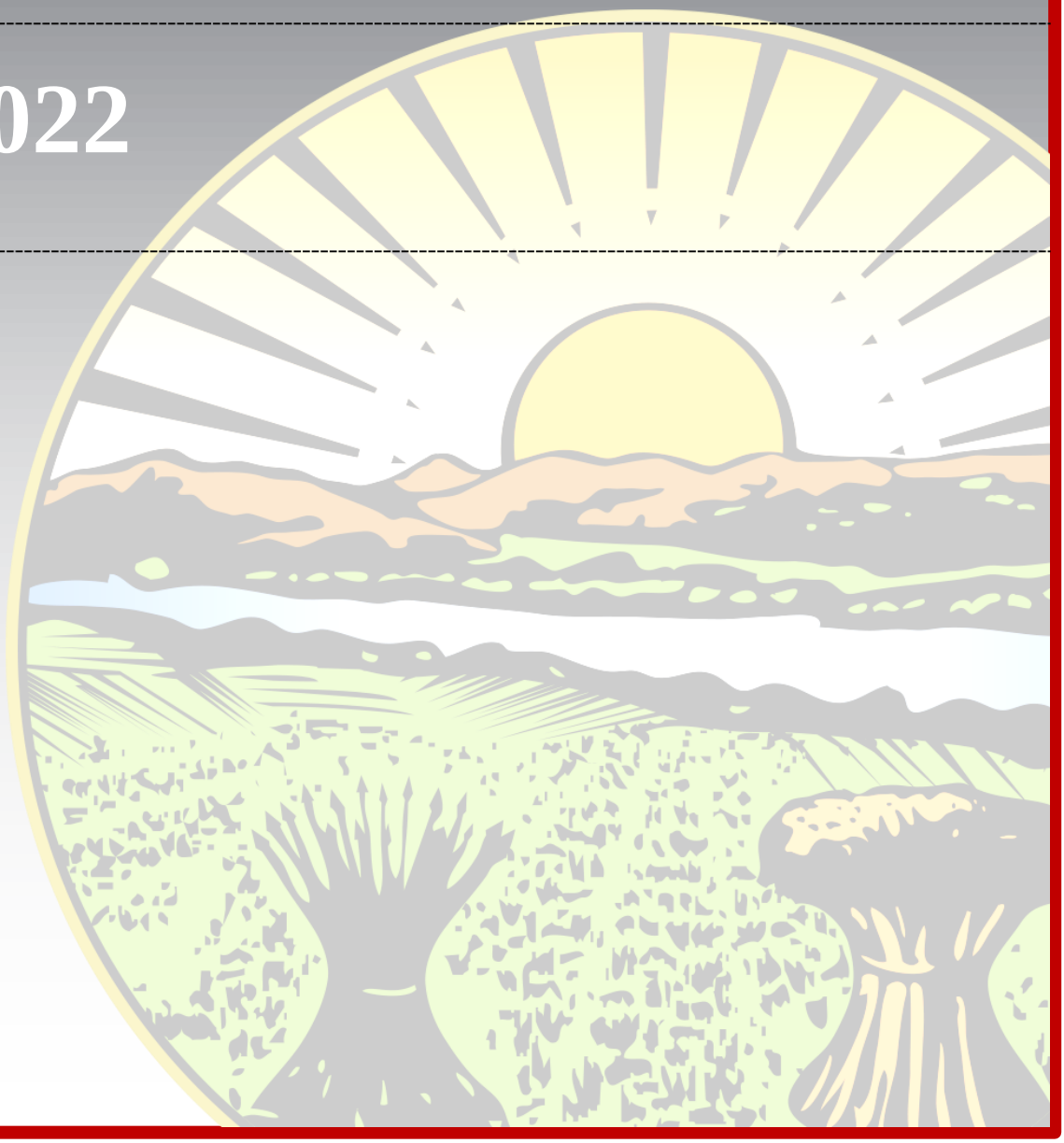
STATE OF OHIO

MULTI YEAR

TRAINING AND EXERCISE PLAN

2020-2022



PUBLIC SAFETY, PUBLIC TRUST

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PREFACE

State of Ohio

The Ohio Department of Public Safety (Ohio DPS) and the Ohio Emergency Management Agency (Ohio EMA) continually work towards a safer Ohio. Ohio emphasizes planning and preparing for potential disasters by focusing on key infrastructure, vulnerabilities and potential hazards. Increasing disasters and emergencies across our state and the globe clearly indicate the need to focus efforts on an all-hazards approach toward emergency preparedness and response. The State of Ohio, in its efforts to prevent, protect, mitigate against, respond to, and recover from incidents affecting its security, whether natural or human-caused, identified the need to embrace a capabilities-based approach to training and exercising. In embracing this approach, the state will coordinate training and exercising to strengthen the state's overall preparedness. Training and exercising provides the State with a means of attaining, practicing, validating, and improving its capabilities.

To achieve the state's vision of a safe, secure and sustainable Ohio, stakeholders provide valuable information to build the Multi-Year Training and Exercise Plan (TEP). The TEP provides the foundation for future collaboration and partnerships in preparing for disaster and mitigating consequences.

This document includes information that is subject to a myriad of variables. The events that happen between now and the future implementation of training and exercising may change the focus of our attention. We will continue to plan for tomorrow while responding to today.

Mission Statement

To coordinate activities to mitigate, prepare for, respond to, and recover from disasters.

Vision Statement

A safer future through effective partnerships committed to saving lives and reducing the impact of disasters.

Ohio | Department of Public Safety

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2020 - 2022

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Introduction

Purpose
The State of Ohio Training and Exercise Plan plays an important role in the implementation of the National Preparedness System (NPS) by supporting the building, sustainment, and validation of core capabilities essential to achieving the National Preparedness Goal (NPG) of a secure and resilient nation.

