

Emergency Management Exercise Report (EMER)



Development and
Submission
Guidance

Fiscal Year 2024 – 2025

Updated June 2024 OEM Exercise Program

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Purpose

The EMER process is how the Oregon Department of Emergency Management tracks the satisfaction of exercise requirements set by Oregon Revised Statute (ORS) 401 and Oregon Administrative Rule (OAR) 104-010-0005 for Emergency Management Performance Grant (EMPG) recipients. This guidance provides detailed instructions for completing an EMER, and tracking EMER submissions.

Scope

This guidance applies to tribal, state, and local emergency management practitioners who have conducted an exercise event or are substituting a real-world activation to meet statutory requirements.

Authorities

Oregon Revised Statute 401

In 2022, the Oregon Legislature passed [House Bill 4068](#) amending [ORS 401](#) to include additional exercise conduct and reporting requirements for OEM and state agencies. In accordance with this, each state agency (identified in ORS 401.116(3)(a)) **“At least once per year, each state agency shall conduct an internal exercise that tests at least one element of the state agency’s emergency preparedness. Each state agency may determine the nature and focus of the exercise required under this subsection. Once per year, each state agency shall submit a written report to the department describing the nature of the exercise, the metrics used by the state agency to analyze the state agency’s performance and the outcome of the exercise.”**

Oregon Administrative Rule 104-010-0005(4)(a)

EMPG provides certain emergency management agencies with the resources to implement the National Preparedness System and work toward the National Preparedness Goal of a secure and resilient nation. OEM distributes EMPG funds to eligible Tribal and Local emergency management agencies. There are specific exercise planning and participation requirements to receive EMPG funds.

[Read Oregon Administrative Rule 104.010.0005](#)

EMPG funds both jurisdictions *and* personnel within jurisdictions. There are separate exercise requirements for a jurisdiction and personnel.

EMPG Funded Jurisdiction

EMPG funded jurisdictions shall conduct two Homeland Security Exercise and Evaluation Program (HSEEP) consistent exercises every fiscal year: **one discussion-based exercise** and **one operations-based exercise**. Discussion- and operations-based exercises are defined in the Homeland Security Exercise and Evaluation Program.

Conduct of these exercises must be reported via an EMER to meet the exercise requirement. EMPG funded jurisdictions should plan to submit **two** EMERs every fiscal year. If you are unsure if you are an EMPG funded jurisdiction, send an email requesting verification to oem.empg@oem.oregon.gov. Image 1 below provides a breakdown of the types of exercises you can use to fulfill this requirement:

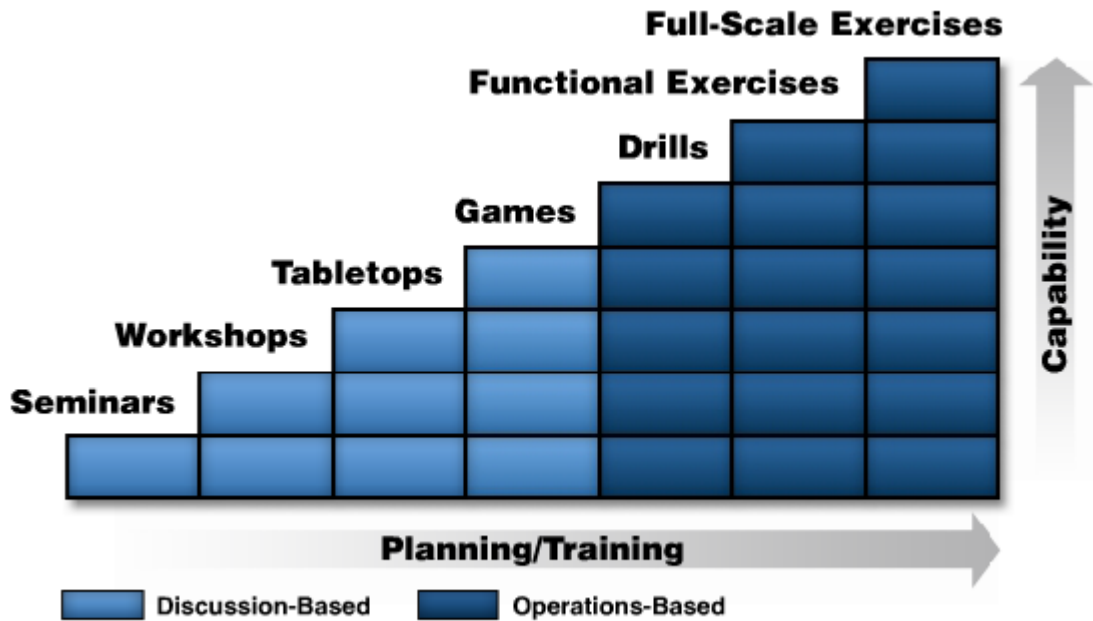


Image 1. Exercise Types

Public Alert and Warning Preparedness Requirement

When applying EMPG funding to exercises, grant recipients and subrecipients shall include exercise objectives centered on practicing and validating their plans and procedures for sending emergency alerts to the public through the FEMA Integrated Public Alert and Warning System (IPAWS). Exercise objectives for public alert and warning should include practice of analysis and decision-making in sending an alert to the public; public alert message writing; procedures for coordination, review, and approval to send the alert; and practice in sending an alert through the IPAWS. Moreover, recipients should clearly outline how they will integrate public alert and warning tests into preparedness efforts and broader exercises. This may include detailed plans for integration and application of the IPAWS Exercise Starter Kit for emergency management planning, completion of training on the IPAWS Message Design Dashboard (MDD) alert message writing tool, and/or plans for incorporating routine IPAWS public alert testing, drills, and exercises as part of overarching preparedness initiatives. Recipients and subrecipients should develop After-Action Reports and Improvement Plans following drills and exercises that identify gaps and successes and define changes to continue to improve their capabilities to alert the public during emergent incidents that present a risk to the safety of the people and property in their communities. Additional information on IPAWS, including best practices, is available at [Integrated Public Alert & Warning System | FEMA.gov](https://www.fema.gov/ipaws).

EMPG Funded Personnel

EMPG funded personnel are required to **participate*** in 3 exercises every year. **Personnel are NOT REQUIRED TO SUBMIT EMERs.** This participation is reported in the EMPG Quarterly Report(s). If you are unsure if you are EMPG funded personnel, reach out to OEM.empg@OEM.oregon.gov.

*Participation options for this requirement include:

- Playing in an exercise
- Evaluating an exercise
- Controlling or Simulating at an exercise
- Observing an exercise

Exercise Co-Ownership

Collaborative exercises foster good working relationships, communication, and coordination. Cities, Counties and Tribes regularly work in concert to respond to real-world events. Co-ownership of an exercise, meaning two or more jurisdictions, is an opportunity to meet EMPG exercise requirements while simultaneously building stronger relationships. There is no language in ORS 401.116(3)(a) permitting the co-ownership of statutorily required exercises for state agencies.

Types of Submissions & Required Documentation

Exercises

Discussion-Based Exercises

If you are reporting a discussion-based exercise, submit the following exercise documentation:

- Situation Manual
- After-Action Report **OR** Overview of Initial Lessons Learned
- Exercise Sign in Sheet

Operations-Based Exercises

If you are reporting an operations-based exercise, submit the following exercise documentation:

- Exercise Plan
- After-Action Report **OR** Overview of Initial Lessons Learned
- Exercise Sign in Sheet

Real-World Event Substitutions

Actual Occurrence

Certain actual occurrences may be substituted for exercise credit. Actual occurrence EMERs will be reviewed by the OEM Exercise Program and an OEM Regional Coordinator from the submitter's region.

For the purposes of this form, the definition of **actual occurrences** closely mirrors the definition of *emergency*: Any natural, technological, or human-caused threat or hazard warranting action to save lives and to protect property, public health, and safety.

Responding to real-world events and actual occurrences will always be prioritized over exercise activity. An actual occurrence can be substituted if the actual occurrence genuinely precludes an agency or jurisdiction from completing the required exercise(s). An Actual Occurrence being submitted must:

- Genuinely preclude the submitting agency from being able to conduct an exercise in the same reporting fiscal year,
- Occurred substantially within the reporting jurisdiction.
- Type III (3) response as defined in the National Incident Management System (NIMS) [Incident Complexity Guide](#). (See Appendix D)
- Occurred in the same fiscal year.

Required Actual Occurrence Documentation

- First and last Incident Action Plan (IAP): Partners should include the first and last IAP developed during the response.
 - Incidents that require only a single operational period may submit a single Incident Action Plan.
 - After-Action Report or Overview of Initial Lessons Learned: Actual Occurrences and/or Planned Events must include an AAR or an Overview of Initial Lessons Learned, detailing how the submitting jurisdiction is better prepared for an emergency for having responded to an actual occurrence or having hosted the planned event.

Planned Event

For local and tribal organizations and jurisdictions, planned or special events may be leveraged in place of an exercise event. Large, complex community events, such as parades, festivals, and elections, require the same planning and coordination to prepare for and respond to potential incidents.

Substituting a planned event must be requested and approved in advance. This designation must be approved by the OEM Tribal Liaison or Regional Coordinator to be considered for exercise credit.

There is no universal standard for what might or might not be applicable for a planned event. The Regional Coordinators and Tribal Liaisons will consider the planned event equitably, and like an actual occurrence, use the NIMS Incident Complexity Guide Type III (3) Incident as a rubric for evaluating the designated planned event.

Designating a Planned Event.

