operational planning is best performed by a team. Case studies reinforce this concept by pointing out that the common thread found in successful operations is that participating organizations have understood and accepted their roles. Close collaboration between schools and community partners ensures the coordination of efforts and the integration of emergency management plans.

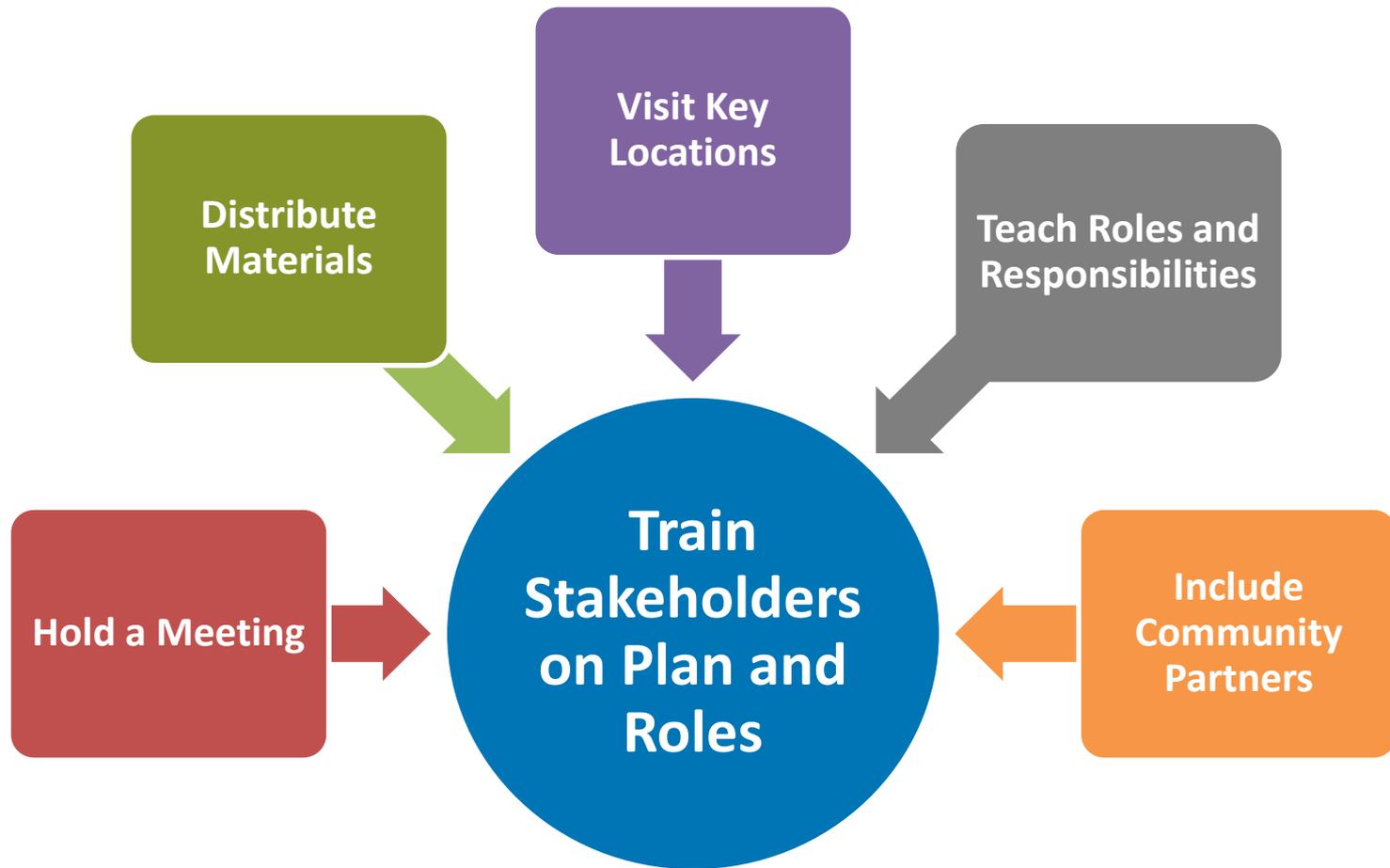
### Identify Core Planning Team

The core planning team should include representatives from a wide range of school personnel, including, but not limited to the following: administrators, educators, school psychologists, nurses, facilities managers, transportation managers, food personnel, and family services representatives. It should also include student and parent representatives, and individuals and organizations that serve and represent the interests of students, staff, and parents with disabilities, and others with access and functional needs, as well as racial minorities and religious organizations, so that specific concerns are included in the early stages of planning. Additionally, the core planning team should include community partners such as first responders, local emergency management staff, and others who have roles and responsibilities in school emergency management before, during, and after an incident. This includes local law enforcement officers, emergency medical services (EMS) personnel, school resource officers, fire officials, public and mental health practitioners, and local emergency managers. Their expertise will inform the development, implementation, and refinement of the school emergency operations plan (EOP).