The Multi-Year Training and Exercise Plan (TEP) is a roadmap for building capabilities in the State of Ohio and its' Urban Area Security Initiative (UASI) areas to follow in accomplishing the priorities described in the State of Ohio's Threat and Hazard Identification and Risk Assessments (THIRA) and its associated State Preparedness Report (SPR). The TEP is a living document, which is reviewed and updated annually. The plan uses the FEMA-defined 32 core capabilities to cover the wide range of emergency management responsibilities.

The training link on the Ohio EMA website includes the three year calendar of current and planned training and exercises in the state. The full calendar provides a graphic illustration of the proposed activities scheduled from January 2020 until December 2022 which demonstrates the recommended building-block progression approach to training and exercises. The full calendar as referenced in this TEP can be found at:
http://ema.ohio.gov/Training_MultiYearTrainingAndExercisePlan.aspx

The Training and Exercise Planning Workshop (TEPW) is the annual forum for developing, reviewing, and updating a TEP and schedule. During the TEPW, local and state agencies conduct a needs analysis and identify the trainings and exercises necessary for the next three years. To determine the needs, participants review after action reports (AAR) and the improvement plans developed as a result from exercises or real-world events. The TEPW provides a platform for participants update their multi-year training and exercise schedule.

The participants compare the TEP information with the priorities identified in the State Preparedness Report and the goals set forth in the state's Homeland Security Strategy. In doing so, a validation of the identified priorities can be measured based upon the improvements to preparedness that have occurred.

Approach
Ohio EMA utilizes a regional/local approach to gather data. Counties can work independently to assess their training and exercise needs or they can work through the Ohio EMA regional offices. The approach allows counties to work within their region and with neighboring counties to share resources and avoid duplication of trainings and exercises. Reducing duplicate requests assures maximum participant registration for each course, provides better cost/benefit ratios for funded courses and allows attendees who will be working together in emergencies to first work together in preparation. The Ohio EMA headquarters collects and aggregates responses for completion and publication of the TEP.

Program Priorities

Based on the guidance provided by the U.S. Department of Homeland Security (DHS) in the National Preparedness Guidelines, the State of Ohio has identified the priorities that serve as the foundation of the State of Ohio/UASI Multi-Year TEP.

State Wide Training and Exercise Plan Schedule

Most trainings and exercises listed in the complete schedule are tentatively planned. Priorities and resources may shift prior to conducting the listed training and exercises. This schedule is updated annually to record changes and current direction for preparedness activities. A detailed schedule of training and exercises by county, agency, month and year is located at: http://ema.ohio.gov/Training_MultiYearTrainingAndExercisePlan.aspx. The exercises and training courses listed in the online multiyear schedule support the implementation of PPD-8 and the whole community approach. The TEP also supports the compliance with Emergency Management Accreditation Program (EMAP) standards 4.10.1.

SUMMARY OF DATA

Regional Training Delivery Summary

OHIO REGION	2020	2021	2022	TOTAL
Central Region	87	64	53	204
North East Region	99	70	50	219
North West Region	40	42	37	119
South East Region	57	39	34	130
South West Region	100	96	56	252
State Agency Partners	17	7	4	28
TOTAL REGIONAL TRAININGS	**397**	**318**	**234**	**952**

Regional Exercise Summary

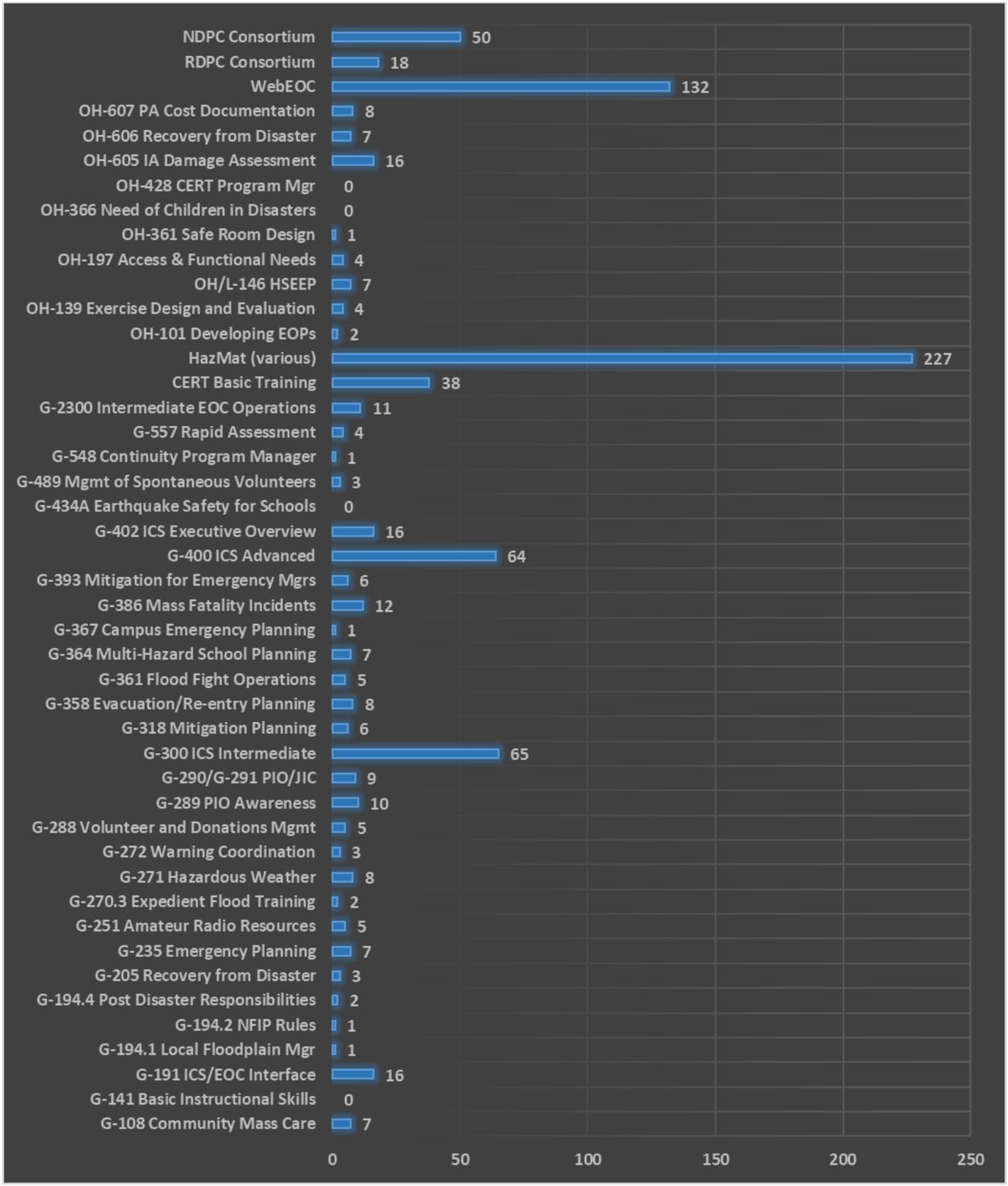
OHIO REGION	2020	2021	2022	TOTAL
Central Region	54	52	56	162
North East Region	67	59	62	188
North West Region	34	34	29	97
South East Region	36	33	31	100
South West Region	74	53	57	184
State Agency Partners	23	16	12	51
TOTAL REGIONAL EXERCISES	**288**	**247**	**247**	**782**