Planned Event Designation Process

1. Local or tribal Emergency Manager is responsible for initiating conversation with Tribal Liaison and/or Regional Coordinator to discuss the applicability of the planned event. TL and/or RC will communicate the vetted planned event to the OEM Exercise Program inbox (Oem.exercise@oem.oregon.gov) including the following information.
 - a. **Name of planned event.**
 - i. Example: "2024 Hazard County Rodeo"
 - b. **Nature of planned event.**
 - i. Example: "Annual County Rodeo"
 - c. **Date of planned event.**
 - i. Example: "June 1st – 5th, 2024"
 - d. **Location of planned event.**
 - i. Example: "Hazard County Fair Grounds"

2. The event must occur within the reporting jurisdiction.
3. The event must occur within the current reporting year.

Required Planned Event Documentation

If reporting an actual occurrence or planned event, submit the following documentation:

- Planning Team Roster: Who was engaged in the planning of this event? What are their roles and what organizations do they represent?
- First and last Incident Action Plan (IAP): Partners should include the first and last IAP developed during the response.
 - Incidents that require only a single operational period may submit a single Incident Action Plan.
- After-Action Report or Overview of Initial Lessons Learned: Actual Occurrences and/or Planned Events must include an AAR or an Overview of Initial Lessons Learned, detailing how the submitting jurisdiction is better prepared for an emergency for having responded to an actual occurrence or having hosted the planned event.

Search and Rescue Mission

Agencies submitting an EMER following a Search and Rescue Mission will follow the same submission process as exercise events. Search and Rescue Mission Substitutions are limited to **one** substitution per fiscal year.

Required Search and Rescue Mission Documentation

- Roster of SAR mission participants (Example ICS 211a)
- A copy of the PDF report for this SAR mission from the [State of Oregon's OSARID database](#) or PDF of OSSA Official Missing Person's Packet.

Reporting Submission Timeframe

Grant or Statue Annual Submission Window

The EMER program aligns directly with the beginning and end of the state fiscal year.

Reports submitted for the 2024/2025 state fiscal year must be for events that occurred in that same reporting year. Example: An exercise from 2023 will not be applicable for the 2024/2025 reporting year.

If you've completed an AAR by the time of EMER submission, please include that product. If an AAR is not within the 30-day window, include an overview of the initial lessons learned outlining themes of strengths and areas for improvement.

EMER Submission Process Overview

The OEM EMER form can be found on the [OEM Exercise Program Webpage](#): Find "Exercise Reporting" from the selected drop down menu, find "Emergency Management Exercise Report (EMER)" This link will take you to the Qualtrics EMER reporting survey.

EMER Form Instructions

The following guidance will provide clarification regarding the intentions of the questions asked by the EMER Form. The number convention in this guidance is not strictly sequential, but rather it matches the Qualtrics survey question for question.

The Emergency Management Exercise Report consists of the following sections.

- **Reporting Jurisdiction Information**
 - Point of contact, jurisdiction, OEM region etc.
- **Reporting Type**
 - Exercise Reporting
 - Discussion Based Exercise
 - Operations Based Exercise
 - Real-World Event Reporting
 - Actual Occurrence
 - Planned Event
 - Search and Rescue Mission
- **Additional Information**
 - If there is any additional contextual information regarding the report.

Reporting Jurisdiction Information

The image shows a screenshot of the EMER Form interface. At the top, there is a progress bar labeled 'Survey Completion' with a scale from 0% to 100%. Below the progress bar, there are three questions, each with a corresponding text input field:

- Q2.1. Name of reporting agency/jurisdiction
- Q2.2. Name of EMER point of contact
- Q2.3. EMER point of contact email address

At the bottom of the form, there are two blue navigation buttons: a left arrow and a right arrow. To the right of the main form, there is a smaller, mobile-optimized version of the same form, showing the same three questions and input fields, with a status bar at the top displaying the time 12:29 and signal strength.

Q2.1: Name of the reporting agency or jurisdiction

- For grant reporting purposes, the name of the reporting jurisdiction. (Tribal Nation, County, City)

Q2.2: Name of EMER point of contact.

- Include the individual that is completing the EMER Form. This point of contact is who the OEM Exercise Program will contact during the review process.

Q2.3: EMER point of contact email address.

- Email is the preferred method of communication from the OEM Exercise Program to the report's primary point of contact.

Q2.4: The following report is from:

- **State Agency** - ORS 401.116 3a requires state agencies to conduct an exercise. There is no language in the ORS that provides for substitutions or leveraging real world events to satisfy this statutory requirement.
- EMPG funded **Tribal** and **local** jurisdictions and organizations are required to conduct 2 exercises per year. One discussion-based exercise, and one operations-based exercise

Reporting Type

The image displays a survey interface for a report submission. At the top, a progress bar indicates 'Survey Completion' from 0% to 100%. The question is 'Q3.1. What type of report is being submitted?'. Below the question are two radio button options: 'Exercise' and 'Real World Event'. There are blue arrows for navigation. To the right, a mobile phone screen shows the same survey interface, including the time '12:29' and 'Powered by Qualtrics' at the bottom.

Q3.1: What type of report is being submitted?

- **Exercise**
 - Discussion-based.
 - Operations-based.
- **Real-World Event**
 - An **Actual Occurrence**, emergency or disaster that occurred in your jurisdiction that has precluded your jurisdiction from meeting the exercise requirement can be substituted for exercise credit. For more details see the Actual Occurrence section of this document.
 - **Planned Events** such as mass gatherings, parades, festivals, county fairs etc. are very similar to full-scale exercises. They include complex, multi-agency coordination, and robust planning. Consult OEM Regional Coordinators to designate an applicable event during the planning phase to ensure the event qualifies for EMER substitution.