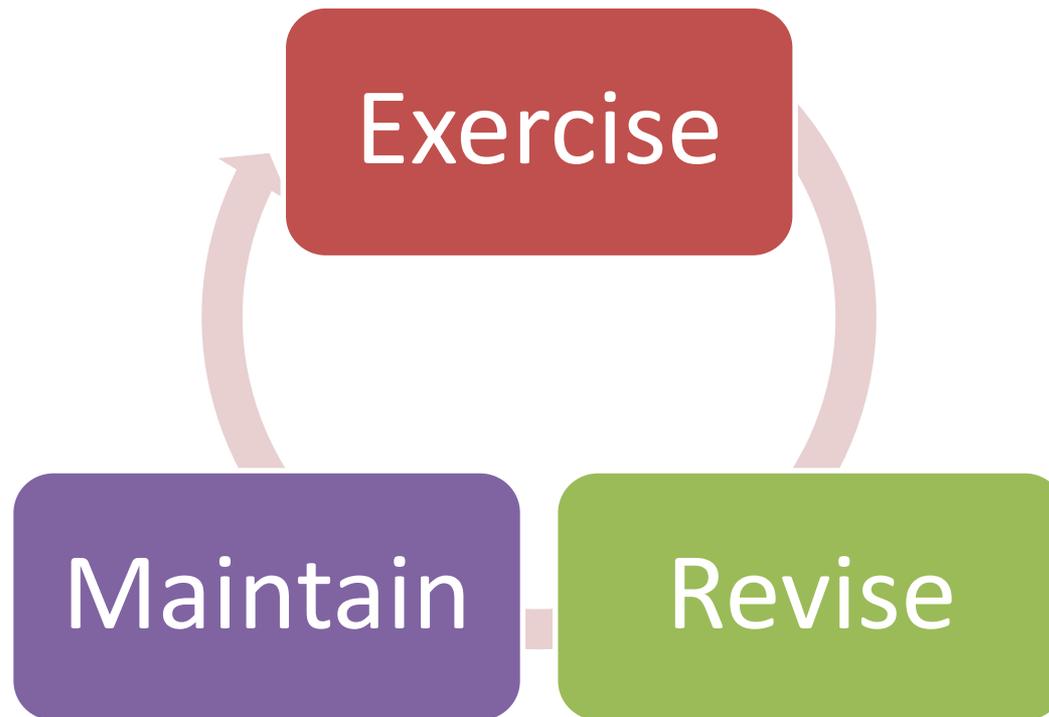
# Connection to the Six-Step Planning Process



# Step 6: Plan Implementation and Maintenance



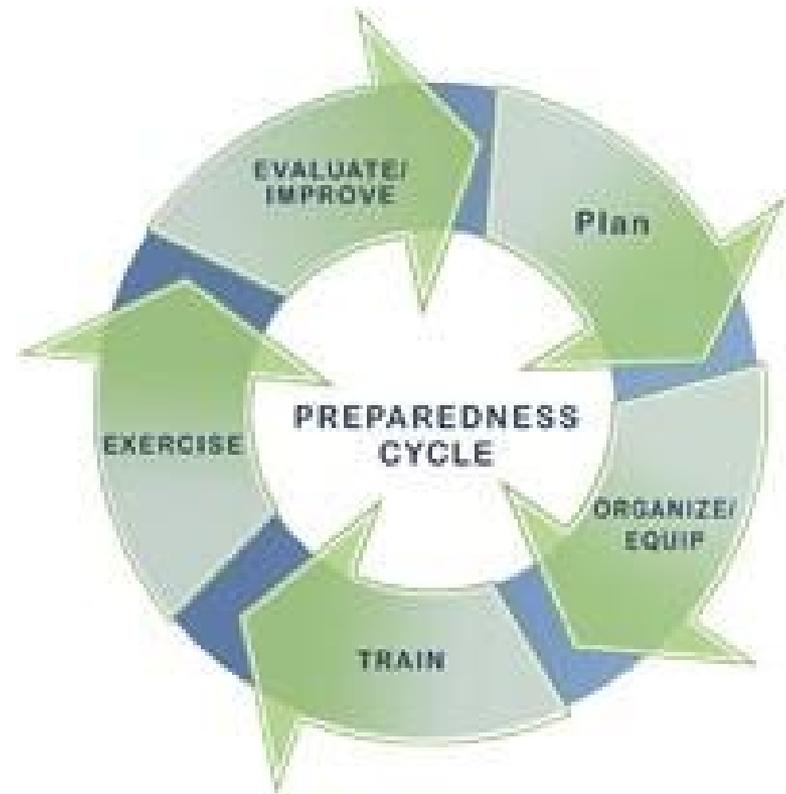
# Step 6: Plan Implementation and Maintenance