Trainings to be Conducted:

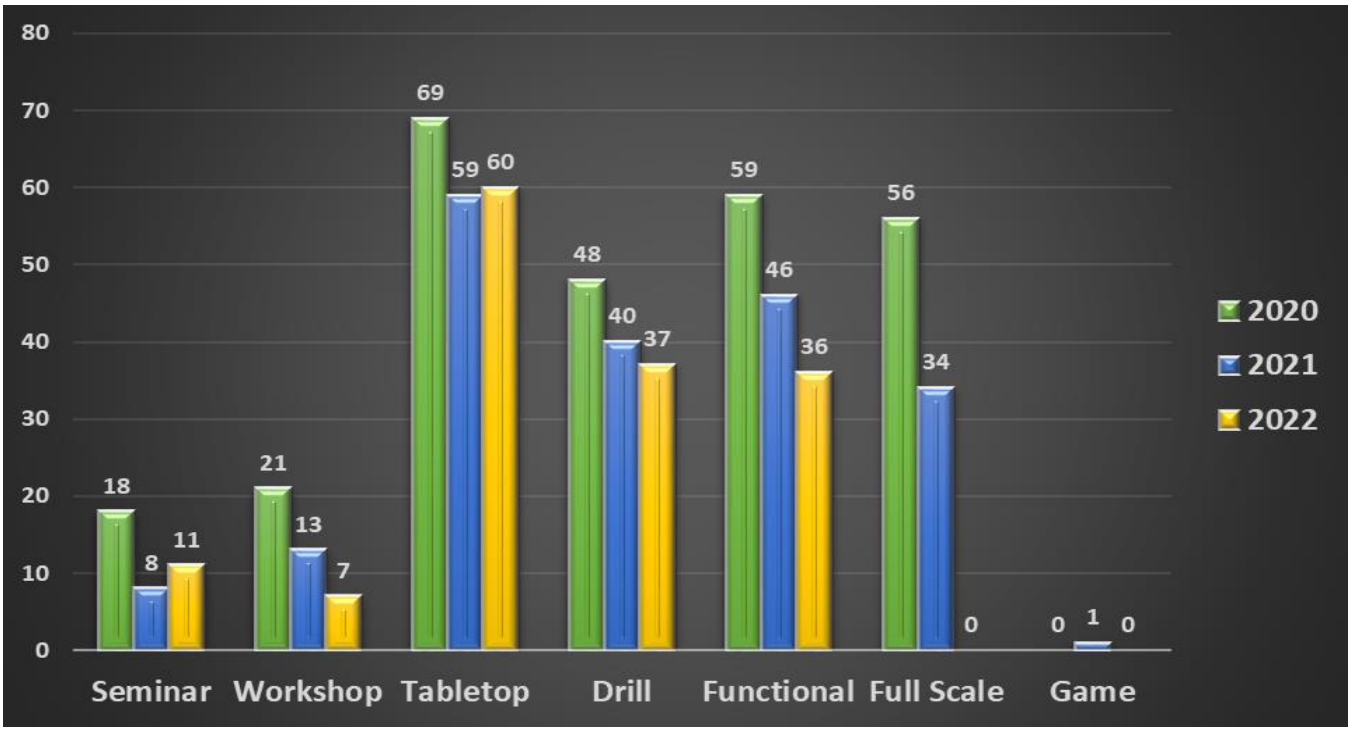
TRAINING	2020	2021	2022	TOTAL
G-108 Community Mass Care	4	0	3	7
G-141 Basic Instructional Skills	0	0	0	0
G-191 ICS/EOC Interface	10	0	6	16
G-194.1 Local Floodplain Manager	1	0	0	1
G-194.2 NFIP Rules	1	0	0	1
G-194.4 Post Disaster Responsibilities	0	0	2	2
G-205 Recovery from Disaster	3	0	0	3
G-235 Emergency Planning	3	0	4	7
G-251 Amateur Radio Resources	4	0	1	5
G-270.3 Expedient Flood Training	1	0	1	2
G-271 Hazardous Weather	4	0	4	8
G-272 Warning Coordination	0	0	3	3
G-288 Volunteer and Donations Mgmt	3	0	2	5
G-289 PIO Awareness	4	0	6	10
G-290/G-291 PIO/JIC	6	0	3	9
G-300 ICS Intermediate	41	0	24	65
G-318 Mitigation Planning	3	0	3	6
G-358 Evacuation/Re-entry Planning	2	0	6	8
G-361 Flood Fight Operations	1	0	4	5
G-364 Multi-Hazard School Planning	4	0	3	7
G-367 Campus Emergency Planning	0	0	1	1
G-386 Mass Fatality Incidents	6	0	6	12

