2. EXERCISE OBJECTIVES

2.1 Introduction

Chapter 1 of this Volume introduced the concept of exercise objectives, their purpose, and attributes of substantive objectives. Well written, measurable objectives are fundamental to the success of an exercise. The Order requires the preparation of specific objectives and evaluation of each exercise. Since the success of an exercise depends on the quality of objectives, and evaluation cannot be performed without measurable objectives, further detail on preparation of objectives is included in this Chapter.

2.2 Objectives Related to Exercise Scope

Establishing the scope of an exercise should be accomplished early in the exercise planning process. Smaller scale exercises may involve site assets with limited or simulated interaction by offsite entities. Larger-scale exercises may involve actual play by several offsite entities. Thus the scope of an exercise establishes *Who* is going to participate. The *Extent* of participation will be established by the objectives.

For purposes of identifying responsibilities, it is useful to categorize or group objectives. Typically objectives may be grouped by geographical area (e.g., event scene, Facility Emergency Control Center (ECC), Site EOC, etc.), function (e.g., notification, consequence assessment, protective actions, etc.), by organization (e.g., Operating Contractor, operations/field office/Headquarters, state, local organizations, etc.), or by relationship to the DOE site/facility, or using a combination of the above.

For example, a grouping by relationship to the DOE site/facility might categorize objectives as follows.

- Facility/Site objectives - involve only site organizational units.

- Offsite objectives - involve only offsite units.

- Joint objectives - involve coordinated site and offsite units.

- Special purpose objectives - designed to accomplish a specific purpose and may involve site and/or offsite units.

Using the categories in the example listed above and grouping by organization will assist in identifying the entity responsible for determining the extent of exercise play (the *How*

much?), and, therefore, the organizational unit responsible for preparation of its objectives. Joint objectives will require the collaboration of more than one entity. Special purpose objectives may be prepared to test, for example, a new capability, such as a mutual aid agreement, that would dispatch a medic response unit within a specified time.

Draft objectives for each organization may not be consistent with or complementary to the draft objectives of other organizations. Conflicts in draft objectives should be identified early in the planning process, and accommodations reached as soon as possible for final objectives.

2.3   Preparation of Objectives

Exercise objectives provide the basis for development of the scenario and a measure by which to gauge satisfactory exercise performance. Scenario planning groups may wish to use the categories and groupings discussed above, to help assign responsibilities for the development of objectives.

Each objective should clearly state what the exercise designers expect to see demonstrated by the exercise responders. The following factors should be considered when developing exercise objectives:

- **Is the objective attainable?** Throughout the exercise development process, an iterative methodology of modifying objectives and the scenario should be ongoing to ensure that exercise participants will have the opportunity to successfully demonstrate the exercise objectives;

- **Is the objective measurable?** The performance addressed by the objective should have observable and measurable indicators; specific exercise evaluation criteria, usually procedure or checklist associated, should be developed by which to measure performance.

Once established, the objectives should clearly define the extent of play in the exercise, identify types of events to be included in the scenario, and provide the entire framework on which the exercise will be designed. The exercise objectives will also be used as the basis for developing performance evaluation criteria.

2.4   Topical Exercise Objectives

This section provides generic examples of topics for objectives, organized by functional areas such as, "Event Scene", "Emergency Response Staff Functions", etc., for use in developing exercises. For larger scale exercises, the examples represent a set of objectives

to be considered. Similarly, a sub-set of this list is appropriate for smaller scale exercises where offsite assets are simulated.

The generic examples are:

- "Generic" in their applicability to typical exercises and not for verbatim use by a particular organization for a specific exercise.

- "Examples" and do not represent a complete set of objectives for an exercise.

- Focused at the site/facility level for an Operational Emergency Hazardous Materials Program exercise. Variations of the examples may be applicable to operations/field offices and Headquarters organizations and to Operational Emergency Base Program exercises.

These examples can be used to create the site/facility specific objectives that possess the required attributes of attainable, clearly stated, measurable objectives. The following examples correlate with the chapter titles of the Emergency Management Guide.

2.4.1. Emergency Response Organization (ERO)

General

- Effect direction and control within the emergency response organization's respective areas of responsibility

- Interface and coordinate among participating response organizations for effective overall emergency response

- Activate the EROs in a timely manner commensurate with the type and extent of emergency

- Activate additional elements of the ERO in response to escalating emergency conditions

- Plan and implement a shift turnover of (selected) emergency response functions

Event Scene

- Perform initial response at event scene appropriate for type and extent of hazards and events

- Analyze event information/data and initiate mitigative/corrective actions

- Establish Incident Command at/near event scene and direction and control of emergency response

- Augment resources in response to actual/potential escalating emergency conditions

Emergency Facilities Operation

- Perform timely activation and staffing of emergency response facilities

- Operate emergency facilities and accomplish the designated functions throughout the duration of the emergency

- Transfer emergency response command and control functions from the facility command center to the site EOC.

- Plan and implement a shift relief for EOC personnel

Emergency Response Staff Functions

- Analyze information/data to formulate mitigative and corrective actions

- Perform safety assessments of event conditions and trending of event data

- Plan and coordinate facility reentry activities with on-scene command

- Coordinate decisions/actions for emergency worker exposure controls

- Coordinate and communicate information/data among scene, facility, site, and field team response elements

- Coordinate the monitoring, control, and decontamination of personnel at relocation areas

● Plan and direct//coordinate activities to repair damaged equipment in support of emergency mitigation

Emergency Response Teams (e.g., Operations, Monitoring, Repair)

● Assemble, equip, brief, dispatch, and track onsite and offsite hazardous materials field monitoring teams

● Assemble, equip, brief, dispatch, and track (repair, damage control, reentry) emergency teams

● Establish contamination control points outside of the contamination areas

● Establish decontamination stations for use by reentry teams

Radiological/Non-radiological Hazardous Materials Surveys, Sampling, and Analysis

● Perform in-facility monitoring for a release of hazardous materials

● Perform in-facility sampling and analysis for (specified) hazardous materials

● Perform sampling and analysis in the field for (specified) hazardous materials

● Provide hazardous material support to the local fire department for event mitigation

● Provide hazardous material assistance to the local hospital in the care of injured persons contaminated with hazardous materials

Fire and Rescue

● Provide timely response with appropriate resources to event scene

● Perform effective fire-fighting/suppression response to mitigate event

● Provide fire-fighting support in an environment with airborne hazardous materials

- Provide fire-fighting support in a potential/actual contaminated area for event mitigation

- Perform search operations in concert with the facility's accountability process

- Perform search and rescue operations for injured victims

Security and Safeguards Measures

- Maintain security of the affected area

- Restrict and reroute traffic on site public roadways

- Perform timely determination of the location, characteristics, and magnitude of the problem/incident

- Determine the intentions and realistically assess the capabilities of the adversary force

- Perform sound overall tactical evaluation of the event

- Carry out timely and effective negotiation activities

- Protective force personnel use minimum level of legal force required to neutralize adversary force

2.4.2. Offsite Response Interface

- Coordinate and communicate information/data with offsite organizations and agencies.

- Dispatch liaison personnel, as requested, to support the activation of state, tribal, and/or local EOCs

- Provide technical analysis and assistance in support of offsite response organizations

- Coordinate offsite hazardous materials monitoring with offsite organizations/agencies

● Provide senior management status reports/briefings to state/local officials

2.4.3. Categorization/Classification of Operational Emergencies

● Recognize, categorize and properly classify the emergency event(s)

● Monitor and assess changing emergency events and conditions

● Review the event classification and revise as appropriate

● Recognize and evaluate improving/stabilizing emergency conditions in preparation for termination of the emergency

2.4.4. Notifications and Communications

● Notify facility/site personnel and initiate call-out of emergency response organization

● Complete required initial onsite/offsite notifications

● Perform ongoing follow-up onsite and offsite notifications

● Transfer offsite notification responsibilities from the facility to the site EOC

● Establish open communication line(s) between emergency response locations

● Communicate timely and effective event information among cognizant response organizations/personnel

● Perform effective intra-organization communication

● Communicate appropriate protective actions to onsite personnel

● Communicate appropriate protective action recommendations to offsite organizations

2.4.5. Consequence Assessment

● Complete an initial consequence assessment

● Provide status briefings to EOC management

- Review and update the event source term

- Acquire meteorological data to support onsite/offsite dose projections

- Perform onsite/offsite dose projections and compare projected data with field data

- Continually assess the consequences of emergency events and monitor safety, health, environmental, and security conditions

- Coordinate release pathway modeling with National Oceanic and Atmospheric Administration (NOAA)

2.4.6 Protective Actions and Reentry

- Determine and implement onsite protective actions (sheltering and/or evacuation)

- Complete personnel accountability at the affected facilities

- Develop protective action decisions and offsite recommendations based on pre-approved default criteria

- Review and update, as appropriate, onsite protective actions and offsite protective action recommendations

- Implement evacuation of (selected) personnel from (selected) facilities/locations

- Coordinate actions necessary to relocate non-essential personnel evacuated from affected facilities

- Establish and operate relocation areas for facility evacuees

2.4.7 Emergency Medical Support

- Provide proper emergency medical care for injured, contaminated workers

- Provide transportation for injured, contaminated workers from the event scene to appropriate medical facilities

- Coordinate local hospital support for multiple injured victims

2.4.8 Public Information

● Issue pre-approved press releases

● Coordinate public information functions with cognizant onsite/offsite organizations

● Coordinate, approve, and issue press releases

● Conduct press briefings

● Monitor public information reports, identify, and respond to inaccurate information

● Provide and respond to requests for information from the media, public officials, and/or local/state/Federal agencies

2.4.9 Emergency Facilities and Equipment

● Command Center space, layout, and installed equipment is adequate to support assigned staff functions and response activities

● EOC communications and support equipment is operational and adequate to support EOC functions/activities

● Emergency response team(s) communications and support equipment is operational and adequate to support team(s) functions/activities

● The space and layout of emergency response facilities are adequate to support assigned staff functions and activities

● Portable equipment necessary to support response teams is readily available and operational

● Radiological/non-radiological instrumentation and monitoring equipment is calibrated and operational

2.4.10 Termination and Recovery

● Terminate the emergency based on established criteria and in coordination with state and local authorities

● Establish goals and priorities for recovery planning

- Identify and designate a recovery organization

- Prepare a recovery plan outline in concert with appropriate onsite/offsite organizations

- Brief state/local officials on the recovery plan

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