

Drills and Exercises: Guidelines for Schools



ARIZONA DEPARTMENT OF EDUCATION
SCHOOL SAFETY AND PREVENTION
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Drills and Exercises: Guidelines for Schools

INTRODUCTION

The *Arizona Drills and Exercises: Guidelines for Schools* document is based upon local, state, tribal, and federal best practices. The Arizona Department of Education (ADE) provides these guidelines as an aide for district and school staff when developing and conducting drills and exercises, in addition to validating information written in a school emergency response plan. Training and exercise in support of the plan ensure that staff, students, faculty, parents, and community representatives understand critical roles, responsibilities, and expectations.

Because of an evolution in our collective understanding of national preparedness, this guide is based on the lessons learned from school incidents, terrorist attacks, wildland fires, and other experiences. Schools must be prepared to respond and meet the needs of the affected school system, and the potential impact on the local community. Therefore, this document provides guidance on the important exercise processes and factors schools must take into account when considering and conducting drills and exercises.

This Guidance builds upon your Emergency Response Plan (ERP). The Arizona Minimum Requirements for Schools Emergency Response Plans and Template may be found on the ADE website at <http://www.azed.gov/prevention-programs/emergency-preparedness/>

RECOMMENDED RESOURCES TO SUPPLEMENT THIS GUIDANCE:

Best Practice Considerations for Schools in Active Shooter and Other Armed Assailant Drills: National Association of School Psychologists and the National Association of School Resource Officers - Attention to developmental appropriateness and the mental health of students and staff are critical considerations when exercising a school emergency response plan, particularly when planning for an active shooter exercise. This document provides information on developmental levels of safety awareness, knowledge, understanding, and capabilities for students and staff, as well as basic information on ensuring that mental health needs are addressed through utilization of a multi-disciplinary planning team.

National Incident Management System (NIMS) - As schools plan for and execute preparedness, response and recovery activities of their plan, concepts and principles of the National Incident Management System (NIMS) provides a standardized approach for *incident management*, regardless of cause, size, location, or complexity. The integration of NIMS into school emergency management training programs and exercises will allow schools and response agencies to collectively operate using the Incident Command System (ICS).

Homeland Security Exercise and Evaluation Program (HSEEP) - The HSEEP program is the foundation of our local, state, tribal, and nation's preparedness programs, and schools are encouraged to review HSEEP materials at www.fema.gov. Schools participating on an exercise development team that is planning a community-wide exercise may experience the process of aligning exercise program priorities, exercise objectives, and core capabilities. HSEEP addresses this process and provides a comprehensive set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning. The State of Arizona and national community response agencies utilize HSEEP principles in their exercise programs. Priorities, strategy documents, threat and hazard identification/risk assessment, processes, capability assessments, and the results from previous exercises and real-world events depict the principles of HSEEP.

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ROLE OF EXERCISES

An exercise is an instrument to train for, assess, practice, and improve performance in a risk-free environment. A well-designed exercise provides a safe environment to test capabilities, familiarize personnel with roles and responsibilities, and foster meaningful interaction and communication across organizations. Exercises bring together and strengthen the whole community in its efforts to prevent, protect against, mitigate, respond to, and recover from all hazards. Overall, exercises are cost-effective and useful tools that help the nation practice and refine our collective capacity.

EXERCISE PLANNING PROCESS

The exercise process is ongoing and includes design and development, conduct, evaluation and improvement planning. Use of a multi-disciplinary team for exercise planning will produce the best outcomes and ensure both the physical and psychological safety of students and staff. Recommended roles for team membership include:

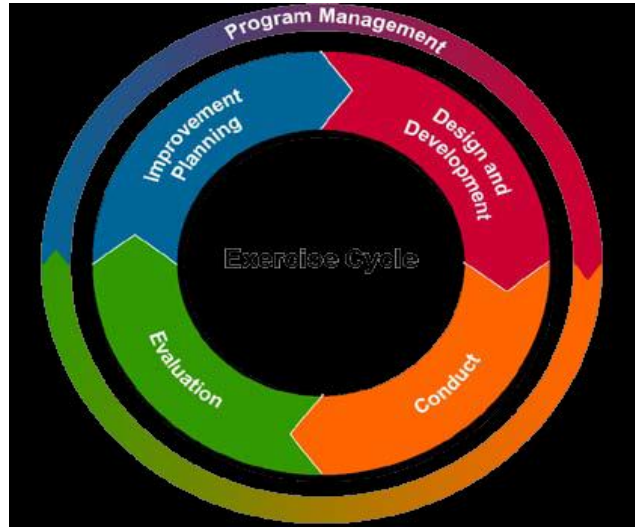
- Administrator
- School mental health personnel
- School nurse
- Security personnel
- Teachers
- Special education and 504 representative
- Parents
- School Resource Officer
- Community representation or coordination as appropriate, i.e., law enforcement, fire, public health, emergency management, subject-matter experts such as utilities, private industry, hospitals, and others.

Exercise program management is the process of overseeing and integrating a variety of exercises over time. Effective exercise program management promotes a multi-year approach:

- Engaging District and School Leadership
- Establishing multi-year exercise program priorities
- Developing a multi-year training and exercise program
- Maintaining a rolling summary of exercise outcomes
- Managing exercise program resources

A common methodology for planning and conducting individual exercises is used by HSEEP as depicted in the graphic below. A graphic and descriptions of each phase are listed on the following page.

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HSEEP April 2013

Exercise Design and Development

In designing and developing individual exercises, exercise planning team members are identified to schedule planning meetings, identify and develop exercise objectives, design the scenario, create documentation, plan exercise conduct and evaluation, and coordinate logistics. At key points in this process, the exercise planning team engages school leadership to ensure their intent is captured and that they are prepared to support the exercise as necessary.

Exercise Conduct

After design and development activities are complete, the exercise is ready to occur. Activities essential to conducting individual exercises include preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities.

Exercise Evaluation

Evaluation is the cornerstone of an exercise and must be considered throughout all phases of the exercise planning cycle, beginning when the exercise planning team meets to establish objectives and initiate exercise design. Effective evaluation assesses performance against exercise objectives, and identifies and documents strengths and areas for improvement relative to capabilities.

Improvement Planning (IP)

During improvement planning, the corrective actions identified during individual exercises are tracked to completion, ensuring that exercises yield tangible preparedness improvements. An effective corrective action program develops IPs that are dynamic documents, which are continually monitored and implemented as part of the larger system of improving preparedness.

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TYPES OF EXERCISES

A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Regardless of exercise type, each exercise within the progressive series is linked to a set of common program priorities and designed to test associated capabilities. Further, by defining training requirements in the planning process, organizations can address known shortfalls prior to exercising capabilities.

A progressive exercise program is a series of exercises tied to a set of common program priorities. Each exercise builds on previous exercises using more sophisticated simulation techniques or requiring more preparation time, personnel, and planning.

This progressive approach, with exercises that build upon each other and are supported at each step with training resources, will ensure that organizations do not rush into a full-scale exercise too quickly.

The different types of exercises that may be included in the multi-year plan are described as:

DISCUSSION-BASED EXERCISES

Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises can be used to familiarize players with, or develop new, plans, policies, agreements, and procedures. Discussion-based exercises focus on strategic, policy-oriented issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track towards meeting exercise objectives.

Seminars

Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas.

- As a discussion-based exercise, seminars can be valuable for entities that are developing or making major changes to existing plans or procedures.
- Seminars can be similarly helpful when attempting to assess or gain awareness of the capabilities of interagency or inter-jurisdictional operations.

Workshops

Although similar to seminars, workshops differ in two important aspects:

- Participant interaction is increased
- Focus is placed on achieving or building a product.

