FINAL | August 2024

Terrorism Response Plan Toolkit

Instructional Guide

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Introduction

This Instructional Guide is designed to serve as an overarching guidance document to lead jurisdictions through the Terrorism Response Plan Toolkit (Toolkit). The goal of the Toolkit is to empower jurisdictions and provide resources to holistically develop their own jurisdiction-specific Terrorism Response Plan, conduct training for stakeholders, and validate the plan through a tabletop exercise (TTX).

Purpose

The purpose of the Toolkit is to build jurisdictional capabilities and capacity to be better poised to respond to a terrorism incident. The Toolkit is designed to be a framework for jurisdictions to build their own Terrorism Response Plan and prioritizes the following aspects:

- **Comprehensive Planning:** The Toolkit offers a comprehensive, structured approach to addressing diverse scenarios that can unfold during a terrorism incident. It is designed to steer agencies in evaluating the threats, vulnerabilities, and response actions during the planning stages, ensuring thorough and effective plans are developed and adaptable to a dynamic threat environment.
- **Consistency and Standardization:** The utilization of the Toolkit ensures a standardized response across local and state agencies and organizations. It confirms that all participants involved are following the same protocols and procedures. This consistency is paramount when requesting assets and resources from inside and outside individual regions.
- **Informed Decision-Making:** The Toolkit can be amendable and updated for different types of organizations across the State, integrating best practices and lessons learned from past incidents and exercises. The use of guidelines and checklists can significantly enhance the management of incidents.
- **Interagency Coordination:** Terrorism incidents require multi-agency responses. A toolkit, such as this, provides a common operating framework for the agencies involved.

Toolkit Components

The toolkit is comprised of the following four (4) main components:

Figure 1: Toolkit Overview

Introductory Materials

The included introductory materials aim to encourage jurisdictions to adopt the Toolkit. These documents outline the Toolkit's purpose and functionality, offering guidance on how to effectively implement its resources.

Table 1: Introductory Materials

Document	Description
Toolkit Instructional Guide *(this document)*	This document details and shares best practices for how to utilize the Toolkit. It is intended to inform the reader on the key concepts of forming a collaborative planning team, how to develop and maintain plans, how to plan and conduct training workshops, and how to design, develop, and conduct TTXs.
Toolkit Instructional Video	This video serves as a complement to the Toolkit Instructional Guide and provides an overview of the Toolkit and briefly showcases the functionality of its resources.
Toolkit Flyer	This flyer provides a high level overview of the Toolkit that can be easily shared to educate jurisdictions on the Toolkit's purpose and contents.

To maximize the effectiveness of the introductory materials, jurisdictions are strongly encouraged to view the comprehensive Toolkit Instructional Video in its entirety. Furthermore, this Instructional Guide serves as an invaluable companion document throughout the development process of all products. Leveraging these two complementary resources will significantly streamline the plan construction process, minimizing potential confusion and ensuring a more cohesive and robust outcome.

Step 1: Plan Development

This section presents two (2) complementary resources: the Terrorism Response Plan Template and the Terrorism Response Plan Tool. These integrally linked documents provide jurisdictions with comprehensive guidance and practical instruments for developing robust, tailored Terrorism Response Plans. Together, they offer an approach to enhance preparedness and streamline response strategies in the face of terrorist threats.

Table 2: Step 1 Planning Materials

Document	Description
Terrorism Response Plan Template	This document allows jurisdictions across the State of Florida to develop their own plan by adding their jurisdiction-specific information into the highlighted content prompt areas.
Terrorism Response Plan Tool	This document serves as the guide to the template and provides instructions for how to utilize the template and develop a tailored response plan.

Step 2: Training Resources

This section includes the Training Workshop PowerPoint Template, which provides jurisdictions with guidance and instruments for conducting training with their stakeholders to educate them on the plan that was developed.

Table 3: Step 2 Training Materials

Document	Description
Training Workshop PowerPoint Template	The presentation has a few slides per section of the plan, allowing the presenter to share the core concepts and details developed in the plan. It will mimic the template and will have highlighted content prompt areas to complete. This template provides a high-level overview of the plan to train stakeholders identified within the plan. It also includes notes below each slide with directions on how to complete it.

Step 3: TTX in a Box

This provides jurisdictions with essential resources and customizable tools to design, conduct, and evaluate their own TTX. These exercises serve as a crucial mechanism for validating response plans and enhancing personnel readiness, reinforcing the effectiveness of the developed terrorism response strategies.