# Introduction to HSEEP and Types of Exercises

# Preparedness Cycle

1. Plan
2. Organize/Equip
3. Train
4. Exercise
5. Evaluate/Improve



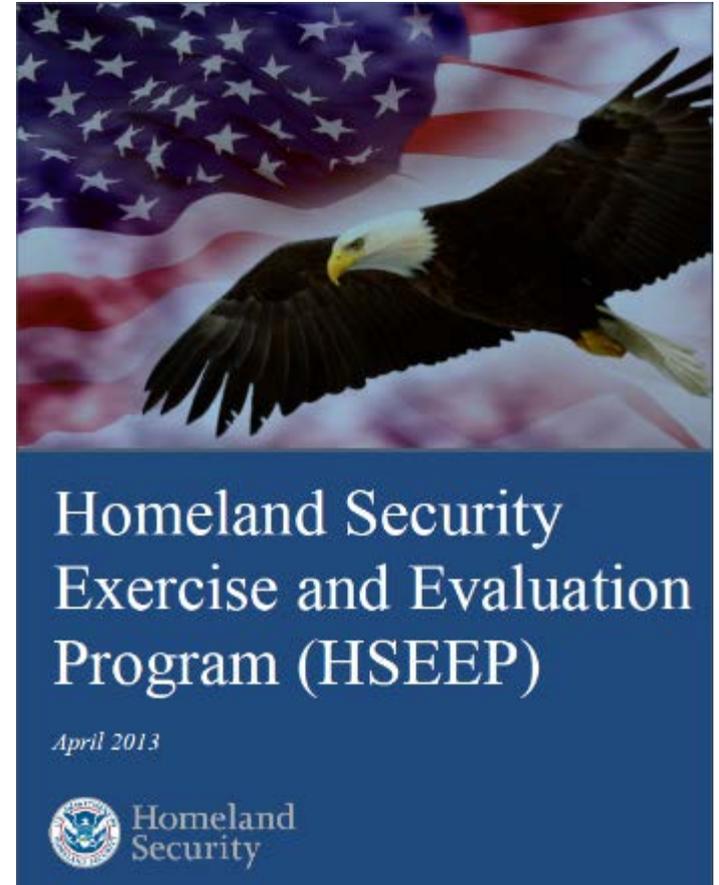
# Introduction to HSEEP



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# HSEEP Guidance

- HSEEP Fundamentals
- Program Management
- Design and Development
- Conduct
- Evaluation
- Improvement Planning



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# HSEEP Fundamental Principles

- Guided by elected and appointed officials
- Capability-based, objective driven
- Utilizes progressive planning approach
- Whole community integration
- Informed by risk



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# Whole Community Involvement



**FEMA**

# Whole School Community

Students, staff, families and visitors



# Polling Question for Participants



Do you use HSEEP  
doctrine for your  
exercises?

# Exercise Types



- Seminar
- Workshop
- Tabletop (TTX)
- Game

- Drill
- Functional Exercise (FE)
- Full-Scale Exercise (FSE)



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# Discussion-Based Exercises

## TYPES

- **Seminars**
  - Plan Orientation/Review
  - Assess Capabilities
- **Workshops**
  - Analyze Requirements
  - Develop Product
- **Tabletop (TTX)**
  - Rehearsal
  - Assess Plans
- **Games**
  - Compete/Collaborate
  - Validate Plans
  - Explore Consequences

## FOCUS

- **Jurisdiction:**
  - Plans
  - Policies
  - Procedures
- **Inter-Jurisdictional**
  - Agreements
  - Understandings

## PARTICIPANTS

- Facilitator
- Moderator(s)
- Evaluators
- Stakeholders/Sr. Leaders/Players



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# Operations-Based Exercises

## TYPES

- **Drills**
  - Single agency/organization
  - Provide training/skills reinforcement
  - Validate procedure
- **Functional Exercises**
  - Validate/Evaluate Capability
  - Command-and-Control and Coordination Function(s)
- **Full-Scale Exercises**
  - Complex real-time response
  - Multiagency cooperative – ICS
  - Simulates reality – “as if” real
  - Mobilize and deploy resources and personnel
  - Prop and Actor involvement
  - Requires close control and monitoring

