Virtual Table Top Exercise (VTTX)

Exercise Coordination and Facilitation Guide
PREFACE

The Virtual Tabletop Exercise (VTTX) series is sponsored by Federal Emergency Management Agency’s (FEMA), Emergency Management Institute (EMI) as a series of virtual exercises designed to bring various organizations together in a collaborative environment. This Coordination and Facilitation Guide follows guidance set forth by the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP).

The VTTX Coordination and Facilitation Guide provide local exercise coordinators and facilitators with all the necessary tools for their roles in supporting the exercise. It is tangible evidence of FEMA’s commitment to ensure public safety through collaborative partnerships that will prepare it to respond to any emergency.

The VTTX is an unclassified exercise. Control of exercise information is based on public sensitivity regarding the nature of the exercise rather than actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. The Coordination and Facilitation Guide is intended for those selected to fill the specific roles of coordinators and facilitators of participating organizations.

All exercise participants should use appropriate guidelines to ensure proper control of information within their areas of expertise and protect this material in accordance with current policies, plans and procedures. Public release of exercise materials to third parties should be requested through and approved by EMI.
HANDLING INSTRUCTIONS

1. The title of this document is the *Virtual Tabletop Exercise Coordination and Facilitation Guide*.

2. Information gathered in this guide is designated as training use only.

3. The VTTX is an unclassified exercise. No classified or confidential information should be discussed during the broadcast.

4. For more information about the VTTX program, please consult the following point of contact (POC):

   **EMI Exercise Director:**
   
   Douglas M. Kahn
   Federal Emergency Management Agency (FEMA)
   Emergency Management Institute (EMI)
   16825 S. Seton Ave
   Emmitsburg, MD, 21727
   Office (301) 447-7645
   Cell (540) 431-9874
   E-mail: [douglas.kahn@fema.dhs.gov](mailto:douglas.kahn@fema.dhs.gov)
CONTENTS

Preface ................................................................. Error! Bookmark not defined.

Handling Instructions ................................................................. iii

Introduction ............................................................................................ 5

  Background .......................................................................................... 5
  Purpose ................................................................................................. 5
  Scope ..................................................................................................... 5
  Exercise Design Objectives ................................................................. 5
  Participants .......................................................................................... 6
  Exercise Structure ................................................................................ 6
  Exercise Guidelines ............................................................................. 7
  Assumptions and Artificialities ........................................................... 8

Facilitator/Coordinator Information and Guidance ..................................... 8

  Choosing a Facilitator ........................................................................... 8
  Pre-exercise Activities .......................................................................... 9
  Post-exercise Activities ...................................................................... 13

Appendix A: Acronyms ........................................................................... 17

Appendix B: Participant Feedback Form .................................................. 18

Appendix C: Video-Teleconference Data Collection .................................... 20
INTRODUCTION

Background

The EMI-sponsored series of VTTXs is designed to help prepare organizations for potential catastrophic events. A different scenario will be presented each month based upon anticipated seasonal events and/or potential for man-made catastrophic events such as those based upon various terrorist activities. It is EMI’s goal to increase preparedness across the country through the collaborative exercise of participating agencies.

Purpose

The purpose of this exercise is to provide participants with an opportunity to assess their preparedness, response and recovery protocols, plans, and capabilities to the event.

Scope

Participants will play locally and participate virtually in the conduct of the VTTX. Players will participate in facilitated discussions within their organizations to address the challenges presented by the event, and then share those outcomes with the virtual community of participants. Discussions will focus on emergency responder coordination, critical decision-making, and the integration of resources necessary to prepare for, respond to and recover from the event. Each organization’s preparedness and resilience will be critical to response and restoration efforts in their region.

In addition, players will focus on interdisciplinary and interagency coordination at the local, state, Native American and/or federal levels. Processes and decision making are more important than minute details. Player feedback will be used to update relevant emergency response and incident management plans and procedures.