Table 4: Step 3 Exercise Materials

Document	Description
TTX Participant Guide Template	The TTX Participant Guide Template (also known as a Situation Manual [SitMan]) includes highlighted content prompt areas for jurisdictions to complete to develop a TTX Participant Guide.
TTX PowerPoint Templates	The TTX PowerPoint Templates include highlighted content prompt areas for jurisdictions to complete to develop a TTX PowerPoint for exercise planning meetings, exercise conduct, and after-action meetings.
TTX Scenario Development Tool	The TTX Scenario Development Tool was developed to provide exercise planners with a step-by-step framework to develop scenarios relevant to local/regional vulnerabilities and aligned with TTX objectives.
TTX Exercise Evaluation Guide (EEG) Template	The TTX EEG Template includes highlighted content prompt areas for evaluators to fill out during the TTX. This document captures information specifically related to the evaluation requirements, which are developed by the exercise planning team.
TTX Facilitator/Evaluator Guide Template	The TTX Facilitator/Evaluator Guide Template includes highlighted content prompt areas for the exercise planning team to develop. This document will provide specific exercise information and guidance for the evaluators and facilitators.
Scenario Handout Template	The Scenario Handout Template includes highlighted content prompt areas for the exercise planning team to include any scenario-specific details that may be needed to support discussions.
TTX Registration Template	The TTX Registration Template is a document with suggested questions to ask prospective participants as they register for the exercise. Their answers may be used to more accurately design a relevant scenario and discussion questions.
TTX Sign-In Sheets Template	The TTX Sign-In-Sheets Template includes a template for conducting registration/sign-in during planning meetings and exercise conduct.
TTX Table Tents Template	The TTX Table Tents Template includes a template for creating table tents for conducting a TTX.
TTX Participant Feedback Form Template	A Participant Feedback Form is a questionnaire or survey to help exercise planners gather observed strengths, areas for improvement, and input about the exercise conduct and logistics from participants. This supports exercise evaluation.
TTX After-Action Report (AAR) and Improvement Plan	The TTX AAR and Improvement Plan Templates provide a sample outline for exercise planners to use when supporting exercise evaluation.

Introductory Material

Instructional Video

The Instructional Video will introduce the user to the Toolkit, outline the resources found within, and provide guidance for how the jurisdiction can complete and utilize the documents within the resource repository. This is designed to support the understanding of the structural and chronological flow of the resources found within the Toolkit. The Toolkit resources will assist jurisdictions with developing, training, and exercising their own jurisdiction-specific Terrorism Response Plan for their specific area based on individual needs and capabilities.

Figure 2: Jurisdiction-Specific Terrorism Response Plan Toolkit – Instructional Video

Instructional Guide

As part of the Introductory Materials, the Instructional Guide (this document) serves as an overarching guidance document to lead jurisdictions through the Toolkit. This guide will inform users about the toolkit's purpose and usability and provide instructions and guidance material for how to utilize the Toolkit.

Toolkit Flyer

To help raise awareness of the Toolkit, the Toolkit Flyer is a one-page document that can easily be shared to educate jurisdictions on the Toolkit's purpose and contents.

Step 1: Plan Development

Step 1.1: Review the Terrorism Response Plan Template

The first step to initiate the plan development process is to review the Terrorism Response Plan Template. The Terrorism Response Plan Template is a guide that includes highlighted content (e.g., Authorized Representative) as a placeholder for writers to fill in the appropriate information needed in a Terrorism Response Plan. It can be revised to edit and match a jurisdiction's needs and is completely customizable.