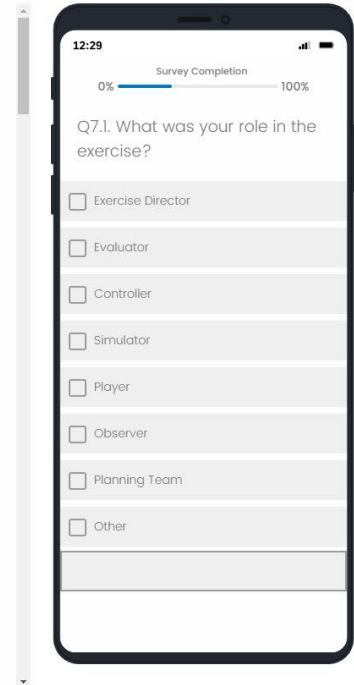
- **Search and Rescue** operations and exercises require meticulous planning and coordination to ensure successful outcomes. In both scenarios, participants need to follow established protocols and procedures to effectively respond to emergencies and accomplish their objectives. Additionally, both Search and Rescue operations and exercises emphasize teamwork, communication, and the use of specialized equipment to enhance efficiency and safety.

EMER Form Instructions-Exercises

Survey Completion
0% 100%

Q7.1. What was your role in the exercise?

- Exercise Director
- Evaluator
- Controller
- Simulator
- Player
- Observer
- Planning Team
- Other



Q7.2. What plan, process, policy or protocol was exercised?
(Please indicate the version or dates of the plan-

Q7.1: What was your role in the exercise?

- The listed roles are all Homeland Security Exercise and Evaluation Program (HSEEP) consistent roles in exercise planning, conduct and evaluation. This information will help OEM Exercise Program staff identify trends in local and tribal exercises.

Q7.2: What plan, process, policy, or protocol was exercised?

- Exercises are meant to validate a document, so include the title of the document you exercised.
 - Indicate the version or dates of the plan- example: Communications Annex of 2024 Emergency Operations Plan.
 - Workshops can be designed to help inform the development of plans or refine existing plans. Examples:
 - Emergency Operations Plans (EOP)
 - Standard Operating Guidelines/Protocols (SOG or SOP)

- Natural Hazard Mitigation Plan
- Evacuation Plans
 - **Or annexes to an existing plan.
 - PACE Plan for a Comms Annex

Q7.3 What type of exercise was conducted?

- Each EMPG funded jurisdiction is required to conduct one discussion-based exercise, and one operations-based exercise over the course of the reporting year. This information also helps the OEM Exercise Program identify trends in the types of exercises being conducted around the state.

Q7.4: Dates of the exercise.

- Confirm that the exercise happened within the fiscal year for which it is being reported.

Q7.5: Is the exercise part of a progressive series of exercises?

- A “progressive series of exercises” indicates that successive exercises are built upon previous exercises.
 - Example: A **workshop** was conducted to help a jurisdiction develop a plan. A **tabletop** was then conducted to familiarize stakeholders with the plan; and then a **functional exercise** was conducted to fully validate the plan.

Q7.6: Is this exercise identified in your agency/jurisdiction multi-year Integrated Preparedness Plan (IPP)?

- Do the jurisdiction’s exercises align with those forecasted in the Integrated Preparedness Plan? (Please remember that the Integrated Preparedness Plan is a flexible and adjustable tool. Changes are inevitable, and it is acceptable to OEM and EMPG if the exercises being conducted do not match with those that were on the IPP.)

Q7.7: How many people participated in the exercise?

- This estimated information allows the state to better understand the number of people who are engaged in exercises.

Q7.8: Participating agencies/jurisdictions.

- Describe the types of organizations that are being engaged in local and tribal exercises.

Q7.9: Indicate the Mission Area represented in the exercise.

- While the majority of exercise activity has historically been response centric, other types of exercises are trending across the country. This information helps OEM to track the variations in exercises mission areas across the state.

Q7.10: Indicate the Core Capability represented in the exercise.

- Tying Core Capabilities to exercise objectives helps to make the exercise more impactful, and in-so-doing, makes our communities more prepared, resilient and sustainable in the face of real-world emergencies.

EMER Form Instructions-Real-World Events

Q6.0: Please indicate the type of real-world event substitution being reported.

- **Was the real-world event an actual occurrence, planned event or a search and rescue mission?**

The image shows two views of the EMER form for question Q6.0. On the left is a desktop view, and on the right is a mobile view. Both views show a progress bar at the top indicating 'Survey Completion' from 0% to 100%. The question text is: 'Q6.0. Please indicate the type of real world substitution being reported'. Below the text are three radio button options: 'Actual Occurrence', 'Planned Event', and 'Search and Rescue Mission'. A blue arrow button is located at the bottom right of the form. The mobile view also shows the time '12:29' and the text 'Powered by Qualtrics' at the bottom.

