



Common Exercise Terminology

A functional exercise is a mix of real-world actions and notional activities. Developing sophisticated exercises like Cascadia Rising is a professional discipline. Many of the terms and concepts used to conduct (and explain) how a major Functional Exercise works can be confusing. Other essential operational terms are also included for reference. Please refer to the following explanations as needed:

Unified Command

A structure that brings the designated officials of the incident's principal jurisdictions together to coordinate an effective response while, at the same time, carrying out their own jurisdictional responsibilities.

Unified Coordination Group (UCG)

Comprised of specified senior leaders representing State and Federal interests and, in certain circumstances, tribal governments, local jurisdictions, and/or the private sector. The primary responsibility of the UCG is to manage the incident; all other levels of the FEMA chain of command support the UCG. Within the UCG, the Federal Coordinating Officer (FCO) is the primary Federal official responsible for coordinating, integrating, and synchronizing Federal response activities in Stafford Act incidents or as directed. The composition of the UCG varies depending on the scope and nature of the incident and the assets deployed.

Operations Section

The Operations Section coordinates support to on-scene incident management efforts, program implementation and activities required to address broader impacts beyond the immediate incident site. Operations Section branches may be added or deleted as required, depending on the nature of the incident. The Operations Section coordinates with Federal command posts that may be established to support incident management activities. The 15 Emergency Support Functions (ESF) provide staff and resources to the various sections of the JFO, consistent with the purpose and scope defined in the NRP annexes.

Infrastructure Protection and Public Assistance

The Public Assistance Program provides grants to state, territorial, local, and federally recognized tribal governments and certain private non-profit entities to assist them with the response to and recovery from disasters. Specifically, the program provides assistance for debris removal, emergency protective measures, and permanent restoration of infrastructure.

Individual Assistance

The individual Assistance Branch helps individuals, families and businesses connect to FEMA programs. The programs include assistance for losses that are not covered by insurance.

Mass Care

Emergency Support Function (ESF) #6 coordinates the delivery of Federal mass care, emergency assistance, housing, and human services when local, tribal, and State response and recovery needs exceed their capabilities.

- **Mass Care:** Includes sheltering, feeding operations, emergency first aid, bulk distribution of emergency items, and collecting and providing information on victims to family members.
- **Emergency Assistance:** Assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional "mass care" services provided at the local level are addressed. These services include: support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to special needs populations;

evacuation, sheltering, and other emergency services for household pets and services animals; support to specialized shelters; support to medical shelters; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance.

- **Housing:** Includes housing options such as rental assistance, repair, loan assistance, replacement, factory-built housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance. This assistance is guided by the National Disaster Housing Strategy.
- **Human Services:** Includes the implementation of disaster assistance programs to help disaster victims recover their non-housing losses, including programs to replace destroyed personal property, and help to obtain disaster loans, food stamps, crisis counseling, disaster unemployment, disaster legal services, support and services for special needs populations, and other Federal and State benefits.

Mission Assignments

In a major disaster, the resources and expertise of Federal departments and agencies, including FEMA, are deployed to provide State and local governments with support during the disaster response and recovery process. A key FEMA responsibility is to work in conjunction with the State in disaster response to identify unmet needs and, when appropriate, to direct or “mission assign” the appropriate agency to fulfill these needs. FEMA uses the Mission Assignment (MA) as the process to task and reimburse other Federal departments and agencies to provide essential assistance.

Planning Section

The Planning Section’s function includes the collection, evaluation, dissemination, and use of information regarding the incident and the status of Federal resources. The Planning Section is responsible for developing a Coordination Plan; preparing and documenting Federal support actions; and developing strategic, contingency, long-term, and other plans related to the threat or incident, as needed. Planning also provides technical and scientific expertise related to overall incident management activities. The Planning Section is composed of the following units: Situation, Resource, Documentation, Technical Specialists, and Demobilization. (Technical specialists may also be assigned to other JFO Sections, Branches, and Units as needed.)

Situational Awareness Section

The Situational Awareness Section (SAS) provides information management by collecting, analyzing, and disseminating incident or related information at the National Response Coordination System (NRCS) level. Through their analyses, the SAS creates and provides a variety of specific products to internal and external senior leadership and stakeholders. They facilitate effective planning, resource allocation, and overall decision making to support an incident through its own organizational processes.

To accomplish their functions of collection, analysis, and dissemination, the SAS processes requests for information; manages records; develops reports, briefings, and presentation products; collects information; performs information analysis; develops and integrates geospatial and technical information; and develops material to support public messages.

Logistics Section

Their mission of the Logistics Section is to effectively plan, manage and sustain national logistics response and recovery operations, in support of domestic emergencies and special events, acting as the National Logistics Coordinator (NLC) or Single Logistics Integrator for domestic incident support. As the National Logistics Coordinator we are establishing national procedures, fostering transparency through collaboration and coordination and, we are focused on technology enhancements to expand Region & State level logistics capabilities.

Communications Unit

The Communications Unit develops a JFO communications plan to make the most effective use of the communications equipment and facilities assigned to the JFO Coordination Group, installs and tests all communications equipment, supervises and operates the JFO communications center, distributes and recovers communications equipment assigned to JFO personnel, and maintains and repairs communications equipment on site.

Joint Information Center

The Joint Information Center (JIC) is a physical location where public affairs professionals from organizations involved in incident management activities work together to provide critical emergency information, crisis communications, and public affairs support. It serves as a focal point for the coordination and dissemination of information to the public and media concerning incident prevention, preparedness, response, recovery, and mitigation.

The JIC may be established at an on-scene location in coordination with State and local agencies depending on the requirements of the incident. In most cases, the JIC is established at, or is virtually connected to, the JFO and is coordinated by Federal and State lead Public Information Officers. In most incidents where a JIC has been established, the Federal lead will be a DHS Public Information Officer, who works with other Federal, State, local, tribal, NGO, and private-sector public affairs personnel. The JFO JIC works in close coordination with other JICs to integrate into a Joint Information System (JIS) providing consistent, coordinated, and timely information during an incident.

Exercise Participants

The term 'participant' encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise are as follows:

Players

Players are community and agency personnel who have an active role in responding to an emergency/disaster and perform their regular roles and responsibilities in the EOC during the exercise. Players initiate and pursue actions that will respond to the simulated disaster to affect results.

Controllers

Controllers set up and operate the exercise site, plan and manage exercise play, and sustain the pace of the exercise. Controllers may prompt or initiate certain player actions to ensure exercise continuity and flow.

Simulators

Simulators are control staff personnel who role-play nonparticipating organizations or individuals (e.g. first responders in the field, citizens, etc.). They most often operate out of a Control Cell, but may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of a Control Cell lead in accordance with the 'injects' found in the Master Scenario Events List and simulated damage impacts found in the Ground Truth Document.

Evaluators

Evaluators collect information on the conduct of exercise play based on pre-established Exercise Evaluation Guides (EEGs). They are chosen on the basis of their expertise in the functional area(s) they have been assigned to review during the exercise and their familiarity with EOC procedures. Evaluators assess and document participant performance against established emergency plans and exercise evaluation criteria, and in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) standards.

Observers

Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area

and will be asked to remain within the observation area throughout the exercise. VIPs are a type of observer, but are frequently grouped separately. Media personnel are a special type of observer.

Exercise Staff

The exercise staff is responsible for developing and executing all aspects of the exercise, observing and evaluating procedures and systems to validate capabilities and capture lessons learned. Overall control of the exercise will be conducted from the Master Control Cell (MCC). Control of activity at the state level and below will be executed from the Venue Control Cells (VCC) for Washington, Oregon, and Idaho and Local Control Cells that will be established at each participating county.

Exercise Director

The Exercise Director resides at the Master Control Cell (MCC) and has overall responsibility for coordinating and overseeing all exercise functions to ensure exercise play, simulation, control, and evaluation are being conducted per the exercise design documents in order to satisfactorily meet exercise objectives. The Exercise Director also maintains close dialogue with the Lead Controllers about the status of play and achievement of exercise objectives.

Lead Controller (state Control Cells)

A Lead Controller resides at each of the three State Venue Control Cell(s) in order to monitor exercise progress and coordinate decisions regarding deviations from or significant changes to the exercise scenario caused by unexpected developments during play. The Lead Controller at the VCC communicates with the Lead Controllers at the local Control Cells to ensure the pace of the exercise and all exercise control functions to include MSEL management are proceeding smoothly.

Lead Controller (local Control Cells)

Lead Controllers are responsible for overall organization of the exercise at their community venue. Lead Controllers manage the local Control Cell, ensure execution of the MSEL and local simulation services, and monitor exercise progress at their respective venue. The Lead Controller at the local Control Cell coordinates frequently with the VCC Lead Controller to include any decisions regarding deviations from the exercise MSEL or Ground Truth.

Control Functions

By 'control', we generally mean the performance of several discrete functions to foster exercise simulation to enable the exercise to move forward to achieve the exercise joint objectives. These discrete control functions include:

Injects

Players in each EOC will be sent "injects" from the Control Cell based on the Master Scenario Events List (MSEL). Injects will be sent either telephonically, by e-mail, or through tactical radio. Injects are the backbone of the exercise, and come in two primary forms: simulated reports from 'the field' on damages and the status of the response; and, requests-for-assistance from 'the field' for resources to help save lives or otherwise stabilize the situation. *Players are asked to take action on each inject they receive just as they would had this been a real event.*

Simulators

Simulators in each Control Cell will role-play nonparticipating organizations or individuals not actually playing in the exercise (i.e., first responders, local department field personnel, hospital officials, etc.). This simulation of officials not located within the EOC will add realism to exercise play. *Players are asked to communicate with Simulators just as they would with actual officials had this been a real event.*

EOC Controllers

Controllers will be assigned to each EOC. The Controller's job is to ensure that the pace of the exercise within the EOC is on-track and to trouble-shoot any problems with exercise conduct in the EOC. Controllers will largely observe, and will not interfere in exercise play. *Players that have basic questions about the conduct or rules of exercise play should contact the Controller in the EOC.*

Control Facilities

There are three general facilities that will provide control services during the exercise: (1) the local Control Cell; (2) the State Venue Control Cell; and, (3) the Master Control Cell.

Local Control Cell

Each County participating in the Cascadia Rising Exercise will establish an exercise Control Cell to manage and oversee all exercise control activities during exercise play in their jurisdiction. Please note that some cities may establish their own Control Cell, as may tribal nations. Control Cells will generally be located near the EOC, but may be physically separated.

The primary responsibilities of the local Control Cell include: (1) managing the MSEL for the County (and cities therein) and delivering all injects to EOC players; (2) tracking the release of all injects; and, (3) providing Simulation staff to role-play field response personnel and interact with EOC players.

State Venue Control Cell (VCC)

Each of the three States participating in Cascadia Rising – Washington, Oregon, and Idaho – will establish a Venue Control Cell to provide one central facility in each state to coordinate and oversee all exercise control activities during exercise play.

Each State Venue Control Cell (VCC) will be managed by Co-Lead VCC Controllers. They will coordinate closely with the Lead Controller in each local Control Cell to ensure exercise injects are being delivered and acted upon and to gauge the pace of the exercise. The VCC will also be in contact with the Lead Evaluators in each EOC to ensure exercise criteria are being appropriately tested and documented. Finally, the VCC will track the notional (exercise) flow of any resources from around the country arriving into the state based on player actions/requests.

Master Control Cell

The Master Control Cell (MCC) provides overall coordination for each of the three state exercise Venue Control Cells (VCCs). The MCC also houses the controllers for the Department of Defense linked exercise events – Ardent Sentry, Vigilant Guard, Turbo Challenge, and Joint-Logistics-Over-the-Shore (JLOTS). Finally, the MCC houses the media simulations staff which is comprised of the World News Network (WNN) that provides mock TV-news reports during the exercise, and SimulationDeck that provides a web-based platform with mock social-media sites for use by all EOC exercise players.