## FOCUS

- **Validate Implementation Of:**
  - **Jurisdiction:**
    - Plans
    - Policies
    - Procedures
  - **Inter-Jurisdictional**
    - Agreements
    - Understandings

## PARTICIPANTS

- Controllers/Simulators
- Evaluators
- Actors
- Players
- Observers/VIPs



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# Exercise Development Resources

- **Department of Homeland Security**

Campus Resilience Program

K-12 and Higher Education Exercise Starter Kits

<https://www.dhs.gov/exercise-starter-kits-esks>

- **Federal Emergency Management Agency**

National Exercise Division

PrepToolkit: HSEEP Templates, Exercise Starter Kits, collaboration and communities

<https://preptoolkit.fema.gov/>

- **NED direct exercise support**

<https://www.fema.gov/national-exercise-program>



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# Exercise Starter Kits: Overview



Exercise Starter Kits (ESK) are self-conducted tabletop exercises (TTX) tailored for the academic community. Each kit includes a set of scalable tools aimed to test existing emergency plans, protocols, and procedures, while also strengthening preparedness, response, and recovery capabilities.

Available within each ESK are the following customizable templates:

- ❖ An **Exercise Conduct Briefing** for presentation during the TTX
- ❖ A **Situation Manual** to provide background information on the TTX, scenario content, as well as discussion questions for participants
- ❖ A **Facilitator Guide** for assisting facilitators in delivering the TTX
- ❖ A Participant Feedback Form Template for players to provide feedback on the TTX
- ❖ An **After-Action Report Template** for summarizing key strength and areas for improvement following the TTX

Request ESKs here: [dhs.gov/exercise-starter-kits-esks](https://dhs.gov/exercise-starter-kits-esks)



# Exercise Starter Kits: Current Offerings

## K-12 Community Kits

## Higher Education Community Kits



**Active Shooter**  
(Elementary School)  
Released November 2018



**Active Shooter**  
(Middle School)  
Released November 2018



**Active Shooter**  
(High School)  
Released November 2018



**Earthquake**  
Released June 2019



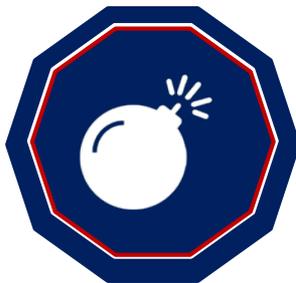
**Tornado**  
Released June 2019



**Hurricane**  
Released May 2018



**Cyber Breach**  
Released May 2018



**Improvised  
Explosive Device**  
Released June 2019



**Hazmat  
Release**  
Released June 2019



**Active  
Shooter**  
Released May 2018

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# Developing a Multi- Year Training and Exercise Plan (MYTEP)

# Types of Training

1. Plan training for all stakeholders – what's in the plan, when is it activated, who does what with whom and why
  2. Training for the MYTEP team – how to create an effective MYTEP
  3. Skills training for all stakeholders – skills your stakeholders need to improve the safety and preparedness of themselves and the campus
- Training modalities:
    - Classroom workshops
    - Field training
    - Online learning
    - Podcasts
    - Conferences
    - Recorded Video

# Comprehensive Training Program

- Consider all parts of the disaster cycle
- Develop training needs based on program priorities
- Plan to train all stakeholders
- Assessments include training evaluations and results of exercises