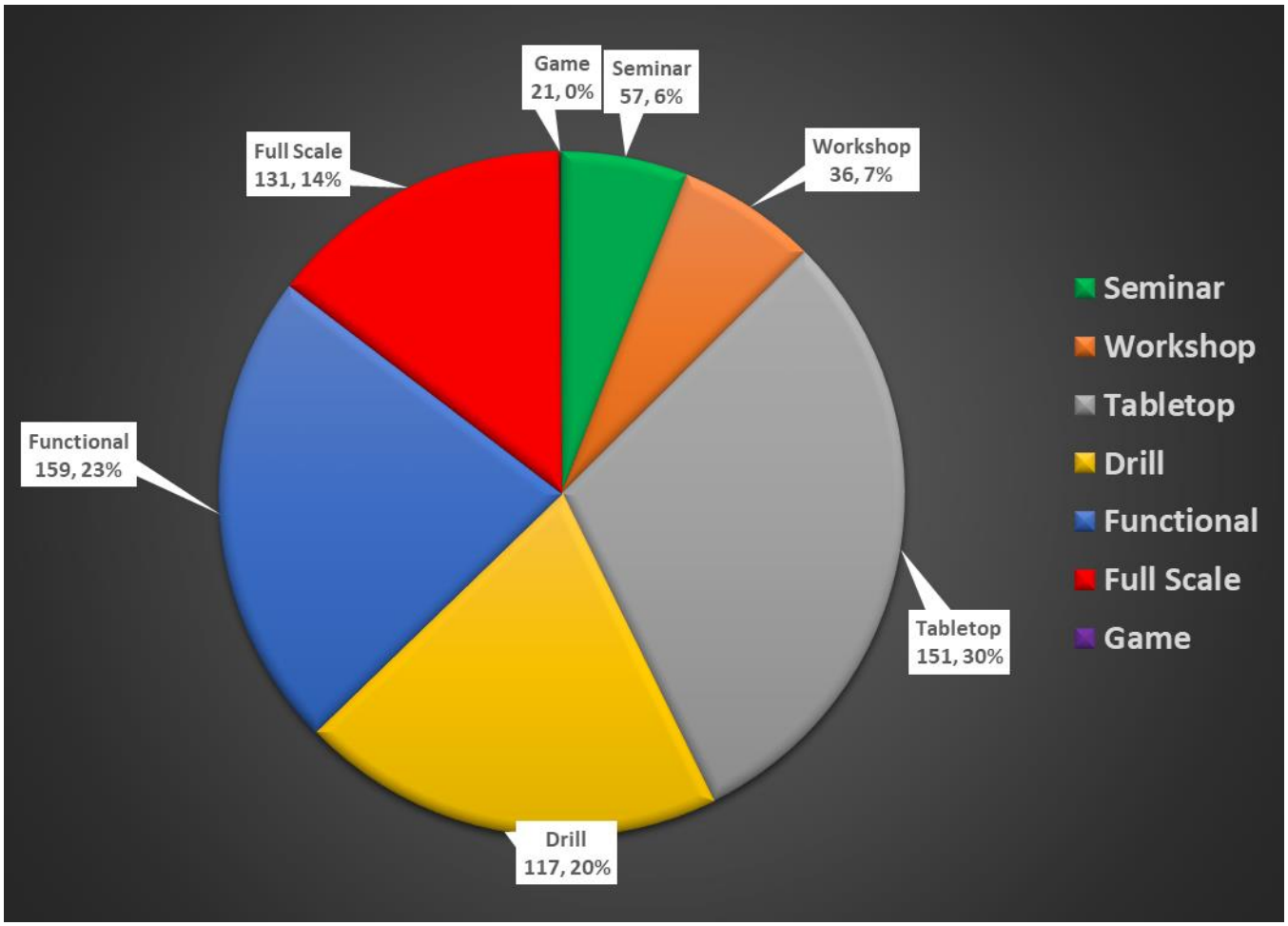
TRAINING	2020	2021	2022	TOTAL
G-393 Mitigation for Emergency Managers	6	0	0	6
G-400 ICS Advanced	41	0	23	64
G-402 ICS Executive Overview	10	0	6	16
G-434A Earthquake Safety for Schools	0	0	0	0
G-489 Mgmt of Spontaneous Volunteers	1	0	2	3
G-548 Continuity Program Manager	0	0	1	1
G-557 Rapid Assessment	2	0	2	4
G-2300 Intermediate EOC Operations	8	0	3	11
CERT Basic Training	19	0	19	38
Hazardous Materials (various)	128	1	98	227
OH-101 Developing EOPs	1	0	1	2
OH-139 Exercise Design and Evaluation	2	1	1	4
OH/L-146 HSEEP	5	1	1	7
OH-197 Access & Functional Needs	2	2	0	4
OH-361 Safe Room Design	0	0	1	1
OH-366 Need of Children in Disasters	0	0	0	0
OH-428 CERT Program Manager	0	0	0	0
OH-605 IA Damage Assessment	7	4	5	16
OH-606 Recovery from Disaster	3	3	1	7
OH-607 PA Cost Documentation	6	1	1	8
WebEOC	48	45	39	132
RDPC Consortium	10	6	2	18
NDPC Consortium	16	23	11	50
TOTALS	**416**	**87**	**288**	**802**