Exercise Design Objectives

Exercise design objectives focus on improving understanding of a response concept, identifying opportunities or problems, and achieving a change in attitude. This exercise will focus on the following design objectives through the presented scenario:

1. Discuss the ability to conduct a systematic planning process which has engaged the whole community.
2. Discuss the capability to deliver coordinated, prompt, reliable and actionable information to the whole community.
3. Discuss the capability to establish and maintain a unified and coordinated operational structure and process that integrates all critical stakeholders.
4. Discuss the ability to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore vital systems and services.
5. Discuss the capability to provide life-sustaining services to the affected population.
6. Discuss the capability to provide decision-makers with decision-relevant information regarding the nature and extent of hazards.

7. Discuss the capability to return economic and business activities to a healthy state.

8. Discuss the capability to restore and improve health and social services networks.

Participants

- **Players.** Players respond to the situation presented, based on expert knowledge of response procedures, current plans and procedures, and insights derived from training.
- **Observers (Optional).** Observers may support the group in developing responses to the situation during the discussion.
- **Coordinator/Facilitators.** Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions or conflict as required.
  - **Lead Facilitator.** The Lead Facilitator for the exercise will be an EMI staff member who will lead the virtual conduct of the exercise and interface with the Local Facilitator.
  - **Local Coordinator.** The Local Coordinator will be responsible for VTTX registration, exercise preparation and logistics. The Local Coordinator may or may not also be the Local Facilitator.
  - **Local Facilitator.** The Local Facilitator will moderate the exercise discussion, operate the local VTC system, and interface with EMI. It is expected the Local Facilitator will recruit necessary Players and exercise staff as required. The Local Facilitator will lead the virtual conduct of the exercise.
- **Evaluators (Optional).** Evaluators are personnel who observe, record, and evaluate exercise activities. Evaluators will use Exercise Evaluation Guides (EEGs) to evaluate the capabilities identified in the exercise objectives and to provide input into the After Action Report (AAR).

Exercise Structure

This VTTX will be a multimedia, facilitated exercise. Players will participate in the following:

- Hazard awareness briefing
- Scenario modules
- Discussion with guided questions moderated by an on-site facilitator
- Brief-outs from each participating location after each module
- Hot Wash conducted at each location after the VTC has ended

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in local, facilitated group discussion of appropriate response and recovery issues. Each Local Facilitator will lead these discussions. Once the allotted discussion time has been used, each Local Facilitator (or chosen representative) will outbrief to EMI and the other virtual participants.
Following the official end of the exercise, Local Facilitators will lead their respective Hot Wash with their participants to address any ideas or issues that emerge from the exercise discussions. After the local Hot Wash has concluded, Local Facilitators will then participate in a Facilitator’s Debrief led by the Lead Facilitator from EMI.

Each VTTX will run for approximately four (4) hours. The exercise schedule is as defined in the table below:

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>[10 minutes]</td>
</tr>
<tr>
<td>Note: Participants should conduct their own on-site introductions prior to beginning the exercise</td>
<td></td>
</tr>
<tr>
<td>The on-site facilitator will introduce the community (State, City/County/Tribe, and Organizations) during this period. Lead facilitator will introduce and describe the exercise.</td>
<td></td>
</tr>
<tr>
<td>Hazard Specific Briefing</td>
<td>[10 minutes]</td>
</tr>
<tr>
<td>Module 1</td>
<td>[65 minutes]</td>
</tr>
<tr>
<td>5 Minutes Scenario Review</td>
<td></td>
</tr>
<tr>
<td>30 Minutes On-site Discussion</td>
<td></td>
</tr>
<tr>
<td>30 Minutes Report Out (Facilitator selects a limited number of communities or a limited number of TTX Discussion Questions to report out to all)</td>
<td></td>
</tr>
<tr>
<td>Break</td>
<td>[10 minutes]</td>
</tr>
<tr>
<td>Module 2</td>
<td>[65 minutes]</td>
</tr>
<tr>
<td>5 Minutes Scenario Review</td>
<td></td>
</tr>
<tr>
<td>30 Minutes On-site Discussion</td>
<td></td>
</tr>
<tr>
<td>30 Minutes Report Out (Facilitator selects a different set of communities or a limited number of TTX Discussion Questions to report out to all)</td>
<td></td>
</tr>
<tr>
<td>Module 3</td>
<td>[65 minutes]</td>
</tr>
<tr>
<td>5 Minutes Scenario Review</td>
<td></td>
</tr>
<tr>
<td>30 Minutes On-site Discussion</td>
<td></td>
</tr>
<tr>
<td>30 Minutes Report Out (Facilitator selects a different set of communities or a limited amount of TTX Discussion Questions to report out to all)</td>
<td></td>
</tr>
<tr>
<td>Debrief &amp; Evaluation</td>
<td>15 Minutes</td>
</tr>
</tbody>
</table>