# Consider the 5 Missions Throughout the Disaster Cycle



# Develop Training Needs Based on Program Priorities

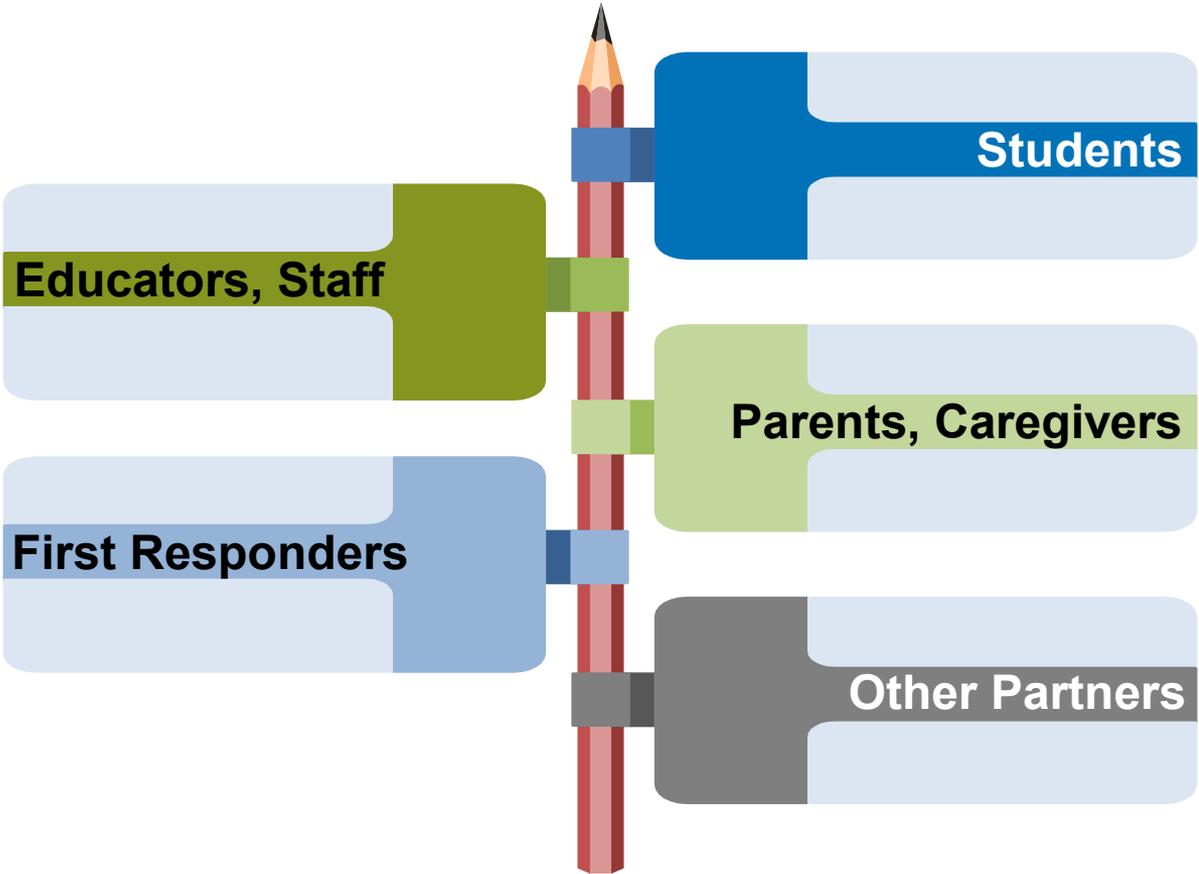
- Program Priorities Developed From:
  - Known hazards and risks
  - Feedback from previous incidents, exercises or gap analyses
  - External sources of training requirements (industry reports or studies, state/federal reports/recommendations)
  - Federal/state regulations and requirements

# Polling Question for Participants

How do you currently decide what capabilities to exercise?

- Multi-Year Training and Exercise Plan
- Recommendations from partners
- Guidance from experts
- State or local requests/requirements
- Other

# Plan to Train All Stakeholders



# Creating a Multi-Year Training & Exercise Plan

## MYTEP format:

- Preface
- Points of Contact
- Purpose
- Program Priorities
- Multi-Year Training and Exercise Schedule

# MYTEP Template –

<https://preptoolkit.fema.gov>

[Organization] Multi-year Training and Exercise Schedule [Year]

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Organization 1												
Organization 2												
Organization 3												
Organization 4												
Organization 5												

**Program Priorities Addressed:** [Insert priority titles in boxes below. In the schedule, color-code events and note in parentheses which priority or priorities are addressed by each training or exercise event.]

<b>Priority 1</b> [Insert Priority Title]	<b>Priority 2</b> [Insert Priority Title]	<b>Priority 3</b> [Insert Priority Title]	<b>Priority 4</b> [Insert Priority Title]	<b>Priority 5</b> [Insert Priority Title]	<b>Priority 6</b> [Insert Priority Title]
----------------------------------------------	----------------------------------------------	----------------------------------------------	----------------------------------------------	----------------------------------------------	----------------------------------------------

# MYTEP Example

## Multi-Year Training and Exercise Schedule 2019-2020

1	2	3	4	5	6
[Priority]	[Priority]	NIMS/ICS	Evacuation	Fire Safety	Data Protection

Color-coded **Program Priorities** listed in order of importance. Indicate whether scheduled activity is training (T) or an exercise (E) when developing the multi-year schedule. Include previously-planned and related training and exercises in the calendar to avoid duplication of effort, schedule conflict, and to take advantage of beneficial context (related activities between departments, partners, etc.).