Training Totals 2020-2022



Exercise Totals 2020-2022



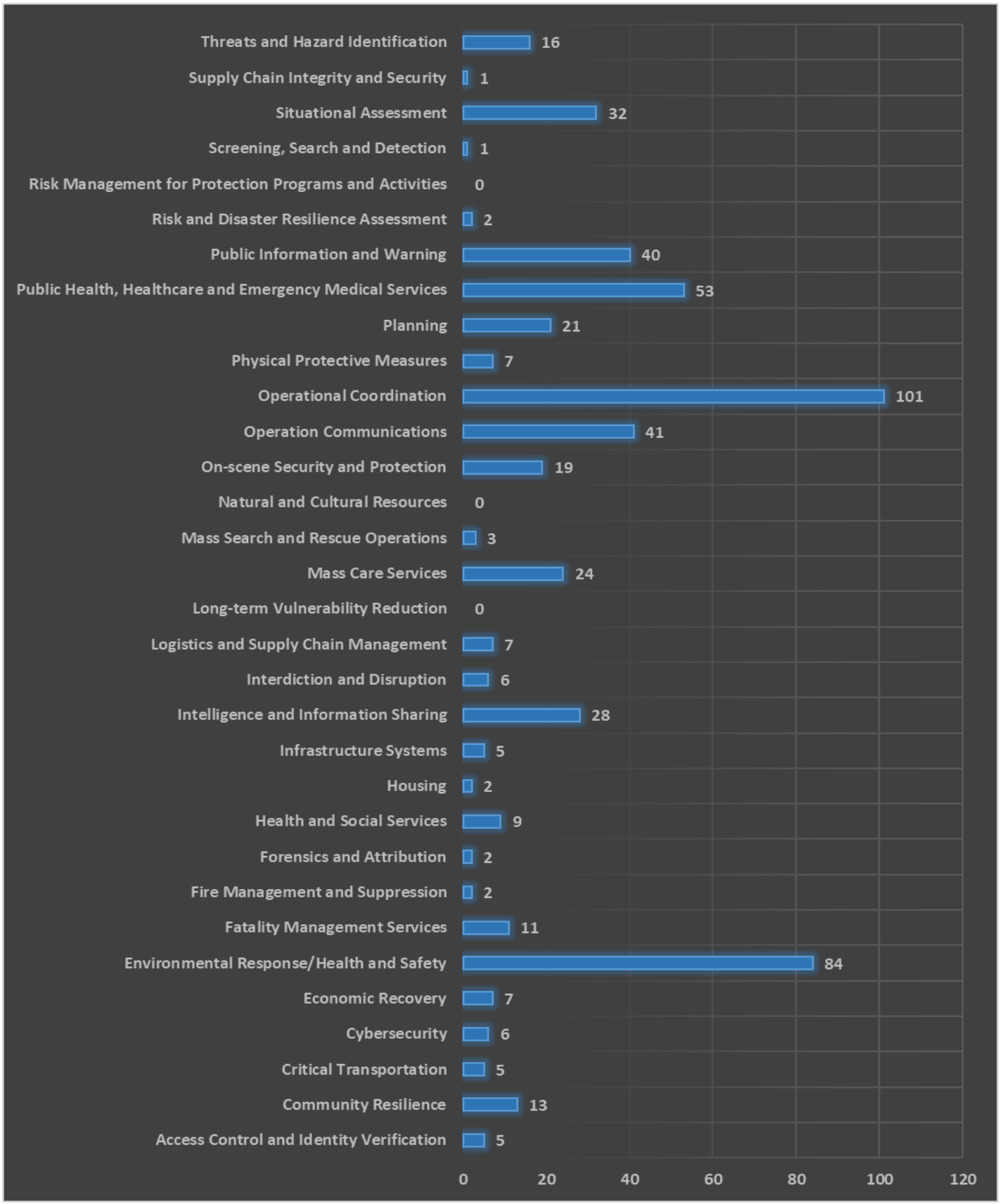


Core Capability Totals

Core Capability	2020	2021	2022	Total
Access Control and Identity Verification	2	3	0	5
Community Resilience	4	4	5	13
Critical Transportation	2	2	1	5
Cybersecurity	2	1	3	6
Economic Recovery	4	1	2	7
Environmental Response/Health and Safety	27	27	30	84
Fatality Management Services	4	5	2	11
Fire Management and Suppression	0	1	1	2
Forensics and Attribution	0	1	1	2
Health and Social Services	3	1	5	9
Housing	0	2	0	2
Infrastructure Systems	2	1	2	5
Intelligence and Information Sharing	5	12	11	28
Interdiction and Disruption	2	2	2	6
Logistics and Supply Chain Management	1	3	3	7
Long-Term Vulnerability Reduction	0	0	0	0
Mass Care Services	10	7	7	24
Mass Search and Rescue Operations	2	0	1	3
Natural and Cultural Resources	0	0	0	0
On-scene Security and Protection	8	7	4	19
Operation Communications	20	10	11	41
Operational Coordination	48	30	23	101
Physical Protective Measures	3	1	3	7
Planning	7	8	6	21
Public Health, Healthcare and Emergency Medical Services	22	18	13	53
Public Information and Warning	15	13	12	40
Risk and Disaster Resilience Assessment	2	0	0	2
Risk Management for Protection Programs & Activities	0	0	0	0
Screening, Search and Detection	1	0	0	1
Situational Assessment	12	11	9	32
Supply Chain Integrity and Security	0	1	0	1
Threats and Hazard Identification	2	3	0	16
TOTALS	**217**	**176**	**160**	**553**

Those completing the TEP survey listed core capabilities to be tested through exercising. The numbers in the above table reflect those core capabilities to be tested through exercising only.

Core Capabilities to be Exercised 2020-2022



Complete TEP Summary

The TEP supports the building and validation of capabilities based on Ohio's THIRA/SPR process. As such, the TEP has been informed by needs addressed in part through self-assessments but also as identified through Threat and Hazard Identification and Risk Assessments (THIRAs) and assessed in the State Preparedness Report (SPR). These efforts inform planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

The Multi-Year Training and Exercise Plan (TEP) is the roadmap for the counties and state agencies to support each other and maximize efforts. It is also a pathway for the State of Ohio to follow in accomplishing the priorities described in the State of Ohio State Homeland Security Strategy, and is linked to the State Preparedness Report. The TEP is a living document that will be reviewed and updated on an annual basis. Completing this tool and reviewing the published results on the Ohio EMA website, will create an avenue for counties and agencies to partner in training and exercise initiatives. The TEP is also intended to help strengthen relationships with potential partners in preparedness and response.