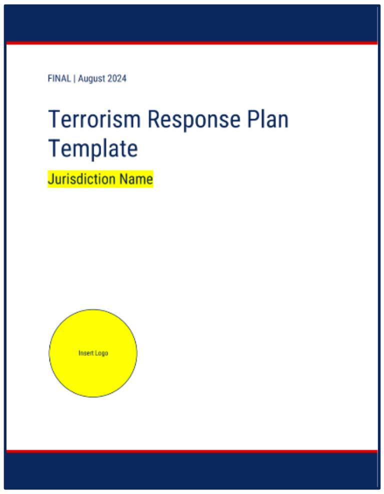

Figure 3: Terrorism Response Plan Template

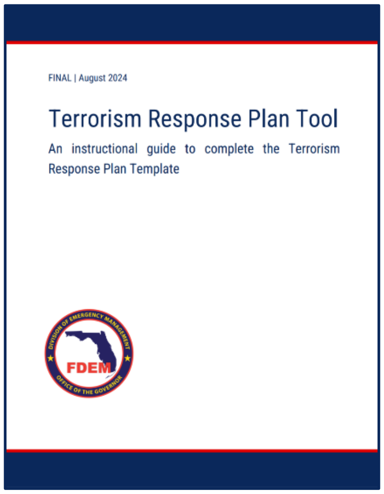

Figure 4: Terrorism Response Plan Tool

Step 1.2: Review the Terrorism Response Plan Tool

The next step is to review the Terrorism Response Plan Tool, which is designed to assist jurisdictions in creating their own Terrorism Response Plan according to the Terrorism Response Plan Template. It contains section headers that parallel the section headers in the Terrorism Response Plan Template. This document also provides planning considerations or the source where information can be found.

Step 1.3: Form a Collaborative Planning Team

Once the template and associated tool have been reviewed, the next step is to form a collaborative planning team that will lead the planning process either through writing the plan, reviewing the plan, or providing appropriate subject matter expertise. To convene a collaborative planning team, first select a diverse group of stakeholders from relevant sectors such as emergency management and law enforcement. It is important to select individuals who have expertise in different areas and understand the unique needs and resources of their respective jurisdictions. The value each member brings lies in their varied perspectives and knowledge, which enriches the plan with practical, real-world insights, enhances inter-agency coordination and ensures that the plan is robust, well-rounded, and more likely to be effective after a terrorist incident.

Once selected, the specific roles and responsibilities should be communicated to each member along with the timeline and expectations for development. Lastly, it is important to set up regular meetings and guidelines for engagement (e.g., information-sharing platforms, and preferred forms of communication).

Step 1.4: Develop the Terrorism Response Plan

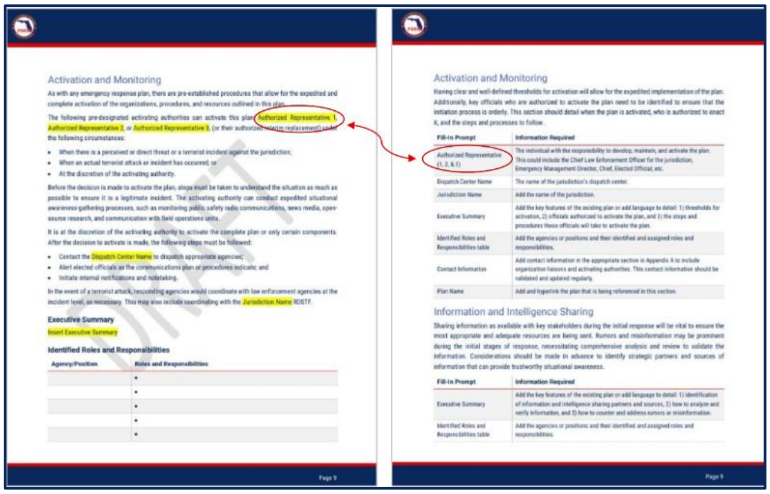

Figure 5: Terrorism Response Plan Template and Tool

Once the planning team has been formed, the planning process can formally begin using the Terrorism Response Plan Template and the Terrorism Response Plan Tool. Both documents are created to complement each other and provide a framework for jurisdictions to work through a planning process to develop their own Terrorism Response Plan. Utilizing the Tool, the writers and the planning team can fill in the appropriate highlighted information in coordination with their respective plans or jurisdictional information. Information is provided to clarify each fill-in prompt to support a better understanding of each section and the details needed. The planning team is encouraged to customize the formatting and content to fit their needs and appropriately detail their jurisdiction's capabilities. While all information does not need to be followed exactly, the content serves as a prompt for consideration in the initial plan development.

Writing the Plan:

The Terrorism Response Plan Template is an example of what a jurisdictional plan could look like. The explicit verbiage, including roles and responsibilities, helps to mitigate any confusion in the event of a catastrophic event. The following bullets include items to consider when developing a jurisdictional plan:

- Use clear, concise language avoiding industry jargon;
- Follow a logical structure (e.g., Basic Plan, Functional Annexes, Hazard-Specific Annexes);
- Clearly define roles, responsibilities, and authorities;
- Include specific, actionable steps;
- Incorporate checklists and job aids where appropriate;
- Ensure consistency with other plans (e.g., state, regional);
- Include mechanisms for plan maintenance and updates;

- Use graphics, maps, and tables to enhance clarity;
- Develop a crosswalk to ensure all required elements are included;
- Have the draft reviewed by stakeholders and subject matter experts; and
- Ensure the final plan is approved by relevant authorizing stakeholders.

It is key to remember that planning is an ongoing process. Therefore, plans should be regularly reviewed, trained, tested through exercises, and updated based on lessons learned, best practices, and changing circumstances. More information on how to train and exercise the plan is included in the sections below.

Step 2: Train

Step 2.1: Review the Training Workshop PowerPoint Template

Once the plan has been developed, reviewed, and approved, the next step is to conduct training on the plan to ensure that relevant stakeholders understand the key elements of the plan and their assigned responsibilities. The Toolkit includes a PowerPoint Presentation Template that is an example and provides a framework for training. The first activity in this step includes reviewing the Training Workshop PowerPoint Template. This resource is a guide that includes highlighted content (e.g., Authorized Representative) as a placeholder for writers to fill in the appropriate information needed in the Terrorism Response Plan Training. It can be revised to edit and match a jurisdiction's needs and is completely customizable.

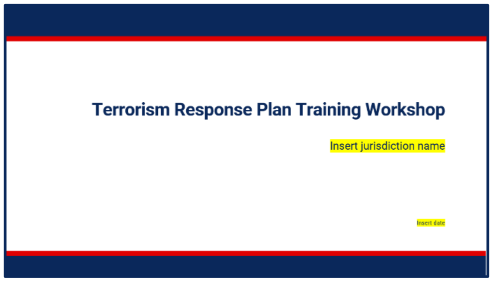

Figure 6: Training Workshop PowerPoint Template

Step 2.2: Identify Training Needs and Develop a Training Plan

Once the Training Workshop Presentation Template has been reviewed, the next step is to identify training needs and develop a training plan. This begins with assessing the current staff skills and competencies and comparing them to the goals and requirements of the jurisdiction, which can be completed by the same collaborative planning team, or in conjunction with any other relevant jurisdiction organizations. This assessment could be achieved through surveys, interviews, and performance evaluations to identify current skill gaps and potential areas for improvement. Once training needs are identified, a training plan should be developed that outlines the objectives, purpose, timeline, and delivery method for the training (i.e., virtual training, in-person training). Once finalized, the jurisdiction should develop an approach for advertising the training (e.g., email blast, flyer) and for participants to register for the training (e.g., accepting a calendar invitation or online registration survey).

Step 2.3: Develop the Training Presentation

Once the Training Workshop PowerPoint Presentation has been reviewed, the planning team should begin developing the training. This could either be done after or concurrently with Step 2.2 above. The Training Workshop PowerPoint Presentation is a guide that includes highlighted content (e.g., Authorized Representative) as a placeholder for writers to fill in the appropriate information needed to train on the Terrorism Response Plan. It can be revised to edit and match a jurisdiction's needs and is completely customizable. The sections of this template correspond to the relevant sections of the Terrorism Response Plan Template. Any changes made to that template/the final plan should be carried over into this presentation. In the notes below each of the slides, there are associated directions and guidance for writers to fill out each slide. Please note that this template does not cover all sections of the plan, but rather, the most important sections that may be relevant to stakeholders who would likely be using the plan.

Step 2.4: Prepare for the Training

Preparing to conduct a training can include several activities, including but not limited to:

- Identifying a facilitator or facilitator(s);
- Ensuring facilitator(s) have the necessary talking points to prepare for the training;
- Ensure all technical and A/V needs have been tested (e.g., testing the application for virtual training, doing a walkthrough of an in-person venue);
- Identify any accessibility needs (e.g., translation, closed captions);
- Sending final reminders to all participants in advance of the training; and
- Conduct a final run-through with all those supporting the training to ensure everyone has a clear understanding of their roles and responsibilities (e.g., facilitators, note-takers).

Step 2.5: Conduct the Training

Before the Training

Before the training, ensure to arrive early (either starting the meeting early to test the virtual application or arriving at the venue early) to set up and prepare for the training.

During the Training

Delivering effective training requires careful attention to several key elements:

- Ensure to clearly articulate training objectives to participants;

- Integrate examples and case studies throughout as appropriate to provide a sense of realism to the information presented (e.g., up-to-date information on current terrorist threats and tactics, case studies of recent terrorist incidents, historical data, and recent jurisdictional events);
- Provide ample opportunities for participants to be engaged during the training (e.g., consider including discussion questions, hands-on activities, and question-and-answer periods);
- Maintain a dynamic and enthusiastic delivery to keep participants engaged and motivated;
- Adapt your facilitation approach based on audience feedback and adjust as needed to address varying learning styles and paces;
- Encourage participants to ask questions and provide recommendations so that they feel comfortable asking questions in an open environment (e.g., provide opportunities for participants to provide feedback on the training so it can be continuously improved); and
- Reinforce learning with summaries and actionable takeaways.

After the Training

After the training, be sure to offer the opportunity for participants to provide feedback. Based on feedback, ensure that training content is updated accordingly and regularly moving forward as current threats and best practices change as well as after any significant changes to the Terrorism Response Plan.

Step 3: Exercise

Step 3.1: Review the TTX in a Box

Once a plan has been developed and training has been conducted, one additional method to test and validate that jurisdiction personnel have a strong understanding of the plan is to conduct an exercise on key concepts from the plan. The Homeland Security Exercise and Evaluation Program (HSEEP) doctrine is highly encouraged to plan, conduct, and evaluate exercises.[1] The sections found below provide an abbreviated version of HSEEP on how to conduct a discussion-based exercise (i.e., a TTX) leveraging the tools and resources provided through the Toolkit.

[1] More information on HSEEP can be found here: https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep

The TTX in a Box was developed as part of this Toolkit to provide jurisdictions with essential resources and customizable tools to design, implement, and evaluate their own TTX. These exercises serve as a crucial mechanism for validating response plans and enhancing personnel readiness, reinforcing the effectiveness of the developed terrorism response strategies. As such, the first activity in this step involves reviewing the TTX in a Box in its entirety to understand the range of tools and resources it includes.

Exercise planning and development can be a burdensome process within jurisdictions due to constraints such as limited staff availability, restricted funding, and competing agency priorities. These limitations often result in reduced capacity to conduct comprehensive exercises, impacting the effectiveness of preparedness and response strategies. As a result, jurisdictions may struggle to balance exercise needs with other critical responsibilities, leading to challenges in maintaining readiness and resilience. This TTX in a Box aims to provide clear guidance and tools that help jurisdictions expedite the planning process by providing strategies to develop and design TTX concepts and objectives and outlining common TTX documentation.

While intended to test and validate a jurisdiction's Terrorism Response Plan, the TTX in a Box can also be used within individual local agencies and response structures. Additional exercises provide opportunities for targeted evaluations on regional, jurisdictional, and individual agency operations to deepen understanding of gaps and further build effective terrorism response capabilities.

File Structure

The example documents and templates included in this TTX in a Box are organized into three different phases of a TTX. In addition to an instruction and guidance folder, each phase has a corresponding folder with relevant documents. TTX in a Box folders include:

- **00.** Exercise Guidance
- **01.** Exercise Design and Planning
- **02.** Exercise Conduct
- **03.** Exercise Evaluation and After-Action Reporting

The materials and resources contained in each of these folders are described further in the sections below.

Step 3.2: Form an Exercise Planning Team

Similar to Step 1.3, once the TTX in a Box has been reviewed, the next step is to form an exercise planning team that will lead the exercise design, development, conduct, and evaluation process. This team could be the same collaborative planning team from Step 1, or it could be modified by adding additional partners based on the desired scope, scenario, goals, and outcomes of the TTX. It is recommended that the exercise planning team be kept small, with fewer than 10 individuals, to ensure planning is streamlined. Members of the exercise planning team should keep details of the exercise close hold. Furthermore, it is encouraged that members of the exercise planning team have a limited role in actually playing in the exercise themselves given their "insider" knowledge of the exercise components.

Once selected, the specific roles and responsibilities should be communicated to each member along with the exercise timeline and planning process. Lastly, it is important to schedule exercise planning meetings and establish guidelines for engagement (e.g., information-sharing platforms, and preferred forms of communication).

Step 3.2: Review Exercise Guidance Materials

This folder was developed to provide the exercise planning team with exercise reference materials that can be leveraged throughout the exercise process. These materials include:

01. Federal Emergency Management Agency (FEMA) TTX Guidance
02. Scenario Development Tool

FEMA Guidance

This document outlines guiding principles of HSEEP, FEMA Mission Areas, and FEMA Core Capabilities that can be leveraged to design an exercise that is grounded in industry best practices and doctrine. Reviewing this document can assist the exercise planning team in identifying the core elements that should be integrated into each TTX.

Exercise Development Timeline

This document provides information related to establishing an appropriate exercise timeline.

Scenario Development Tool

This document provides sample scenario information, specific to complex coordinated terrorist attacks, that can be leveraged by the exercise planning team to develop a realistic and challenging scenario. It outlines:

- How to identify exercise objectives;
- How to select a hazard;
- How to determine impacted resources and locations;
- How to develop cascading impacts;
- How to simulate simultaneous events; and
- Example scenarios to consider.

Step 3.3: Support Exercise Design and Planning

This folder was developed to help exercise planning team members discuss and determine the exercise scope, objectives, scenarios, participant lists, evaluation criteria, and exercise conduct logistics. HSEEP guidance recommends a series of four stakeholder meetings to establish and refine each of these elements. Each folder contains documents to build a meeting agenda and presentation and record attendance. These meetings include:

01. Concept and Objectives (C&O) Meeting
02. Initial Planning Meeting (IPM)
03. Mid-Term Planning Meeting (MPM)
04. Final Planning Meeting (FPM)
05. TTX Registration

C&O Meeting

The C&O Meeting should promote discussions among exercise planners or lead planners to identify critical tasks in exercise development, draft initial exercise objectives aligned to FEMA core capabilities, and assign roles and responsibilities to planning team members. This meeting should serve as an introduction to the TTX and encourage initial thoughts from stakeholders.

IPM

The IPM should focus on refining TTX objectives to the needs of all participating entities and begin to plan initial TTX logistics including date, time, duration, location, and participation. The presentation in this folder should help promote discussions on confirming initial planning decisions. Once objectives are finalized, planning team members can begin to discuss TTX scenarios. A “Scenario Development Guide” has been included in the *Exercise Guidance* folder to help inspire ideas to test regional capabilities. Based on initial scenario elements, exercise planning team members should begin to develop a list of participants to invite to the exercise for effective TTX discussions.

MPM

The purpose of the MPM is to refine some of the high-level decisions made at the IPM. Providing a draft scenario at this meeting will enable a comprehensive review from all stakeholders with the opportunity to make updates before the final meeting. Additionally, it is important to review the list of invitees to ensure the scenario includes exercise play elements for all stakeholder groups and to add any other organizations or agencies that may be needed. Once TTX objectives, scenarios, participants, and logistics have been finalized, lead exercise planners should focus on determining evaluation criteria and developing draft exercise conduct materials. Templates and examples of exercise materials are included in the *Exercise Conduct* folder.

FPM

The FPM is the last step in the exercise planning process, aimed at finalizing all elements before execution. During this meeting, the team will confirm the TTX scenario to ensure it meets objectives and participant needs, finalize the participant list to include all relevant stakeholders, and review and complete draft exercise conduct documents. The FPM should also include an overview of roles and responsibilities for all involved. The evaluation criteria should be reviewed to align with exercise objectives and core capabilities and if needed, the exercise planning team can set up an evaluator briefing prior to exercise conduct to ensure all evaluators are comfortable in their role. Additionally, final TTX conduct logistics including location, timing, site point of conduct, access, and any other special requirements should be confirmed. This meeting is intended to ensure that all aspects are thoroughly prepared for a successful exercise.

TTX Registration

In addition to planning meeting materials, resources have been provided to support TTX registration. To streamline participant registration, online surveys, and polling platforms are recommended. Links and QR codes can be easily integrated into presentations, invitational flyers, and email communications while maintaining an organized record of participant information.

The example included provides a visual of a registration form using Microsoft Forms, however, there are multiple other platforms suitable for this purpose (e.g., Survey Monkey, Google Survey, etc.). Additionally, a document has been provided with sample registration questions to include as a guide to capturing relevant participant information.