**Exercise Guidelines**

- This VTTX is designed to engage participants in a no-fault, hazard-specific environment. Varying viewpoints are expected and differences of opinion may occur.
• Respond on the basis of your knowledge of current plans and capabilities and insights derived from your training or past events.

• Decisions are not precedent setting and may not reflect your organization’s final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.

• Issue identification is not as valuable as suggestions and recommended actions that could improve response and preparedness efforts. Problem-solving efforts should be the focus.

• Exercise dates/locations are editable for customer use.

Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted. During this exercise, the following apply:

• The scenario is plausible, and events occur as they are presented.

• There is no hidden agenda, and there are no trick questions.

• All players receive information at the same time.

Facilitator/Coordinator Information and Guidance

An organization’s facilitator and coordinator may be the same individual or two separately appointed staff members. Current events, organizational strength in staffing, experience and personal qualities will all play a role in the selection of a facilitator and/or coordinator. In the end, it is up to each organization to select the best qualified candidates to perform these tasks.

Choosing a Facilitator

Selecting the right facilitator is paramount to exercise success. Where training involves telling and teaching the participants -facilitation involves helping the participants discover answers and solutions. A facilitator must be able to read not only individuals, but interaction between individuals, and convey and interpret messages between the local agencies and the EMI facilitator. The facilitator helps the participants process their experience, to clarify what they have gained from the experience and to help them gain additional insight others. Below are suggested qualities to look for when selecting a facilitator from your organization:

• **Experience.** Knowledgeable of the organizations roles and responsibilities and capabilities balanced against local threats and vulnerabilities. A good facilitator orchestrates the event drama.

• **Respected.** Authentic and congruent. Known and respected at the local, State or Regional level.

• **Public speaking.** Not all experts are good public speakers. A good facilitator will be able to command and engage the audience in mutual communication, as well as convey the module content with a high degree of accuracy.
• **Open, fair and impartial.** Every agency has its own dynamics which often times can translate into “camps.” A good facilitator will understand these dynamics and “level the playing field” for all participants, ensuring all voices are heard and all participants have equal opportunity to participate.

• **Collaboration.** A collaborative facilitator is willing to initiate conversation, draw energy from outside sources and personnel, and will be enthusiastic and outgoing.

### Pre-exercise Activities

Pre-exercise activities will be led by the Exercise Coordinator as outlined below, and begins with the exercise registration. The Exercise Coordinator will be the point of contact/local interface between the local organizations and EMI. Once the local agency has registered for the exercise, preparations for participation will commence. Because EMI has developed the VTTX scenario and required documents (e.g., Situation Manual and feedback form), a significant amount of exercise planning and preparation has been removed from local organizations.

Although the amount of pre-exercise preparation has been kept to a minimum, there are specific items that must be accomplished before the exercise, and is outlined below:

#### Video-teleconference Registration

Video-teleconference exercise registration must include the name of the VTTX requested along with a primary and alternate requested date and sent to via email douglas.kahn@fema.dhs.gov use title of email “Participate in VTTX Name- Month/Year”.