The Training and Exercise Plan for 2020 -2022 covers a wide range of agencies. In all, every county (88) completed the 2020-2022 TEP process. Also, three state agencies voluntarily participated including; Ohio Emergency Management Agency, Ohio Department of Health and the Ohio State Highway Patrol.

County EMA's must complete this multi-year training and exercise plan in accordance with Ohio Administrative Code **4501:3-6 (E)**. It is also a requirement for counties to complete the TEP in order to be eligible for training funds coordinated through Ohio EMA.

The top five areas identified for the most training:

- Hazardous Materials,
- Web EOC
- Incident Command System Intermediate
- Incident Command System Advanced
- Courses offered through the National Domestic Preparedness Consortium

The top five core capabilities to be tested in the coming three years through exercises are:

- Operational Coordination
- Environmental Response/Health and Safety
- Public Health, Healthcare and Emergency Medical Services
- Operation Communication
- Public Information and Warning

Through exercising, 29 of the 32 core capabilities are currently scheduled to be addressed in the coming three years.

Appendix A: Acronyms

Acronym	Definition
AAR	After Action Report
ACC	Acute Care Center
AED	Automated External Defibrillator
AMSTEP	Area Maritime Security Training and Exercise Program
APS	Advanced Professional Series
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARFF	Aircraft Rescue and Fire Fighting
ASAR	Air Search and Rescue
AWR	Law Enforcement Prevention and Deterrence of Terrorist Acts
BMV	Bureau of Motor Vehicles
CAK	Akron-Canton Regional Airport
CAMEO	Computer-Aided Management of Emergency Operations
CAP	Corrective Action Program
CBRNE	Chemical, Biological, Radiological, Nuclear, & High-Yield Explosives
CEN	Central Ohio
CEPAC	Chemical Emergency Preparedness Advisory Council
CERT	Citizens Emergency Response Team
CEVO	Certified Emergency Vehicle Operator
CFD	Columbus Fire Department
CIKR	Critical Infrastructure and Key Resources
CIP	Critical Infrastructure Protection
CISM	Critical Incident Stress Management
COML	Communications Unit Leader
COOP	Continuity of Operation Plan
COTS	Central Ohio Trauma System
CPD	Columbus Police Department
CPU	Columbus Public Utilities
CPX	Command Post Exercise
CPR	Cardiopulmonary Resuscitation
CRAA	Columbus Regional Airport Authority
CRI	Cities Readiness Initiative
CSX	Chessie Seaboard Multiplier (Railroad Company)

Acronym	Definition
DHS	U.S. Department of Homeland Security
DPH	Department of Public Health
DPU	Development Planning Unit
EDRO	Explosive Device Response Operations
EM	Emergency Management
EMA	Emergency Management Agency
EM&HS	Emergency Management and Homeland Security
EMAC	Emergency Management Assistance Compact
EMP	Emergency Management and Planning
EOC	Emergency Operations Center
ERRP	Emergency Response and Recovery Plan
ESF	Emergency Support Function
ETHER	Environmental Health Training in Emergency Response
FE	Functional Exercise
FENOC	First Energy Nuclear Operating Company
FEMA	Federal Emergency Management Agency
FRO	First Responder Operations
FSC	Fire Support Coordinator
FSE	Full-scale Exercise
GCHC	Greater Cincinnati Health Council
GHD	General Health District
GIS	Geographic Information Systems
GLHC	Great Lakes Heritage Coast
HAZMAT	Hazardous Materials
HMEP	Hazard Mitigation Emergency Plan
HMO	Health Maintenance Organization
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IED	Improvised Explosive Device
IEMC	Integrated Emergency Management Course
IMAC	Interstate Mutual Aid Compact
IMT	Incident Management Team
IP	Improvement Plan
IRTB	Incident Response to Terrorist Bombing
IT	Information Technology
JIC	Joint Information Center

Acronym	Definition
JIS	Joint Information System
LEPC	Local Emergency Planning Committee
LMH	Licking Memorial Hospital
MAA	Mutual-Aid Agreement
MACC	Multiagency Coordination Centers
MARCS	Multi Agency Radio Communications System
MCI	Mass Casualty Incident
MCOEM	Montgomery County Office of Emergency Management
MEP	Master Exercise Practitioner
MGT	Management
MMRS	Metropolitan Medical Response System
MOU	Memorandum of Understanding
MSA	Metropolitan Statistical Area
MSU	Medical Service Unit
NAS-T	National Association of Schools of Theater
NCBRT	National Center for Biomedical Research and Training
NDMS	National Disaster Medical System
NDPTC	National Disaster Preparedness Training Center
NE	Northeast Ohio
NECO	Northeast Central Ohio
NIMS	National Incident Management System
NPG	National Preparedness Goal
NPS	National Postal Service
NPSBN	National Public Safety Broadband Network
NUC	Nuclear
NW	Northwest Ohio
NWS	National Weather Service
OAC	Ohio Administrative Code
ODOT	Ohio Department of Transportation
ODH	Ohio Department of Health
ODNR	Ohio Department of Natural Resources
OEC	Office of Communication
OEM	Office of Emergency Management
OHIO EMA	Ohio Emergency Management Agency
OEPA	Ohio Environmental Protection Agency
OH-TF1	Ohio Task Force 1
OHTRAC	Ohio Patient Tracking System
ONG	Ohio National Guard

Acronym	Definition
OP3	Ohio Public Private Partnership
OSC	On Scene Coordinator
PDS	Professional Development Series
PIO	Public Information Officer
PNPP	Perry Nuclear Power Plant
POC	Point of Contact
POD	Point of Distribution
PPD	Presidential Policy Directive
PPE	Personal Protective Equipment
PSC	Planning Section Chief
RAD	Radiological
RCC	Regional Coalition Coordinator
RESL	Resource Unit Leader
SE	Southeast Ohio
SERC	State Emergency Response Commission
SIEC	Statewide Interoperability Executive Committee
SITL	Situation Unit Leader
SKYWARN	National Network of Volunteer Severe Weather Spotters
SNS	Strategic National Stockpile
SOP	Standard Operating Procedures
SOSINK	Southwestern Ohio, Southeastern Indiana, Northern Kentucky
SW	Southwest Ohio
TBD	To be determined
TCL	Target Capabilities List
TEEX	Texas Engineering Extension Service
TEP	Multi-Year Training and Exercise Plan
TEPW	Training and Exercise Plan Workshop
TPEP	Terrorism Prevention Exercise Program
TSA	Transportation Security Administration
TtT	Train the Trainer
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
USAR	Urban Search and Rescue
USCG	United States Coast Guard
USPS	United States Postal Service
VRC	Volunteer Reception Center
WebEOC	Web Based Emergency Operations Center (Program)
WMD	Weapons of Mass Destruction

Appendix B: FEMA Core Capabilities Defined

Core Capabilities (32)	Mission Areas	Description
Access Control and Identity Verification	Protection	Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.
Community Resilience	Mitigation	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Critical Transportation	Response	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Cybersecurity	Protection	Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).
Economic Recovery	Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
Environmental Response/Health and Safety	Response	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
Fatality Management Services	Response	Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management and Suppression	Response	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
Forensics and Attribution	Prevention	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
Health and Social Services	Recovery	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Housing	Recovery	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Infrastructure Systems	Response, Recovery	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Intelligence and Information Sharing	Prevention, Protection	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
Interdiction and Disruption	Prevention, Protection	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Logistics and Supply Chain Management	Response	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains
Long-term Vulnerability Reduction	Mitigation	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Mass Care Services	Response	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search and Rescue Operations	Response	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
Natural and Cultural Resources	Recovery	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.
On-scene Security, Protection and Law Enforcement	Response	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

Operation Communications	Response	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Operational Coordination	All	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Physical Protective Measures	Protection	Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Planning	All	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Health, Healthcare and Emergency Medical Services	Response	Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
Public Information and Warning	All	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Risk and Disaster Resilience Assessment	Mitigation	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Risk Management for Protection Programs and Activities	Protection	Identify, assess, and prioritize risks to inform Protection activities and investments.
Screening, Search and Detection	Prevention, Protection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
Situational Assessment	Response	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Supply Chain Integrity and Security	Protection	Strengthen the security and resilience of the supply chain.
Threats and Hazards Identification	Mitigation	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Appendix C: Exercise Types

Discussion-Based Exercises

Discussion-based exercises are normally used as a starting point in the progressive planning and building-block approach and to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual-aid agreements (MAAs), and procedures. Thus, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic, policy-oriented issues; operations-based exercises focus more on tactical, response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

Seminars

Seminars are generally used to orient participants to or provide an overview of authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. They offer the following attributes:

- Informal discussions led be a seminar leader
- Lack of time constraints caused by real-time portrayal of incidents
- Low-stress environment employing a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussion, expert testimony, and decision support tools
- Proven effectiveness with both small and large groups

Workshops

Workshops represent the second tier of exercises in the Homeland Security Exercise and Evaluation Program (HSEEP) progressive planning and building-block approach. Although similar to seminars, workshops differ in two important aspects: participant interaction is increased and the focus is on achieving or building a product (such as a plan or a policy). Workshops provide an ideal forum for the following:

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives
- Problem solving of complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities

In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design such as the following:

- Determining evaluation elements and standards of performance
- Determining program or exercise objectives

- Developing exercise scenario and key events listings

A workshop may be used to produce new standard operating procedures (SOPs), Emergency Operations Plans (EOPs), MAAs, Multi-Year Training and Exercise Plans (TEPs), and Improvement Plans (IPs). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Potential relevant topics and goals are numerous, but all workshops share the following common attributes:

- Effective with both small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed employing different instructional techniques
- Lack of time constraint from real-time portrayal of incidents
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

Tabletop Exercises (TTXs)

TTXs involve key personnel, senior staff, elected or appointed officials who discuss hypothetical scenarios in an informal setting. This type of exercise can be used to assess plans, policies, and procedures or to assess the systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs typically are aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and achieving changes in the approach to a particular situation. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions. 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.

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the situation established by the scenario materials remains constant. It describes an emergency incident (i.e., scenario) and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator; problems are discussed as a group; and the leader generally agrees on and summarizes the resolutions.

In an advanced TTX, play revolves around delivery of pre-scripted messages to players that alter the original scenario. The exercise controller (or moderator) usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the simulated problem, applying appropriate plans and procedures. TTX attributes may include the following:

- Achieving limited or specific objectives
- Assessing interagency coordination
- Conducting a specific case study
- Examining personnel contingencies
- Familiarizing senior officials with a situation

- Participating in information sharing
- Practicing group problem solving
- Testing group message interpretation

Games
A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions. They are useful tools for validating plans and procedures or evaluating resource requirements.

During game play, decision-making may be either slow and deliberate or rapid and more stressful, depending on the exercise design and objectives. The open, decision-based format of a game can incorporate "what if" questions that expand exercise benefits. Depending on the game's design, the consequences of player actions can be either pre-scripted or decided dynamically. Identifying critical decision-making points is a major factor in the success of evaluating a game.

Operations-Based Exercises
Operations-based exercises represent the next iteration of the exercise cycle and are utilized to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time.

Drills
A drill is a coordinated, supervised activity usually used to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Typical attributes include the following:

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation
- Realistic environment

Functional Exercises (FE)
An FE is designed to validate and evaluate individual capabilities, multiple functions, activities within a function, or interdependent groups of functions. Incidents are projected through an exercise scenario with incident updates that drive activity at the management level. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful, time-constrained environment.

Response and recovery-focused FEs generally concentrate on exercising the plans, policies, procedures, and staffs of the direction and control branches of Incident Command (IC), Unified

Command (UC), and/or multiagency coordination centers (e.g., emergency operation centers [EOCs]). Movement of personnel and equipment is simulated.

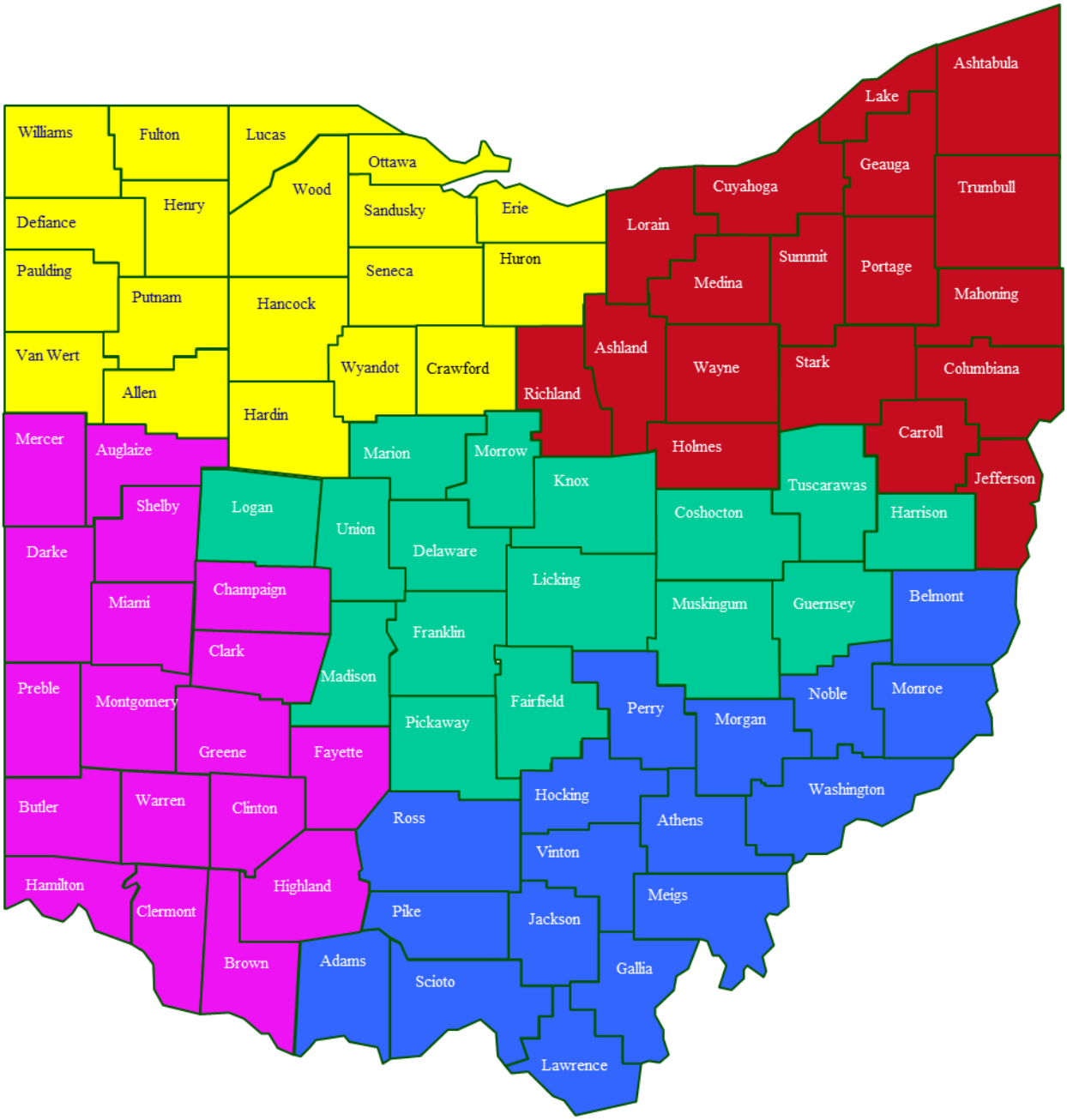
Prevention-focused FEs typically concentrate on exercising the plans, policies, procedures, agreements, networks, and staffs of fusion centers or law enforcement agencies with counterterrorism missions. Adversary actions are largely simulated and delivered in the form of shared intelligence; however, some of these actions may be carried out by simulated adversaries, or Red Teams, in a separate but coordinated category of exercise play. Full-Scale Exercises (FSEs)

Full-Scale Exercise (FSE)

The FSE is the most complex type of exercise. FSEs are multiagency, multijurisdictional, multi-organizational exercises that validate many facets of preparedness. They focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. In FSEs, the reality of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel. During FSEs, incidents are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. FSEs are conducted in real time, creating a stressful, time-constrained environment that closely mirrors real incidents. The level of support needed to conduct an FSE is greater than that needed during other types of exercises.

Response-focused FSEs include many first responders operating under the principles of the National Incident Management System (NIMS) to effectively and efficiently respond to an incident. Personnel and resources are mobilized and deployed to the scene where they conduct their activities as if a real incident had occurred (with minor exceptions). An FSE also may include functional play from participants not located at the exercise incident response site, such as multiagency coordination centers (MACCs), EOCs, or hospitals. Typical FSE attributes include the following:

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memorandums of understanding (MOUs), SOPs, plans, and policies
- Assessing equipment capabilities
- Assessing organizational and individual performance
- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Exercising public information systems
- Testing communications systems and procedures

The level of support needed to conduct an FSE is greater than needed during other types of exercises. The exercise site is usually extensive with complex site logistics. Food and water must be supplied to participants and volunteers. Safety issues, including those surrounding the use of props and special effects, must be monitored.

Appendix D: Ohio EMA Regional Map