Effective workshops entail the broadest attendance by relevant stakeholders and may produce products such as:

- New standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Mutual aid agreements.

To be effective, workshops should have clearly defined objectives, products, or goals, and should focus on a specific issue.

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Tabletop Exercises (TTX)

A TTX is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance the following:

- General awareness,
- Validate plans and procedures,
- Rehearse concepts,
- Assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident.

Generally, TTXs are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions.

During a TTX, players are encouraged to discuss issues in depth, collaboratively examining areas of concern and solving problems. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTXs can range from basic to complex as depicted below:

In a basic tabletop exercise such as a Facilitated Discussion,

- The scenario is presented and remains constant—it describes an emergency and brings discussion participants up to the simulated present time.
- Players apply their knowledge and skills to a list of problems presented by the facilitator;
- Problems are discussed as a group; and resolution is reached and documented for later analysis.

In an advanced TTX, play advances as players receive pre-scripted messages that alter the original scenario.

- A facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means.
- Players discuss the issues raised by each problem, referencing established authorities, plans, and procedures for guidance.
- Player decisions are incorporated as the scenario continues to unfold.

During a TTX, all participants should be encouraged to contribute to the discussion and be reminded that they are making decisions in a no-fault environment. Effective TTX facilitation is critical to keeping participants focused on exercise objectives and associated capability targets.

OPERATIONS-BASED EXERCISES

Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). These exercises may be used to validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps. Operations-based exercises are characterized by actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resources.

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Drills

A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization.

- Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills.
- Drills may be appropriate for establishing a community-designated disaster receiving center or shelter.
- Drills can also be used to determine if plans can be executed as designed, to assess whether more training is required, or to reinforce best practices.
- A drill is useful as a stand-alone tool, but a series of drills can be used to prepare several organizations to collaborate in an FSE.
- For every drill, clearly defined plans, procedures, and protocols need to be in place, Personnel need to be familiar with those plans and trained in the processes and procedures to be drilled.

Functional Exercises (FE)

FEs are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions.

- FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions.
- In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level.
- An FE is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.
- FE controllers typically use a Master Scenario Events List (MSEL) to ensure participant activity remains within predefined boundaries and ensure exercise objectives are accomplished.
- Consider injecting scenario elements to simulate real events.

Full-Scale Exercises (FSE)

FSEs are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command.

- In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level.
- FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred.
- The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.
- The level of support needed to conduct an FSE is greater than that needed for other types of exercises. The exercise site for an FSE is usually large, and site logistics require close monitoring.
- Safety issues, particularly regarding the use of props and special effects, must be monitored. Throughout the duration of the exercise, many activities occur simultaneously.

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EXERCISE DESIGN AND DEVELOPMENT

In the design and development phase, the lead exercise planner uses the intent and guidance of their leadership and the exercise program priorities developed in program management to plan individual exercises. Exercise planning teams apply this guidance to shape the key concepts and planning considerations for an individual exercise or series of exercises. The eight key steps of exercise design and development include:

- Setting the exercise foundation by reviewing leadership’s guidance, the program management plan and other factors;
- Selecting participants for an exercise planning team and developing an exercise planning timeline with milestones;
- Developing exercise-specific objectives and identifying the school’s capabilities
- Identifying evaluation requirements;
- Developing the exercise scenario;
- Creating documentation;
- Coordinating logistics;
- Planning for exercise control and evaluation

Exercise planners are encouraged to seek additional information on HSEEP doctrine to meet their specific needs and broaden their experience in exercise program development and management. To locate the Homeland Security Exercise and Evaluation Course offerings go to www.erma.az.gov or contact your local emergency management office, or the Arizona Department of Emergency and Military Affairs (DEMA), Emergency Management Training Office at 602-464-6225 or 1-800- 411-2336. DEMA offers courses on School Preparedness, Emergency Management, Incident Command/NIMS, Homeland Security, All Hazards Planning, and Hazardous Materials.

Exercise Objectives - Based on direction from school or district leadership, the exercise planning team selects one or more exercise program priorities on which to focus an individual exercise. These priorities drive the development of exercise objectives, which are distinct outcomes that an organization wishes to achieve during an exercise. Exercise objectives should incorporate school or district leadership intent and guidance, and exercise school’s plans and procedures, operating environment, and desired outcomes. Generally, planners should select a reasonable number of specific, measurable, achievable, relevant, and time-bound (SMART) exercise objectives to facilitate effective scenario design, exercise conduct, and evaluation. Guidelines for developing SMART objectives:

SMART Guidelines for Exercise Objectives	
Specific	Objectives should address the five Ws- who, what, when, where, and why. The objective specifies what needs to be done with a timeline for completion.
Measurable	Objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. Their focus should be on observable actions and outcomes.
Achievable	Objectives should be within the control, influence, and resources of exercise play and participant actions.
Relevant	Objectives should be instrumental to the mission of the organization and link to its goals or strategic intent.
Time-bound	A specified and reasonable timeframe should be incorporated into all objectives.

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Determining Exercise Scope - Enables planners to “right-size” an exercise to meet the objectives while staying within the resource and personnel constraints of the exercising organizations. Key elements in defining exercise scope include exercise type, participation level, exercise duration, exercise location, and exercise parameters. Defining exercise scope is determining what exercise type to conduct. The exercise type is selected based on the purpose of the exercise. If the intent is to review and discuss a new policy, plan, or set of procedures, a discussion-based exercise may be appropriate. If the intent is to assess the responders’ knowledge of a plan, policy, or set of procedures, an operations-based exercise may be appropriate.

Exercise Scenario - A scenario is an outline or model of the simulated sequence of events for the exercise and can be written as a narrative or depicted by an event timeline. The exercise planners should select and develop scenarios that enable an exercise to assess objectives and the district, schools and local resource capabilities. All scenarios should be realistic, plausible, and challenging, but keeping in mind the overall safety of the participants; however, designers must ensure the scenario is not so complicated that it overwhelms players. A scenario consists of three basic elements:

- The general context or comprehensive story;
- The required conditions that will allow players to demonstrate proficiency and competency in conducting critical tasks, demonstrating core capabilities, and meeting objectives; and
- The technical details necessary to accurately depict scenario conditions and events.

The planning team ensures that the design effort is not characterized by a fixation on scenario development; rather, the scenario facilitates assessment of exercise objectives and school and local resource capabilities. It may be at this time that the planning team and school leadership carefully assess the appropriateness of an announced versus unannounced drill/exercise, and weigh the appropriateness based upon whether the scenario and objectives of the unannounced drill/exercise have been properly trained and previously exercised. When utilizing the previous participants of the drill/exercise, an unannounced drill/exercise may likely be used as a tool to resolve gaps from a previous exercise.

Threat or Hazard - The first step in designing a scenario is determining the type of threat or hazard on which the exercise will focus. Each type of emergency has its own strengths and weaknesses when it comes to evaluating different aspects of prevention, protection, mitigation, response, and recovery. The exercise planning team should choose a threat or hazard that best assesses the objectives and capabilities on which the exercise will focus. The identification of this threat or hazard scenario should also be based on the organization’s threat/hazard identification and risk assessment.

Safety/Security -

Because of the sensitive nature of many exercises, it may be important for the exercise site to be secure. Consider asking local law enforcement to provide site security where appropriate. Exercises often also involve sensitive or confidential information or procedures. For all exercises involving sensitive or confidential information, exercise planners should identify and adhere to appropriate security standards to ensure that this information is not compromised. Such measures can include conducting registration prior to a discussion-based exercise, ensuring that uninvited or unregistered individuals do not participate, or having law enforcement or security guards monitor and control access to a play site for the duration of the exercise.

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Public Announcement - Public announcements should be made prior to any exercise involving public space or space that will be viewable by the public. This precaution helps avoid confusion on the part of the public. It will also help the public avoid congestion near the exercise site by providing suggestions for alternate routes. Announcements can be made through local media, through mass mailings or pamphlets, and/or on signs near the exercise site.

Media Tips:

- The agency or organization sponsoring the exercise should decide whether to invite media representatives to the exercise.
- If invited, media representatives should have an opportunity prior to the exercise to conduct interviews with key planners and participants.
- At discussion-based exercises, media representatives should not be present during the discussion of any potentially sensitive information, and filming exercise conduct should be avoided so as not to inhibit or hinder discussion or the flow of play.
- During operations-based exercises, media representatives may be allowed to film certain activities but should be cautioned not to interfere with exercise play or film any sensitive operations. Typically, a public information officer or designee should escort media representatives at all times.

CONDUCT

Before exercise play begins, the lead evaluator should meet with all evaluators to verify roles, responsibilities, and assignments, and to provide any significant updates (e.g., last-minute changes to the scenario, new assignments). The Evaluator Briefing provides an opportunity for evaluators to ask questions and to ensure complete understanding of their roles and responsibilities. Depending on the exercise organization, it may be necessary to conduct briefings at more than one exercise site.

Discussion-Based Exercises - After the opening remarks, the presentation moves into a brief introductory and explanatory phase led by a facilitator. During this phase, attendees will be introduced to any other facilitators, controllers (games only), or evaluators; given background on the exercise process; and advised about their individual roles and responsibilities.

Operations-based exercises - The exercise planning team leader is responsible for both commencing exercise play by announcing the Start, and announcing End at the conclusion of the scenario, after a certain period of time has passed, or when all exercise objectives have been met. Prior to Start, rules for exercise play should be disseminated to all participants to establish the parameters that they must follow during the exercise. The rules help players understand their roles in the exercise environment, describe appropriate behavior, establish guidelines for physical contact, and aim to prevent physical harm to individuals or damage to property. Written rules should be reviewed and approved by appropriate authorities.

Participant Roles and Responsibilities associated with exercise conduct and the applicable exercise types should include Exercise Director, Evaluator, Facilitator, Safety Controller, and Player. For a more extensive listing of Roles, Responsibilities and Exercise Type, refer the HSEEP document pages 4.3 - 4.6.

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EVALUATION PROCESS AND IMPROVEMENT PLANNING

Debriefs -

Immediately following the exercise, a short debriefing should be conducted with exercise planning team members to ascertain their level of satisfaction with the exercise, discuss any issues or concerns, and propose improvements. Planners should collect exercise attendance lists, provide copies to the exercise planning team leader, collect Participant Feedback Forms, and develop debriefing notes.

Hot Wash -

A Hot Wash provides an opportunity for exercise participants to discuss exercise strengths and areas for improvement immediately following the conduct of an exercise. An experienced facilitator who can ensure that the discussion remains brief and constructive should lead the Hot Wash. The information gathered during a Hot Wash is used during the AAR/IP process, and exercise suggestions can be used to improve future exercises. Hot Washes also provide opportunities to distribute Participant Feedback Forms, which, when completed by players, can be used to help generate the AAR/IP.

After Action Report (AAR) -

The AAR is the document that summarizes key information related to evaluation. The length, format, and development timeframe of the AAR depend on the exercise type and scope. These parameters should be determined by the exercise planning team leadership as they develop the evaluation requirements in the design and development process. The focus of the AAR is the analysis of capabilities. Generally, AARs also include basic exercise information, such as the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and point of contact.

The AAR should include an overview of performance related to each exercise objective and associated core capabilities, while highlighting strengths and areas for improvement. Exercise Evaluators should retain their notes and records of the exercise to support the development of the AAR. As necessary, the lead evaluator may assign evaluators to collect supplemental data during or immediately after the exercise. Such data is critical to fill in gaps identified during exercise evaluation. For example, useful sources of supplemental evaluation data might include records produced by automated systems or communication networks, and written records.

AAR Templates can be found in Attachment A of this guidance.

Improvement Planning (IP) -

Exercises afford organizations the opportunity to evaluate capabilities and assess progress in meeting objectives. After the evaluation phase concludes, organizations should reach consensus on identified strengths and areas for improvement and develop a set of improvements that directly addresses gaps. This information is then recorded in the AAR/IP and resolved through the implementation of concrete corrective actions, which are prioritized and tracked as part of a corrective action program. This process constitutes the improvement planning phase and the final step in conducting an exercise.

Improvement planning ultimately supports program management. By continually examining the implementation of corrective actions, organizations can identify capability gaps, as well as determine which corrective actions require validation through exercises. In this way, improvement-planning activities can help shape an organization's exercise program priorities and support continuous improvement in the building and sustaining of capabilities. Incorporate and implement improvements in future exercises by retesting your gaps and lessons learned.

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An advanced step in the IP process includes a **Rolling Summary of Outcomes**. The rolling summary report is not a collection of AARs, but rather an analysis of trends across exercises. To help ensure that exercise program priorities are adequately addressed, exercise program managers should periodically develop and distribute a rolling summary of exercise outcomes, or rolling summary report. A rolling summary report provides stakeholders with an analysis of issues, trends, and key outcomes from all drills and exercises conducted as part of the exercise program.

SPECIAL CONSIDERATIONS: DEVELOPMENTAL APPROPRIATENESS, MENTAL HEALTH, AND ACCESS AND FUNCTIONAL NEEDS

Attention to developmental appropriateness and the mental health realities of students and staff deserve strong consideration when developing training and exercises for the school emergency response plan. This is of particular importance when addressing topics that can generate strong emotional responses, such as in an active shooter exercise. Use of a multi-disciplinary team for development of a school exercise plan will produce the best outcomes and ensure both the physical and psychological safety of students and staff. The recommended roles to be included in a multi-disciplinary planning team can be found on page 2 of this guidance.

Information on the typical developmental levels of safety awareness, knowledge, understanding, and capabilities for students and staff can be found in Appendix 4 of *Best Practice Considerations for Schools in Active Shooter and Other Armed Assailant Drills: Guidance from the National Association of School Psychologists and the National Association of School Resource Officers*.

The *Arizona Minimum Requirements for School Emergency Response Plans* prescribe that school plans account for students and staff with access and functional needs as well as limited English proficiency.

When developing and exercising a school plan, considerations for those with disabilities include:

- Physical disabilities that might impede mobility
- Physical disabilities that might impede access to instructions, e.g., hearing or sight impairment
- Sensory disabilities that might heighten a distress reaction and/or impede response to instruction, e.g., autism
- Cognitive disabilities that might impede understanding a situation and/or instructions

Limited English proficiency may require the implementation of alternative methods for communicating information and instructions.

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ARIZONA MINIMUM REQUIREMENTS

District schools must have emergency response plans that meet minimum requirements, as per Arizona Revised Statutes § 15-341 (A) (32). References to training and exercises are stated throughout the *Arizona Minimum Requirements for Schools Emergency Response Plans*, therefore review of the entire document is necessary. The minimum requirements include:

- Conduct an annual review and evaluation of the emergency response plan and attachments; update as needed when lessons learned were identified after an emergency response, training, or exercise event.
- Collaborate with local emergency management, fire, law enforcement, and public health agencies when addressing hazard, threat, or risk assessments, plan development or revisions, training, and exercise.
- Conduct annual training of all staff on warning/response signals, evacuation routes, assembly areas, emergency procedures, and chain of command (ICS).
- Meet training requirements for staff with assigned responsibilities within the Incident Command System
- Twice annually practice each of the listed emergency response drills with students and staff:
 1. Lockdown (one drill per year shall occur when students are outside the classroom)
 2. Shelter-in-place
 3. Evacuation (one fire drill per year can count toward the evacuation requirement)

These drill requirements are in addition to the fire drills required by the Arizona Fire Marshall, except as noted under Evacuation.

A lockdown is executed to secure buildings, facilities, and grounds during incidents that pose an immediate threat of violence in or around, such as an intruder on campus. The primary objective of a lockdown is to quickly ensure all faculty, staff, students, and visitors are secured in rooms away from immediate danger. A modified version of the lockdown is utilized by many schools when a threat exists in the community without likelihood of targeting the campus. When a modified lockdown is appropriate, outside activities are curtailed, doors are locked, and visitors closely monitored but all other activities continue as normal.

Shelter-in-place is utilized when conditions require that you seek immediate protection in your school or other location because of a disaster, such as severe weather or a nearby chemical spill.

Evacuation is the organized, phased, and supervised withdrawal, dispersal, or removal of students, personnel, and visitors from dangerous or potentially dangerous areas. Most commonly used as practice for a fire within a campus building, evacuation may also be appropriate for campus threats such as a potentially credible bomb threat.

Checklists for executing the basic steps for each of these response functions can be found in Section IV of the *Arizona Emergency Response Plan Template* at:

<http://www.azed.gov/prevention-programs/emergency-preparedness/>

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IN CONCLUSION OF THIS DOCUMENT

Drills and exercises are a key component of national preparedness—they provide schools, districts, and stakeholders from across the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement. These priorities guide the overall direction of a progressive exercise program, where individual exercises are anchored to a common set of priorities or objectives and build toward an increasing level of complexity over time. Through improvement planning, schools take the corrective actions needed to improve plans, build and sustain capabilities, and maintain readiness.

For more information on the development and sustainability of an exercise program, contact your local emergency management office, or the Arizona Department of Education, School Safety and Prevention Office.

ATTACHMENT A.

After Action Report Templates

- Arizona Unified School District Sample
- Federal Emergency Management Agency (FEMA) Sample

Timeline of Events:

Lessons learned: (Provide an overview of lessons learned related to staff, students, training coordination, impact to school operations, etc.)

Successes: (Provide special recognition to individual and school staff efforts, tasks accomplished, etc.)

Recommendations: (Provide any recommendations for improvements or changes to the emergency plan and procedures and how they will be addressed.)

Additional Notes:

FEMA SAMPLE - AFTER-ACTION REPORT TEMPLATE

Conducting and Designing Tabletops – Multi-hazard Emergency Planning for Schools (G364) After-Action Report Template

AFTER-ACTION REPORT TEMPLATE

School Name:

Exercise Name:

Date:

EXECUTIVE SUMMARY:

Provide a brief overview of the exercise that was conducted, why the exercise was conducted, the exercise objectives, the purpose of the after-action report, major strengths identified during the exercise, and main areas of improvement. (Complete the Executive Summary after you develop the report.)

EXERCISE DETAILS

Exercise Name:

Type of Exercise:

Exercise Date:

Duration:

Location:

Scenario Type:

Number of Participants:

Players:

Facilitators:

Observers:

Evaluators:

Exercise Objectives: (List each exercise objective.)

- 1.
 - 2.
 - 3.
 - 4.
 - 5.
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STRENGTHS:

List the major strengths of the school emergency operations plan, processes, and policies that were identified during the exercise.

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AREAS FOR IMPROVEMENT:

List the areas for improvement in the school emergency operations plan, processes, and policies that were identified during the exercise.

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RECOMMENDATIONS AND CORRECTIVE ACTIONS:

For each area of improvement, list recommendations for improvements. Include updates and changes to the school emergency operations plan, policies, and procedures, as well as training opportunities and follow-on exercises.

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