# MYTEP Example

## Multi-Year Training and Exercise Schedule 2019-2020

Personnel	Jan	Feb	Mar	Apr	May
<b>Administrators</b>	(T) ICS-700 NIMS Intro		National Flood Safety Month	(E) Evacuation	(T) FERPA / HIPAA
<b>Food Services</b>	(T) ICS-100 ICS Intro	(T) Fire Extinguisher Training		(E) Evacuation	
<b>Health Services</b>	(T) ICS-700 NIMS Intro			(E) Evacuation	(T) FERPA / HIPAA

# MYTEP Team Training

- Information from *The Guides*:
  - <https://www.rems.ed.gov/IHETrainAndExercises.aspx>
  - <https://www.rems.ed.gov/K12TrainAndExercises.aspx>
- Podcast:
  - [https://www.rems.ed.gov/Docs/EarthquakePodcast\\_REMS\\_Transcript.pdf](https://www.rems.ed.gov/Docs/EarthquakePodcast_REMS_Transcript.pdf)
- Resources in the Tool Box:
  - <https://rems.ed.gov/ToolBox.aspx>
- Introduction to Exercises:
  - [https://rems.ed.gov/Docs/1\\_IntroductionExercises\\_508C.pdf](https://rems.ed.gov/Docs/1_IntroductionExercises_508C.pdf)

# MYTEP Team Training (continued)

Access Virtual  
Trainings

Download the *Guides*

Join the  
Community of  
Practice

Request an  
On-Site  
Training

Follow  
[@remstacenter](#)  
on Twitter!

# Skills Training Opportunities for Stakeholders

- Virtual Trainings and Webinars
  - Developing Emergency Operations Plans (EOPs) IHE 101
- Trainings by Request
  - School Behavioral Threat Assessments: An Introduction
- Webinars
  - Addressing Access and Functional Needs (AFN) in School and Higher Education Emergency Operations Plans (EOPs)
- Supplemental Exercise and Training Packages
  - Emergency Exercises Package
  - Teen CERT Toolkit

# Federal Skills Training

- US Department of Agriculture
- US Department of Education
- US Department of Health & Human Services
- US Department of Homeland Security
- US Department of Justice

**Interested in utilizing higher ed emergency management students to support upcoming drills and exercises?**

Contact the FEMA Higher Education Program POC: Wendy Walsh [Wendy.Walsh@fema.dhs.gov](mailto:Wendy.Walsh@fema.dhs.gov)

## State Training

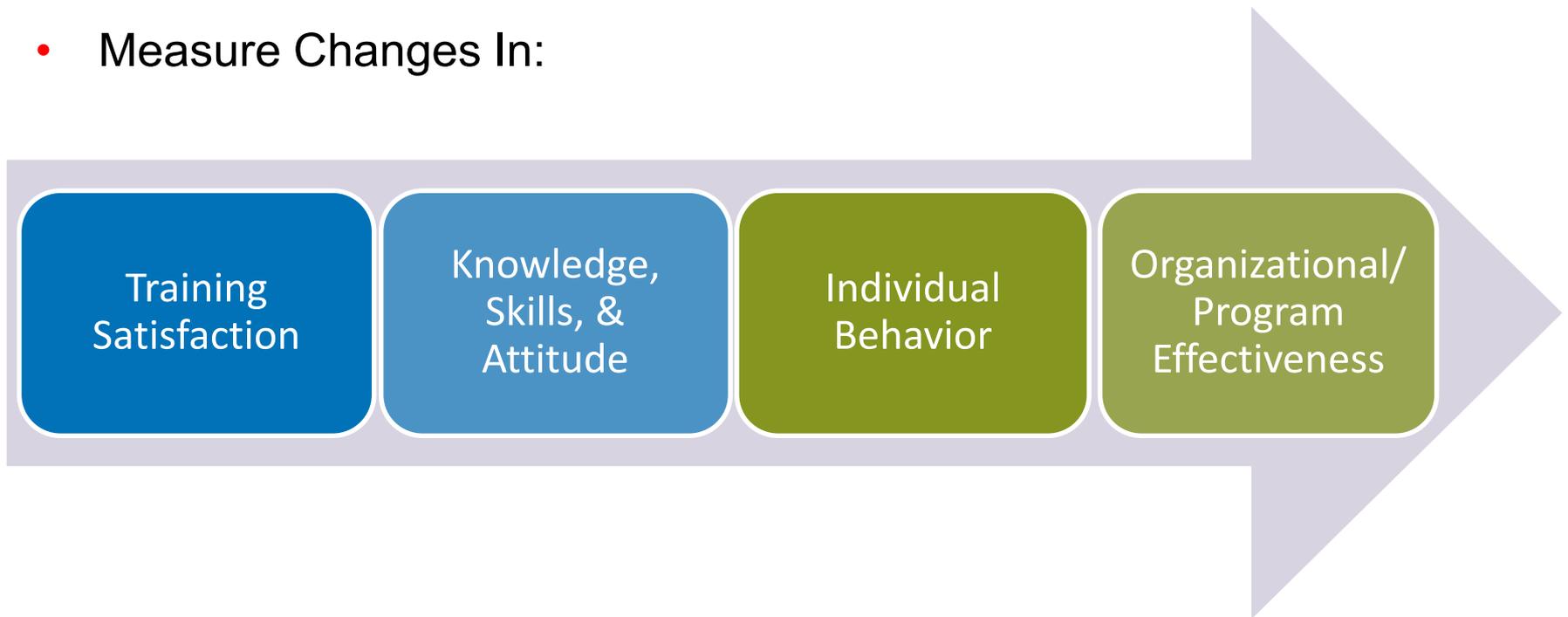
- Emergency Management Agency
- State Education Agency
- School Safety Center
- State Police
- Technical Assistance Centers

## Local Training

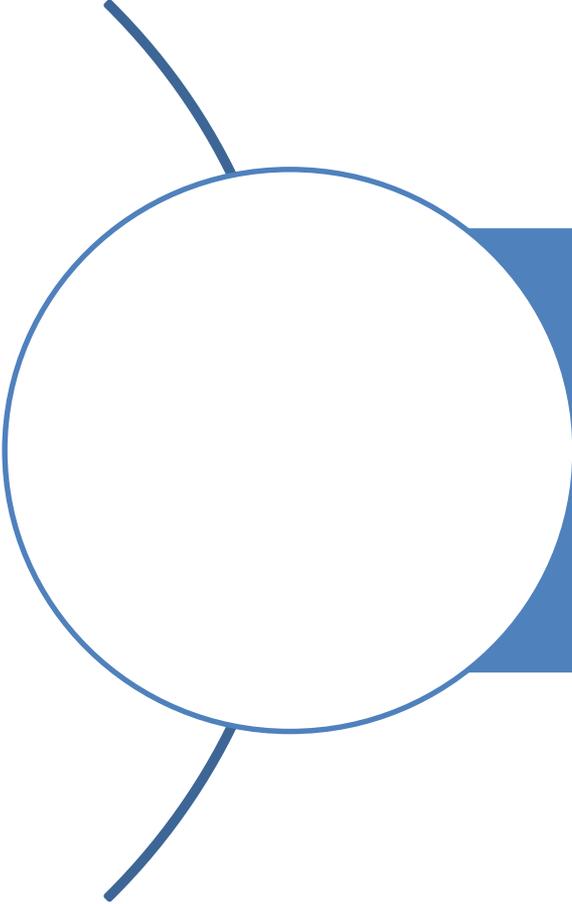
- Community Partners
- Non-profits
- Local Education Agency
- Colleagues
- Professional Associations

# Assessing & Adjusting Training

- Measure Changes In:



# Polling Question for Participants



How do you report results to your stakeholders after an exercise?

# Summary

- MYTEP is an important part of the federally recommended six-step planning process for developing and refining a high-quality EOP.
- Training opportunities are varied; they may include different partners and different training audiences (students, staff or faculty, and families/guardians).
- Resources are available to help, including strategies and resources from federal departments and agencies to create effective training programs in collaboration with community partners.

# Resources and Initiatives

# Opportunities to Share, Collaborate and Connect



State Map of Emergency Management Resources



Tool Box

Community of Practice



Emergency Management Virtual Toolkit

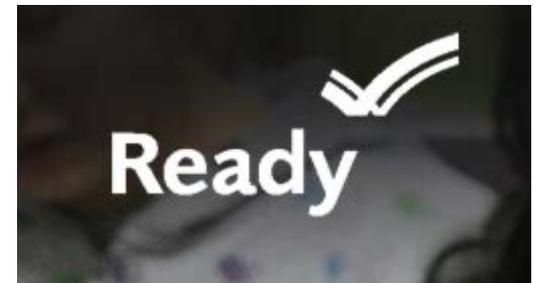
# Prepareathon

FEMA's **Prepareathon** goals are to increase the number of people who:

- Understand which disasters could affect their community
- Know what to do to stay safe
- Take action to increase preparedness

Since 2013, more than 147 million participants have participated in easy, quick, and affordable events, including

- Test communication plans
- Drill or practice emergency response
- Access Alerts and Warnings



**Prepareathon** events mobilize people to take an active role in protecting themselves, their loved ones, and their communities.