Step 3.2: Prepare for and Conduct the Exercise

This folder was developed to help exercise planning team members prepare for and conduct the exercise, to include all exercise documentation. These materials include:

01. Participant Guide
02. Facilitator/Evaluator Guide
03. Scenario Handouts
04. Exercise Conduct Presentation
05. Table Tents
06. EEGs
07. Sign-in Sheets

Participant Guide

A TTX Participant Guide (referred to as a SitMan in HSEEP) is designed to provide participants with essential information about the exercise, including its objectives, scenario, and specific roles. It outlines the procedures for engagement and communication during the exercise, ensuring that participants understand their responsibilities and how to contribute effectively. Discussion questions are often included to promote group conversations. Following HSEEP guidance, the guide also includes key background information and instructions to facilitate a smooth and productive exercise. This helps participants prepare adequately and engage in meaningful discussions and decision-making.

Facilitator/Evaluator Guide

A Facilitator/Evaluator Guide is intended to equip facilitators and evaluators with the tools and information needed to effectively manage, deliver, and evaluate the TTX. Information related to both facilitator and evaluator roles often overlap but these documents can be separated if preferred by the exercise planning team. It includes detailed instructions on conducting the exercise, guiding discussions, and evaluating participant performance, in line with HSEEP standards. The guide provides key information on the exercise scenario, objectives, and evaluation criteria to ensure consistent and objective assessments. By following the guide, facilitators and evaluators can ensure a structured and insightful exercise experience for all participants.

Scenario Handouts

This document is simply a print of the scenario, as presented in the TTX presentation to enhance visibility and ensure participants are following key scenario elements. The scenario is often broken into modules to simulate incident escalation over time, meaning participants should not receive all scenario information at once. New scenario handouts should be distributed at the onset of each new module and should mirror the stage in the scenario that is presented to the group at large.

Exercise Conduct Presentation

The Exercise Conduct Presentation is presented at the beginning and throughout the exercise to allow leadership to set the tone of and highlight the importance of the exercise, introduce exercise objectives to participants, review safety and general housekeeping information, review TTX procedures and schedule, and initiate scenario discussions. The presentation is one of the final documents to be developed after all TTX information has been finalized.

Table Tents

The Table Tent Template can be leveraged to provide table tents for all individuals participating in the TTX if the exercise is conducted in person.

TTX EEGs

The EEG Template is a tool that helps evaluators collect data and observations during the TTX in a consistent way. EEGs are organized by exercise objectives, applicable tasks, and capabilities that should be discussed during the exercise itself. EEGs should be provided to evaluators in advance of the exercise, so they understand their role in supporting not only the exercise but also supporting the after-action process. The exercise planning team should first identify the exercise objectives and associated core capabilities and then use that information to develop the EEGs.

Exercise Conduct Sign-In Sheet

The Conduct Sign-in Sheet Template can be leveraged to support registration and sign-in for all individuals participating in the TTX if the exercise is conducted in person.

Exercise Staffing, Participants, and Logistics

Exercise Staffing

In addition to developing the exercise documentation noted above, the exercise planning team also needs to assign staff to support the exercise itself. Key TTX staffing roles include:

- **Facilitator(s) –** It is important to identify a facilitator, or multiple facilitators, who can deliver the exercise successfully based on their experience and relevant subject matter expertise.
- **Evaluators –** Evaluators should be identified who can assist with evaluation and the after-action process. It is recommended that members of the exercise planning team serve in this role. If there are specific topics that are being addressed, subject matter experts can also be brought in to support this role.
- **Observers –** While not exercises need to have observers, this provides an opportunity for jurisdiction personnel, or personnel from other jurisdictions, to listen in and observe the exercise while not taking an active role in participating.
- **Note Takers –** Note takers should be identified to act as scribes in capturing discussions throughout the exercise.
- **Logistical Support –** Depending on the size of the exercise, there may be a need to bring in additional staff to provide logistical support during the exercise (e.g., supporting sign-in and registration, supporting A/V and technology needs).

Selecting Exercise Participants

For selecting exercise participants, it is critical to identify stakeholders and partners who may either be directly involved in or who would be impacted by a terrorism-related event occurring in the respective jurisdiction. It is important to ensure representation from different departments (e.g., emergency management agencies, law enforcement agencies) or teams (e.g., HazMat teams, bomb squad teams) to capture a diverse range of perspectives and expertise. Including a range of practical experience and authority is also important to capture varying perspectives. The exercise planning team should consider including a mix of senior leaders for their strategic vision and operational staff for their hands-on knowledge as well as subject matter experts to provide depth and realism to the scenarios. Balancing these elements will create a dynamic and comprehensive exercise that promotes effective problem-solving and valuable feedback.