#### Exercise Planning

Exercise planning has been minimized and will consist of recruiting local participants, tailoring exercise documents for local geographies, and preparing a venue conducive for exercise participants is authorized and suggested

#### Exercise Planning Team

Organizations should convene an Exercise Planning Team (EPT) to prepare for the VTTX. The number of members will vary depending on the size of the organization. Normally, this should be a small cadre of staff that will share planning duties and parse out tasks. Following are a list of activities required of local participating organizations:

• **Identify exercise participants.** Local agencies should determine exercise participants either by name or agency, as determined by the exercise scenario and staff/ESF involvement.

• **Prepare and send VTTX invitations.** Once exercise participants have been identified and agreed on by the EPT, exercise invitations should be sent out expeditiously. Use whole community planning factors in selecting participants.

• **Review/Revise** exercise scenario materials as required. Provide exercise packets to participants (can be done ahead of time or provided at attendance). At a minimum, local organizations may need to tailor the SitMan provided by EMI to fit their needs, such as identifying major infrastructure names and/or event locations that are identified in the
Local Coordination/Facilitation Guide Virtual Tabletop Exercise

scenario modules. The SitMan clearly identifies the areas requiring input. Alternatively, organizations may choose not to modify the SitMan, and simply identify the major infrastructure names and/or locations during the exercise discussions.

- Develop exercise evaluation documents as determined by local organization. Exercise evaluation is optional and is solely at the local organization’s discretion.

Exercise Logistics

Exercise logistics include those actions required to prepare for and support the successful conduct of the VTTX. Below is a listing of suggested listing of exercise logistical activities:

- Arrange for the use of an exercise venue.
- Arrange for audio-visual equipment. Although the main technology being used is the VTC, participating organizations may additional audio-visual equipment such as microphones.
- Test VTC equipment.
- Prepare copies of Sit Manual for participants (or email ahead of time)
- Develop ID badges, name/table tents, signage and reproduce sign-in sheets (as necessary).
- Arrange for exercise supplies. Exercise supplies can include writing pads, pens, markers, flipcharts, and easels.

Room Setup

It would be beneficial to set the room up so that the VTC camera can capture the entire audience (see illustration below). If this is not possible, a table should be set up so that the camera can focus on the participants providing the module outbrief. In addition, consider how to group the participants to best facilitate the discussion. Choices are up to the local organization and what best suites your layout.

Suggestions for organizing participants include:

- By Organization
- By Emergency Support Function
- By Incident Command Structure
Local Coordination/Facilitation Guide  Virtual Tabletop Exercise

Video-teleconference System Security

This broadcast is unclassified.

Do not discuss classified information if it is a portion of any plan, preparation or response. If your agency has classified or sensitive information do not share it with participants over the VTC or phone. When asked by the facilitator if your agency is unsure or does not want to discuss the issues, advise the facilitators of sensitive material and asks the facilitator to move to the next group.

Video-teleconference System

Video-teleconference System Set-up

The VTC will be conducted from EMI using room E-220.

- To test your VTX contact FEMA VOC via email fema-voc@fema.dhs.gov or phone 1-540-542-2171. Test your system 30 days prior to exercise start date.
- Phone in to the VTTX broadcast 1-800-320-4330 x 987869

The telephone located in room E-220 is 301-447-1126.

Video-teleconference System Test

The exercise controller and lead facilitator will participate in an operational check of the video-conferencing system with EMI and all off-site participants prior to exercise start. The ownership of testing and ensuring the video unit is ready for a FEMA video conference rest with the participant.

The FEMA Video Operation Center (VOC) is available for testing M-F from 8:00am to 4:00pm. Unfortunately, due to the volume of calls we host throughout the day/week and the resources available we are not able to schedule and track customers testing. With that said, it is preferred that the customer calls in advance (Video Operations Center: 540-542-2171) and/or send and e-mail (FEMA-VOC@fema.dhs.gov) to schedule a date and time to test. This will guaranty that the customer has full attention, time to test, and also the time to resolve any issues or problems that arise during the test.