Actual Occurrence Reporting

Q6.1: Actual Occurrence Reporting. What is the nature of the occurrence being reported?

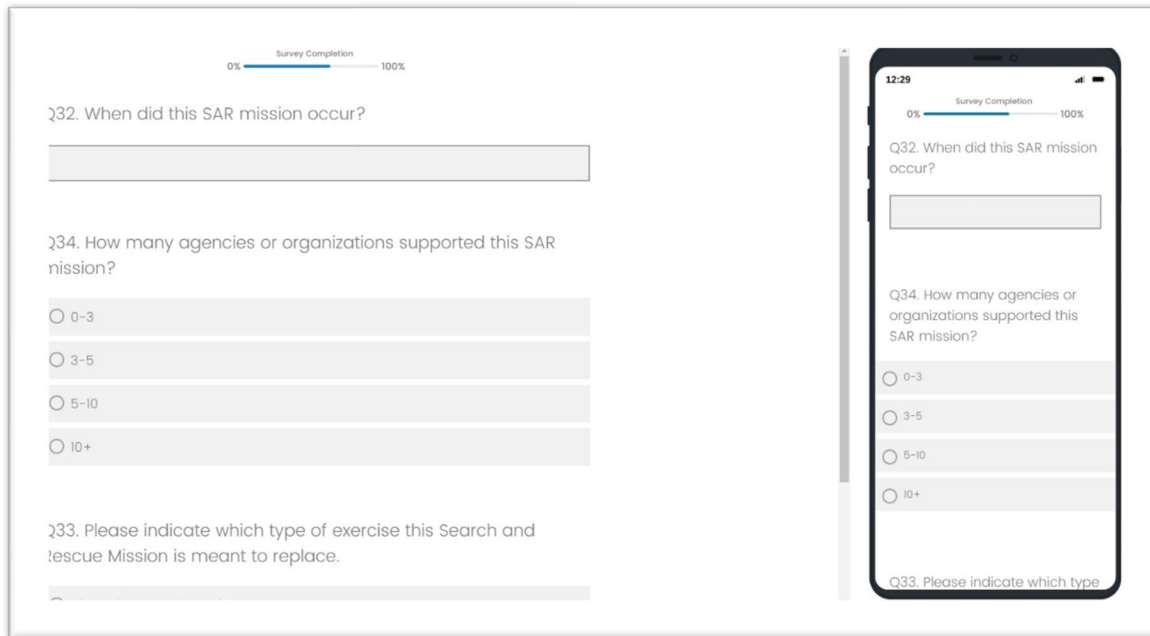
- **Q6.2: Natural Hazards**
 - Please indicate the type of natural hazard that occurred in your jurisdiction.
- **Q6.3: Technological Hazards**
 - Please indicate the type of technological hazard that occurred in your jurisdiction.
- **Q6.4: Human-Caused Hazards**
 - Please indicate the type of human-caused hazard that occurred in your jurisdiction.
- **Q6.5: Please indicate which type of exercise this actual occurrence is meant to replace.**
 - Which of the jurisdiction's required exercises is this reported event intended to replace?

Planned Event Reporting

- **Q6.5: Was the planned event vetted by the OEM Regional Coordinator or Tribal Liaison?**
 - Was this event properly predesignated to be an EMER approved event?
- **Q6.6: When did the planned event occur?**
 - Was this event conducted in the current reporting year?

- **Q6.7:** Where did the planned event occur?
 - Where in the submitting jurisdiction did the event take place?
- **Q6.8:** Please indicate which type of exercise this Planned Event is meant to replace.
 - Is this submission meant to replace the operations-based exercise, or the discussion-based exercise?

Search & Rescue Missions Reporting



Q4.1: When did this SAR mission occur?

- **Verification that the event being reported happened within the reporting year.**

Q4.2: How Many Agencies or Organizations supported this mission?

- **Provide the number of participating agencies (no individual participants, but rather the organizations they represented in the mission.)**

Required Search & Rescue Documentation

Search and Rescue Operation: If you are reporting a Search and Rescue Operation, please submit the following exercise documentation.

- Roster of SAR Mission Participants (ICS forms, etc.)
- A copy of the PDF report for this SAR mission from the [State of Oregon's OSARID database](#) **OR** a PDF of the official Missing Persons Packet.

File Upload Format

When submitting your required documentation, please include the following information in the name of the document: jurisdiction, reporting type, and fiscal year in the file name.

Examples

- ClackamasCounty_Workshop_2024
- Eugene_ActualOccurrence_2024
- LinnCounty_SAR_2025

Submitting Multiple EMERS

If an HSEEP-consistent seminar is conducted in conjunction with another type of exercise, an additional EMER can be submitted for the seminar.

Example: Hazard County is conducting a two-part exercise:

Module 1: An educational **seminar** to familiarize county staff with a plan, or a section of a plan.

Module 2: (TTX, Game, Drill, FE, FSE) exercising the plan or section of a plan from the previous module.

Because Hazard County conducted two types of exercises in this event, they can submit two EMERs One for the seminar, and one for the second exercise following the seminar.