Logistical Considerations

When conducting a TTX, there are also several logistical elements to consider:

- **In-Person vs Virtual Delivery:** Consider if the TTX will be conducted virtually or in-person. Ensure that the venue, for in-person events, is large enough to accommodate all participants. Also, consider if breakout rooms are needed to support discussions.
- **Technology and Equipment:** It is important to arrange all required A/V equipment (e.g., microphones, laptops, presentation tools) are identified and secured beforehand. Be sure to test all technology to avoid technical issues during the exercise.
- **Printing Materials:** For in-person events, consider printing materials to provide to participants when they arrive.
- **Scheduling:** Identify the appropriate length of the TTX (e.g., four hours) to not be too long so that it is burdensome on participants but also long enough to allow for sufficient discussions. For longer events, consider incorporating breaks and potentially providing refreshments and snacks. Also, be sure to save time for conducting a hotwash at the end of the TTX to capture feedback on the exercise while it is still fresh in the participant's minds.
- **Confidentiality and Security:** Be sure to address any potential confidentiality concerns by securing sensitive information that may be in documents. Also, be sure to pass along any site security requirements that may be needed.
- **Room and Site Layout:** Ensure to pick a venue for the TTX that fosters discussions, allows for each of movement around the room, and allows the facilitator to easily navigate the room and engage with participants.

Step 3.4: Evaluate the Exercise

This folder was developed to help exercise planning team members support the evaluation and after-action process after an exercise. Through exercise evaluation, jurisdictions can evaluate how well participants achieved the exercise objectives, identify potential gaps and areas for improvement, and identify corrective actions to address those gaps. The evaluation materials developed include:

01. Participant Feedback
02. After-Action Report (AAR)
03. Improvement Plan (IP)
04. After-Action Meeting (AAM)

Participant Feedback

The Participant Feedback document provides sample questions that the exercise planning team can use to collect feedback after the exercise. This can be used to collect observed strengths, areas for improvement, and input about exercise conduct and logistics. To keep organized and be most efficient, it is suggested that the jurisdictions utilize various polling platforms (e.g., Microsoft Forms, Doodle Poll, Google Form, Survey Monkey, etc.). Jurisdictions may opt to make this survey anonymous.

AAR

An AAR is a document that includes an overview of the exercise conducted followed by an analysis of strengths and areas of improvement captured during TTX discussions. Information that can be used to inform the development of the AAR includes 1) notes captured during the exercise, 2) notes captured during the hotwash, 3) feedback from the Participant Feedback Form, and 4) completed EEGs from evaluators. When writing findings in the AAR, it is important to document three key elements:

- **Identified Issue:** What was the specific issue brought up during discussions (e.g., the HazMat team would be delayed in responding to the incident scene)?
- **Root Cause:** Why did that issue arise (e.g., the HazMat team was severely understaffed)?
- **Impact or Result:** What impact did that have on response operations (e.g., it delayed the HazMat response team from responding to the scene, potentially putting first responders and members of the public at risk)?

IP

As a complement to the evaluation process, an IP takes the areas for improvement from the AAR and details specific corrective actions on how to address those areas, assigns them to responsible parties, and establishes target dates for their completion. This document is critical to ensuring that items identified during the exercise are acted upon to improve the ability of the jurisdiction to improve response efforts to future terrorism incidents.

AAM

An AAM serves to provide a forum to review the AAR/IP with participants from the exercise. During this meeting, the exercise planning team should seek approval and reach a final consensus on the documented strengths, areas for improvement, associated corrective actions, deadlines, and the owners of each corrective action. It is recommended that this meeting be conducted after the draft AAR/IP has been developed to collect feedback that can be used to finalize both documents.

Toolkit Recap

This Toolkit was developed for jurisdictions and organizations across the State of Florida to create a standardized Terrorism Response Plan for their specific area. Plan developers who utilize the Toolkit resources will be better poised to develop a Terrorism Response Plan that matches their own respective needs and capabilities. These resources also provide an opportunity to train their stakeholders on the roles and responsibilities identified in the plan and validate and test the plan through a TTX. End users should be able to identify both individual agency capabilities and gaps, as well as enhance cross-coordination across different organizations and functional areas.

For additional questions regarding this Toolkit please contact ‘robert.collins@em.myflorida.com.