Using the supplied Video Operations Center (VOC) form located in Appendix A. The majority of the form has been completed for you. Local organizations should complete the following sections of the VOC Form (see “Attachment C”):

- Enter the Exercise Coordinator’s information in the appropriate space
- Enter your department/group name
- Enter your physical address
- Enter your local Information Technology (IT) contact. This may be your Exercise Coordinator
- Enter the phone number for the IT contact
Enter the room number or name where the VTTX will be conducted
- Enter the IP or ISDN number for your VTC device
- This should be done to confirm validity a minimum of 30 days prior to VTTX.
  **PLEASE DO NOT TEST YOUR VTC DAY OF BROADCAST**
  **VOC may not be able to test due to mission requirements.**
  - Email to contact the FEMA VOC is: fema-voc@fema.dhs.gov

**What type of Video-teleconference System to use**
There is not a simple answer to this as there is more involved than just the monitor and VTC unit. If you are on a closed network, firewall traversal capability will need to be addressed from a network security perspective. As far as just a VTC unit is concerned, a Cisco SX20 with 2 wall mounted monitors, (size may be decided on there), that have HDMI and DVI inputs would work. For simplification, Cisco does sale all-in-one units, but they are more expensive.

**Video-teleconference System Operation**
Utilize your local VTC users guide for information relating to the operation of your system (i.e., camera control, volume adjustment, zoom, and pan).

Once the VTC link has been established and tested, exercise conduct can begin. The interaction between the EMI and Local Facilitators will set the tone for the exercise.

**Exercise Facilitation**
The EMI Lead Facilitator will host the exercise and control the multi-media presentation.

Facilitators should seat participants so as to best provide interactive discussions. Placing of participants will be based upon the capabilities of the system and room being used.

The local facilitator should have the participants introduce themselves before the exercise begins. During the VTC introductions, the local facilitator should identify the City/County/Tribe, State, and the organizations represented in the room. Names for the participants do not need to be shared during the VTC introductions.

Prior to the beginning of the exercise, facilitators should provide each participant with a feedback form to be filled out and turned in at the completion of the exercise. EMI will use the feedback forms to improve the quality of future virtual exercises.

The lead facilitator should remind participants to participate actively and openly. Asking questions and sharing thoughts will enhance the exercise by improving skills and knowledge, coordination requirements, and introduce new emergency response procedures/concepts for local, state, and regional organizations. Issues identified during each module will be thoroughly discussed. Finally, the facilitator should remind participants to keep the exercise objectives in mind throughout the exercise.
This methodology allows participants to validate the current concept of operations and discover strengths and weaknesses within their community's abilities to respond effectively to this disaster. It also provides the participants with an understanding of policies, tactics, techniques and procedures that are currently in effect for the response community and to share challenges and solutions with like communities.

**Post-exercise Activities**

The EMI Facilitator will notify the local facilitators and participants when exercise play is complete. The exercise will be terminated when the Exercise Director determines that all exercise objectives have been met or enough time has elapsed for exercise objectives to have been demonstrated.

At that point, he/she will turn their attention to post-exercise activities required to conclude the exercise. This will include a brief participant Hot Wash conducted locally in which feedback is solicited on the design and delivery of the exercise. Subsequent to the Hot Wash, the Lead Facilitator will conduct a brief Facilitator Debrief which is designed to solicit feedback from those who acted as intermediaries between EMI and the participating communities.

**Participant Sign in Roster**

- No later than one working day following the completion of the VTTX event, all remote call in sites should submit a legible sign in roster/participant list (scan and email or fax) to the VTTX Program Manager (contact info below.)
- The roster should include first and last name, title, organization, phone and email at a minimum.
- This roster will be transmitted to the EMI Admissions Office to validate participation and process the course certificate.
- NETC/EMI Admissions will not begin to process the FEMA form 119s until they have all sign in rosters so please submit these documents soonest to avoid delay in processing.

**Participant Hot Wash and Feedback**

- Participants are asked to provide feedback on the VTTX series to the Program Manager within one week of the event.
- Copies of the form can be found in Appendix C on the last page of the VTTX Situation Manual.
- Once the feedback sheets are completed, they should be collected, scanned and submitted to EMI, Attn: Douglas Kahn at douglas.kahn@fema.dhs.gov.