- Occur year round and can
- coincide with other campaigns, like National Preparedness Month

# Preparation

## Participate Through the REMS TA Center

- Assess your understanding of fundamental concepts in emergency management planning by using EOP ASSESS.
- Evaluate your existing emergency operations plan (EOP) against Federal recommendations in emergency management planning by using EOP EVALUATE.
- Install EOP ASSIST, the REMS TA Center's FREE software application, to develop or revise your school EOP.
- Share the Federal *Guide*, the REMS TA Center Community of Practice, and EOP ASSIST by posting Web and email banners to your website or adding them to your email signature.
- Hold discussions and drills to practice your EOP and to encourage engagement among employees, students, congregants, and volunteers to be better prepared at home.
- Register for an online course or access archived webinars on a variety of topics.
- Request a FREE training by request for on-site delivery of the six-step planning process and other K-12 and higher ed emergency operations planning topics.
- Conduct a table-top exercise with leaders and managers to take steps as an organization to increase your readiness.

# ShakeOut

The [Great ShakeOut Earthquake Drills](#), an annual opportunity for people in homes, schools, and organizations to practice what to do during earthquakes and improve preparedness, encourages schools, school districts, state education agencies (SEAs), institutions of higher education (IHEs), and community partners to

- Learn what to do before, during, and after an earthquake
- Practice “Drop, Cover, and Hold On” **every third Thursday of October.**



# ShakeOut

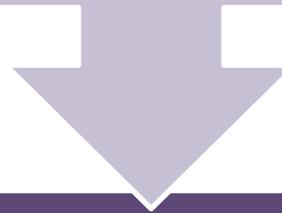
## Participate Through the REMS TA Center

- Listen to and share a [podcast](#) we hosted with Mark Benthien, Director of Communication, Education and Outreach for the Southern California Earthquake Center at USC and Global Coordinator of Great ShakeOut Earthquake Drills on ShakeOut and earthquake preparedness for schools. Get the transcript here: 
- Share how your school, school district, SEA, or IHE plans to participate in ShakeOut via the [Great ShakeOut Earthquake Drills forum](#) on our Community of Practice.
- [Request a FREE training](#) for delivery on site on a variety of emergency management topics, including Earthquake Preparedness for Schools.
- [Collaborate](#) with colleagues and subject matter experts to discuss trends and ideas and enhance your emergency operations planning and earthquake preparedness.
- [Conduct tabletop exercises](#) with leaders and managers to practice your emergency operations plan (EOP) and Earthquake Annex.
- [Assess](#) your knowledge of concepts fundamental to emergency management planning by using EOP ASSESS.
- [Evaluate](#) your existing EOP against Federal recommendations in emergency management planning by using EOP EVALUATE.
- [Develop and revise](#) your school EOP using the REMS TA Center's FREE software application, EOP ASSIST.

# Questions & Answers

## During the Webinar

Please use the Q&A Pod on your computer screen to submit questions.



## After the Webinar

Please join us on the Community of Practice for a 30-minute Web chat during which we will answer additional questions.



# Web Chat

# Join us for a Web Chat on the Community of Practice NOW!

HOME ► AMERICA'S PREPAREATHON!

Share how you've participated in this national campaign in April, September, and year-round.

## #PrepareathonforSchools Chat: Drills & Exercises



**administrator**

Administrator

Posts: 246

6 days ago

You may have more questions related to items discussed in today's Webinar. We hope to answer them in this forum!

To ask a question or comment, click **Add Reply** and type your message into the field that appears. Click **Preview** to see your post before it's added and then **Add Message** to post your question or comment. The REMS TA Center will respond to each question individually as quickly as possible. To reply directly to a question or comment, select **Reply with Quote**. If you would like to receive an external email when a post is added during this Web Chat, click **Notify me when a reply is posted**.

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If the conversation extends beyond the length of one page, chat questions and responses will appear on a second page connected to this thread. Click the numbers that will appear at the bottom of the page to view the entire conversation. Click the highest number to view the latest chats.

Thanks again for joining this Web chat! We're here to answer your questions.

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Join us NOW on the Community of Practice to continue the discussion!

- Log on at <https://rems.ed.gov/COP/default.aspx>.
- Select K-12 Public Forums.



READINESS AND EMERGENCY  
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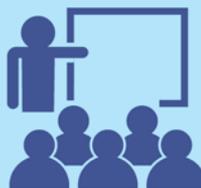
**Enhance Emergency Operations Plans**



**Access Relevant Federal Guidance**



**Use EOP-Enhancing  
Interactive Tools**



**Request an On-Site Training  
in Key EOP-Related Topics**



**Learn Anytime via Virtual Trainings  
on all Topics in Emergency Management**



**PREVENT**



**PROTECT**



**MITIGATE**



**RESPOND**



**RECOVER**