Please note that the seminar and subsequent operations-based exercise must be reported individually to count as separate exercises.

EMER Review Process

Submissions will be reviewed by the OEM Exercise Program within 30 days of receipt. Once submissions have been received and reviewed, a confirmation email will be issued by the OEM Exercise Program. Incomplete or incorrectly completed forms will be returned to the sender with corrective suggestions.

Appendix A: EMERs (Processing Procedures) provides a visual flow for the evaluation process.

Incomplete Submission

Incomplete or insufficient forms will be returned with the errors or omitted required information emphasized for the senders' review. Incomplete or insufficient EMER forms can be resubmitted once the edits or corrections have been made. Inquiries can be directed to the OEM Exercise Program inbox at OEM.exercise@OEM.oregon.gov.

Appealing a Dismissed Report

Dismissed reports can be appealed initially to the State Exercise Officer, and secondarily to the Oregon Department of Emergency Management Preparedness Section Manager. The appeal process will require the complete suite of required documentation, and written justification for the appeal.

Support and Reference Materials

OEM Exercise Program

More information regarding OEM's Exercise Program is available on the [OEM Exercise Program webpage](#). For questions or guidance regarding the Exercise Program, contact OEM at OEM.exercise@OEM.oregon.gov.

OEM Grants Program

General information regarding OEM’s Grants program is available on the [OEM Grants webpage](#).

Specific information regarding OEM’s EMPG program is available on the [OEM EMPG webpage](#). For questions or guidance regarding the EMPG, contact OEM at OEM.empg@OEM.oregon.gov.

Specific information regarding OEM’s HSGP program is available on the [OEM HSGP webpage](#). For questions or guidance regarding the EMPG, contact OEM at shspadmin@OEM.oregon.gov.

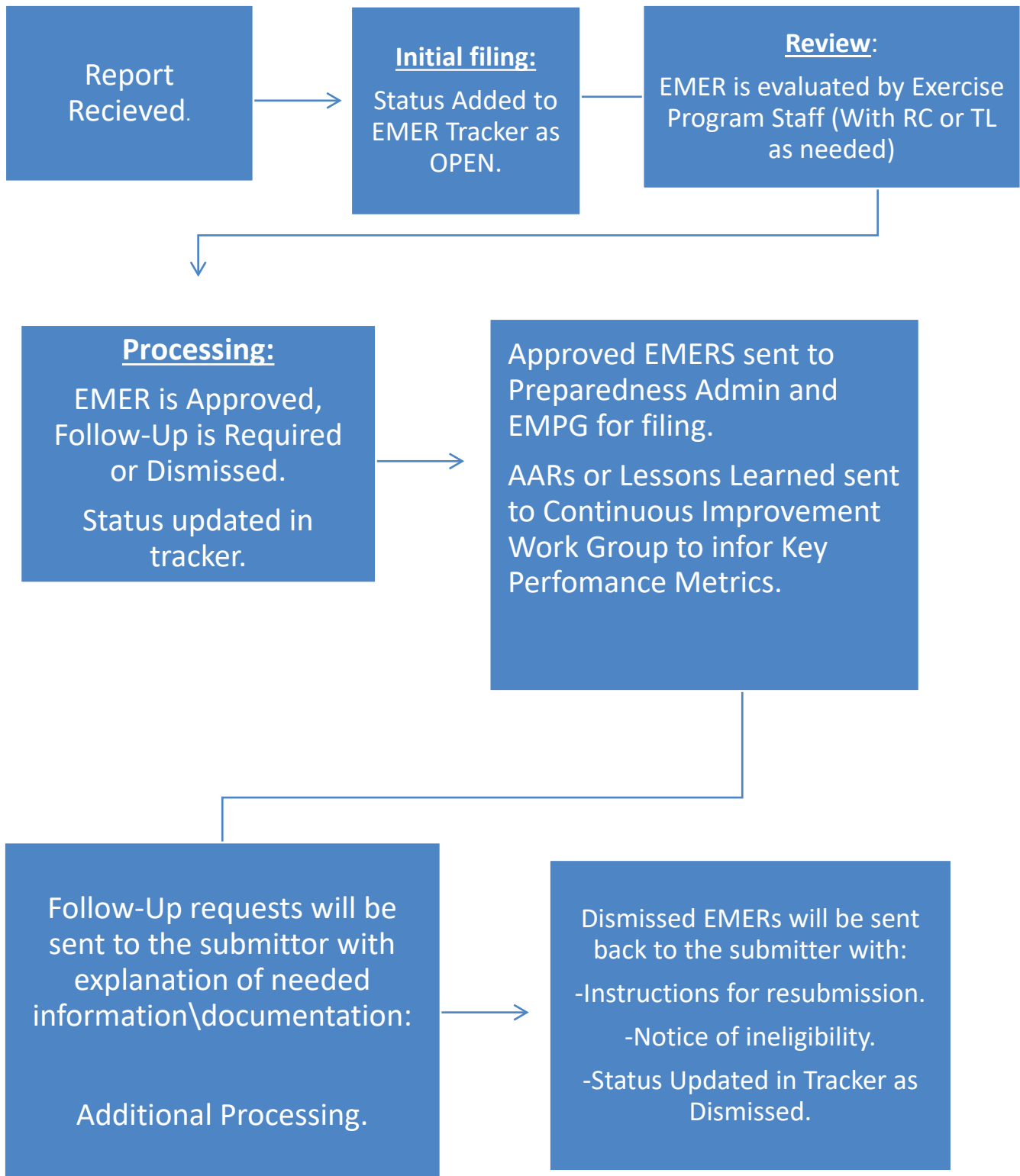
Additional Information

Emergency Management Exercise Reports (EMERs) ≠ After Action Reports (AAR)

- An AAR is a document that records observations captured during the exercise by evaluators and is used to inform the event-specific Improvement Plan.
- An EMER is the reporting mechanism for an agency to communicate that they have met the exercise requirements listed in authorities above.

Appendix A: EMER Submission Flow

The image below represents the processing procedure for received EMERs forms.



Appendix B: Types of Exercises

Discussion-based exercises will be conducted to familiarize partners and players and develop new plans, policies, agreements, and procedures. Discussion-based exercises focus primarily on strategic, policy-oriented issues. Facilitators and presenters usually lead the discussion, keeping participants engaged and on track toward meeting the exercise objectives. Discussion-based exercises include:

- **Seminars** – A lecture or presentation that provides an overview of key information such as emergency management concepts, authorities, protocols, plans, procedures and strategies. Informative and while not usually interactive, often offers a question-and-answer component to clarify the presented material.
- **Workshops** – Broad attendance by relevant stakeholders, more participant interaction than a seminar and the focus is on achieving or building a product (e.g., standard operating procedures, emergency operations plan, mutual-aid agreement).
- **Tabletop Exercises (TTX)** – Provide a hypothetical, simulated emergency to generate discussion. TTXs are intended to validate existing plans and procedures and enhance awareness. They assist in identifying strengths and areas for improvement.
- **Games** – A simulation of operations that involves two or more teams, usually in a competitive environment designed to depict an actual or hypothetical situation. Games can be used to validate plans and procedures or evaluate resource requirements.

Operations-based exercises are characterized by actual reactions to an exercise scenario, in real-time, such as initiating communications or mobilizing personnel and resources.

- **Drills** – A coordinated, supervised activity employed to validate a specific function or capability in a single agency or organization. They can be used to provide training on new equipment, maintain current skills and validate procedures. Clearly defined procedures and protocols need to be in place for a drill to be successful.
- **Functional Exercises** – Conducted in a realistic, real-time environment, these exercises are designed to validate and evaluate capabilities and multiple functions. They're focused on exercising plans, policies, and procedures and key staff members. Movement of personnel and equipment is usually simulated. A Master Scenario Events List (MSEL) is used to ensure participant activity remains within predefined boundaries and objectives are accomplished.
- **Full-Scale Exercises (FSE)** – Conducted in a real-time, stressful environment that is intended to mirror a real incident, FSEs are typically the most complex and resource intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

Appendix C: Review of Real-World Event Submission

Real World Events leveraged for exercise credit must be verified with the submitter's OEM Regional Coordinator. Verified events will be reviewed and approved or dismissed based on the following criteria:

1. The real-world event took place.
 - Was or is there an OERS Incident Number?
 2. Verification of the role listed by the jurisdiction, or submitter.
 3. What role did the submitter perform in the response of the event?
 - Was the event in the submitter's jurisdiction or was it a mutual aid \ multi-agency effort?
 4. Completeness of required documentation.
 - Incident Action Plans for the first and last operational period of the event being submitted for exercise credit substitution. (Events or actual occurrences lasting only one operational period will not be considered for exercise credit substitution.)
-
1. Pull the EMER from Qualtrics and export the report into a PDF.
 2. The report will identify the region in which the submitting jurisdiction is in.
 3. Determine who the corresponding regional coordinator is, and email them a copy of the PDF, requesting their review and verification.
 - a. Verified Reports will be **Approved**.
 - b. Unverified reports will either:
 - i. Require **Follow-Up**.
 - ii. Be **Dismissed**.

The National Incident Management System (NIMS) Incident Complexity guide will be the lens through which substitutions are viewed. Real World Events should approximate a Type 3 or larger incident or event. The Criteria below is pulled directly from the NQS.

Type 3 incidents/events include attributes such as:

- IC/Unified Command role is filled.
- EOC activation may be necessary.
- Command Staff positions are filled to reduce workload or span of control.
- At least one General Staff position is filled to reduce workload or span of control.
- Numerous resources receive supervision indirectly through the Operations Section and its subordinate positions.
- Branch Director position(s) may be filled for organizational purposes and occasionally for span of control.
- Division Supervisors, Group Supervisors, Task Forces and Strike Teams/Resource Teams are necessary to reduce span of control.
- ICS functional units may be necessary to reduce workload.
- Incidents typically extend into multiple operational periods.
- Resources may need to remain on scene for over a week and will require logistical support.
- Incidents may require an incident base to support resources.
- Numerous kinds and types of resources may be required.

- Aviation operations may involve multiple aircraft.
- The number of responders depends on the kind of incident but could add up to several hundred personnel.
- Leaders initiate and follow formal incident planning process.
- Written IAP may be necessary for each operational period.

Processing Real World Events Being Leveraged for Exercise Credit

Validating a Real-World Event.

Real World Events leveraged for exercise credit will be reviewed by Exercise Program Staff and Regional Coordinators, and approved or dismissed based on the following criteria:

- 1. Completeness of required documentation.**
 - Incident Action Plan(s) for the event being submitted for exercise credit substitution.
 - After-Action Report **OR** Initial Lessons Learned
- 2. Verification of the role of the jurisdiction, or submitter.**
 - The event must be verified with the Regional Coordinator for the reporting jurisdiction.
 - Was there an OERS Incident? Was there an OpsCenter entry?
 - What role did the submitter perform in the response of the event?

Appendix D: NIMS Incident Complexity Guide

Type 3	Incident Effect Indicators	Incident Management Indicators
	<ul style="list-style-type: none"> Incident shows moderate resistance to stabilization or mitigation Resources typically do not meet incident objectives within the first 24 hours of resources arriving on scene Incident may extend from several days to over one week Population within and immediately surrounding incident area may require evacuation or shelter during mitigation Incident threatens, damages, or destroys residential, commercial or cultural properties 	<ul style="list-style-type: none"> IC/Unified Command role is filled EOC activation may be necessary Command Staff positions are filled to reduce workload or span of control At least one General Staff position is filled to reduce workload or span of control Numerous resources receive supervision indirectly through the Operations Section and its subordinate positions Branch Director position(s) may be filled for organizational purposes and
<p>ary</p> <p>ry</p> <p>le</p> <p>e</p> <p>ie</p> <p>ces</p> <p>tiple</p> <p>he</p> <p>up to</p> <p>ormal</p> <p>y for each</p>	<p style="text-align: center;">3</p> <ul style="list-style-type: none"> CIKR may suffer adverse impacts CIKR mitigation actions may extend into multiple operational periods Elected/appointed governing officials and stakeholder groups require some level of coordination Conditions or actions that caused the incident may persist; as a result, there is medium probability of a cascading event or exacerbation of the current incident 	<ul style="list-style-type: none"> occasionally for span of control Division Supervisors, Group Supervisors, Task Forces and Strike Teams/Resource Teams are necessary to reduce span of control ICS functional units may be necessary to reduce workload Incident typically extends into multiple operational periods Resources may need to remain on scene for over a week and will require logistical support Incident may require an incident base to support resources Numerous kinds and types of resources may be required Aviation operations may involve multiple aircraft Number of responders depends on type of incident but could be several hundred personnel Leaders initiate and follow formal incident planning process Written IAP may be necessary for each operational period

Appendix E: Technical Assistance Priority Matrix.

The tables below are designed to support OEM Exercise Program staff prioritize technical assistance fairly and equitably. The considerations are given a numerical value. Technical Assistance requests with higher scores will be prioritized over Technical Assistance requests with lower scores.

- **Time Commitment**
 - How much “runway” does this project have? Faster turnaround could compromise existing priorities and projects. The more time there is to plan, design, and develop the exercise, the higher the score.
- **Exercise Type**
 - Discussion based exercises (generally) require fewer logistical considerations than operations based exercises. The more involved and complex an exercise is, the lower the score.



- **Support Needs**
 - Exercise technical assistance has been divided into four Support Needs types. Each typed support need has been given a weight of 1. The weight of support needs will be added individually to the score of the technical assistance request.

Support Need Types

 - Design
 - Development
 - Conduct
 - After-Action
- **Technical Assistance Frequency**
 - The finite availability of Exercise Program staff should be made available equitably. Jurisdictions with infrequent technical assistance and exercise support will be considered over those who regularly receive technical assistance or exercise support.

- **Recent Exercise Conduct**

- Requests submitted from jurisdictions who rarely or never conduct their own exercises will be awarded more weight than those who exercise with more frequency. The goal of the technical assistance program is to lower barriers and make exercises more accessible. Jurisdictions new to exercise, or who have not had the capability to exercise will be considered favorably.

Project Effort				Prioritization		
	Time Commitment	Exercise Type	Support Needs	TA Frequency	Recent Exercises	
Weight						
1	30 Days	Functional/FSE	4 Categories	Always Has OEM TA	2x Exercises/Year	
2	1-3 Months	Drill	3 Categories	Often Has OEM TA	2x Exercises/Year	
3	3-6 Months	Tabletop/Game	2 Categories	Regularly Has OEM TA	1x/Exercise Year	
4	6-9 Months	Workshop	1 Categories	Seldom Has OEM TA	1 Exercise Recently	
5	9-12 Months	Seminar	0 Categories	Never Has OEM TA	Never Exercised	

Support Needs	Weight
Design	1
Development	1
Conduct	1
After-Action	1