**FEMA Form 119-25-2, DHS-FEMA General Admissions Application**

- The week following the VTTX, each participant is required to submit a FEMA form 119-25-2 to the EMI Admissions Office at netcadmissions@fema.dhs.gov or FAX 301-447-1658.
Please CC the VTTX Program Manager so we can track progress.

The site roster is used to validate attendance and EMI Admissions will process credit for the course and the EMI certificate.

Please send the 119s forms soonest as the VTTX application will not be processed until all remote sites applications are received.

Blocks 1, 2, 3, 4a, 5, 6, 7, 8, 9, 10, 11, 12a,b,c, 14a, 15, 16a,b,c, 18a,b must be filled in;

- Note – EMI no longer uses social security numbers on the form 119, so each participant will be required to apply for a Student ID Number (SID). See instruction below.

- Fillable FEMA Form 119 –25-2

- FEMA Form 119 tips -
  HTTP://WWW.TRAINING.FEMA.GOV/PROGRAMS/EMIVTTX.ASPX

How do I obtain my FEMA Student Identification (SID) number?

Step 1: To register, go to https://cdp.dhs.gov/femasid
Step 2: Click on the “Need a FEMA SID” box on the right side of the screen.
Step 3: Follow the instructions and provide the necessary information to create your account.
Step 4: You will receive an email with your SID number. You should save this number in a secure location.

The SID number must be used in place of the SSN on your General Admissions Application (FEMA Form 119-25-1, Box 3)

Exercise Evaluation

Exercise evaluation is optional and at the discretion of the participating organization. It should be conducted off line, and not as part of the VTTX “air time”. The goal of providing this virtual exercise is to provide an innovative and interactive forum to encourage collaboration and the immediate sharing of lessons learned through exercise participation. If a participating organization chooses to conduct an evaluation of their participant’s play, EMI encourages the use of HSEEP protocols to document, report and track the exercise evaluation/improvement efforts.
Additional EMI courses and general information:


EMI Website - [http://www.training.fema.gov/EMI/](http://www.training.fema.gov/EMI/)

Course Catalog - [http://training.fema.gov/EMICourses/EMICatalog.asp](http://training.fema.gov/EMICourses/EMICatalog.asp)

IEMC Website - [http://training.fema.gov/EMIWeb/IEMC/](http://training.fema.gov/EMIWeb/IEMC/)


EMI Independent Study (IS/on line/free) Courses - [http://training.fema.gov/IS/](http://training.fema.gov/IS/)


EMI Master Exercise Practitioner Program (MEPP) - [http://training.fema.gov/MEPP/EMI](http://training.fema.gov/MEPP/EMI)

Master Trainer Program (MTP) - [http://training.fema.gov/EMIWeb/MTP/](http://training.fema.gov/EMIWeb/MTP/)

EMI Emergency Management Professional Program (EMPP) - [http://training.fema.gov/EMPP/](http://training.fema.gov/EMPP/)

EMI Tribal Curriculum - [http://training.fema.gov/Tribal/](http://training.fema.gov/Tribal/)


To register for a FEMA Student ID - [https://cdp.dhs.gov/FEMASID/](https://cdp.dhs.gov/FEMASID/)

Social Media:

Twitter - @FEMA

Facebook – FEMA Federal Emergency Management Agency

YouTube - FEMA
## APPENDIX A: ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After Action Report</td>
</tr>
<tr>
<td>ARC</td>
<td>American Red Cross</td>
</tr>
<tr>
<td>DHS</td>
<td>U.S. Department of Homeland Security</td>
</tr>
<tr>
<td>DOH</td>
<td>Department of Health</td>
</tr>
<tr>
<td>EDT</td>
<td>Exercise Design Team</td>
</tr>
<tr>
<td>EEG</td>
<td>Exercise Evaluation Guide</td>
</tr>
<tr>
<td>EMI</td>
<td>Emergency Management Institute</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>FOOU</td>
<td>For Official Use Only</td>
</tr>
<tr>
<td>HSEEP</td>
<td>Homeland Security Exercise and Evaluation Program</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Command</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>MAA</td>
<td>Mutual Aid Agreement</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>OEM</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>PD</td>
<td>Police Department</td>
</tr>
<tr>
<td>POC</td>
<td>Point of Contact</td>
</tr>
<tr>
<td>SITMAN</td>
<td>Situation Manual</td>
</tr>
<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
</tr>
<tr>
<td>TTX</td>
<td>Tabletop Exercise</td>
</tr>
<tr>
<td>UC</td>
<td>Unified Command</td>
</tr>
</tbody>
</table>
APPENDIX B: PARTICIPANT FEEDBACK FORM

Please enter your responses in the form field or check box after the appropriate selection.

Name: _______________________________ Title: _____________________

Agency: ___________________________________________________________________

Role: Player Facilitator Observer Evaluator

Part I: Recommendations and Corrective Actions

1. Based on the discussions today and the tasks identified, list the top three strengths and/or areas that need improvement.
   1. ________________________________________________________________
   2. ________________________________________________________________
   3. ________________________________________________________________

2. Identify the action steps that should be taken to address the issues identified above. For each action step, indicate if it is a high, medium, or low priority.

<table>
<thead>
<tr>
<th>Corrective Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Describe the corrective actions that relate to your area of responsibility. Who should be assigned responsibility for each corrective action?

<table>
<thead>
<tr>
<th>Corrective Action</th>
<th>Recommended Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. List the policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

<table>
<thead>
<tr>
<th>Item for Review</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Part II: Assessment of Exercise Design and Conduct

Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

<table>
<thead>
<tr>
<th>Assessment Factor</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The exercise was well structured and organized.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The exercise scenario was plausible and realistic.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The multimedia presentation helped the participants understand and become engaged in the scenario.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The facilitator(s) was knowledgeable about the material, kept the exercise on target, and was sensitive to group dynamics.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The Situation Manual used during the exercise was a valuable tool throughout the exercise.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Participation in the exercise was appropriate for someone in my position.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The participants included the right people in terms of level and mix of disciplines.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

Part III: Participant Feedback

What changes would you make to this exercise? Please provide any recommendations on how this exercise or future exercises could be improved or enhanced.
### APPENDIX C: VIDEO-TELECONFERENCE DATA COLLECTION

<table>
<thead>
<tr>
<th>Date participating:</th>
<th>________________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department/Group Name:</td>
<td>________________________________</td>
</tr>
<tr>
<td>Location (Physical Address):</td>
<td>________________________________</td>
</tr>
</tbody>
</table>

**FEMA**  
Region: _______  Projected Number of Participants: _______

**ARE YOU?**  
Phone Only _______  Observing _______

### Application Point of Contact Information

<table>
<thead>
<tr>
<th>Name:</th>
<th>________________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail:</td>
<td>________________________________</td>
</tr>
<tr>
<td>Phone:</td>
<td>________________________________</td>
</tr>
</tbody>
</table>

### On-Site Facilitator Point of Contact Information

<table>
<thead>
<tr>
<th>Name:</th>
<th>________________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail:</td>
<td>________________________________</td>
</tr>
<tr>
<td>Phone:</td>
<td>________________________________</td>
</tr>
</tbody>
</table>

*(can be reached during the VTTX)*

### Information Technology Point of Contact and Other Information

<table>
<thead>
<tr>
<th>Name:</th>
<th>________________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail:</td>
<td>________________________________</td>
</tr>
<tr>
<td>Phone:</td>
<td>________________________________</td>
</tr>
</tbody>
</table>

Phone number to VTC location: ________________________________  
IP or ISDN#: ________________________________

*RETURN to douglas.kahn@fema.dhs.gov as soon as line test is completed.*

FEMA VOC can be contacted at 1-540-542-2171 or fema-voc@fema.dhs.gov
NOTES: