

STATE OF OHIO

MULTI YEAR

TRAINING AND EXERCISE PLAN

2019-2021



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SUMMARY OF DATA

Regional Training Delivery Summary

| OHIO REGION | 2019 | 2020 | 2021 | TOTAL |
|---------------------------------|------------|------------|------------|-------------|
| Central Region | 80 | 47 | 42 | 169 |
| North East Region | 109 | 69 | 61 | 239 |
| North West Region | 71 | 70 | 68 | 209 |
| South East Region | 54 | 45 | 44 | 143 |
| South West Region | 100 | 84 | 63 | 247 |
| State Agency Partners | 5 | 3 | 5 | 13 |
| TOTAL REGIONAL TRAININGS | 419 | 318 | 283 | 1020 |

Regional Exercise Summary

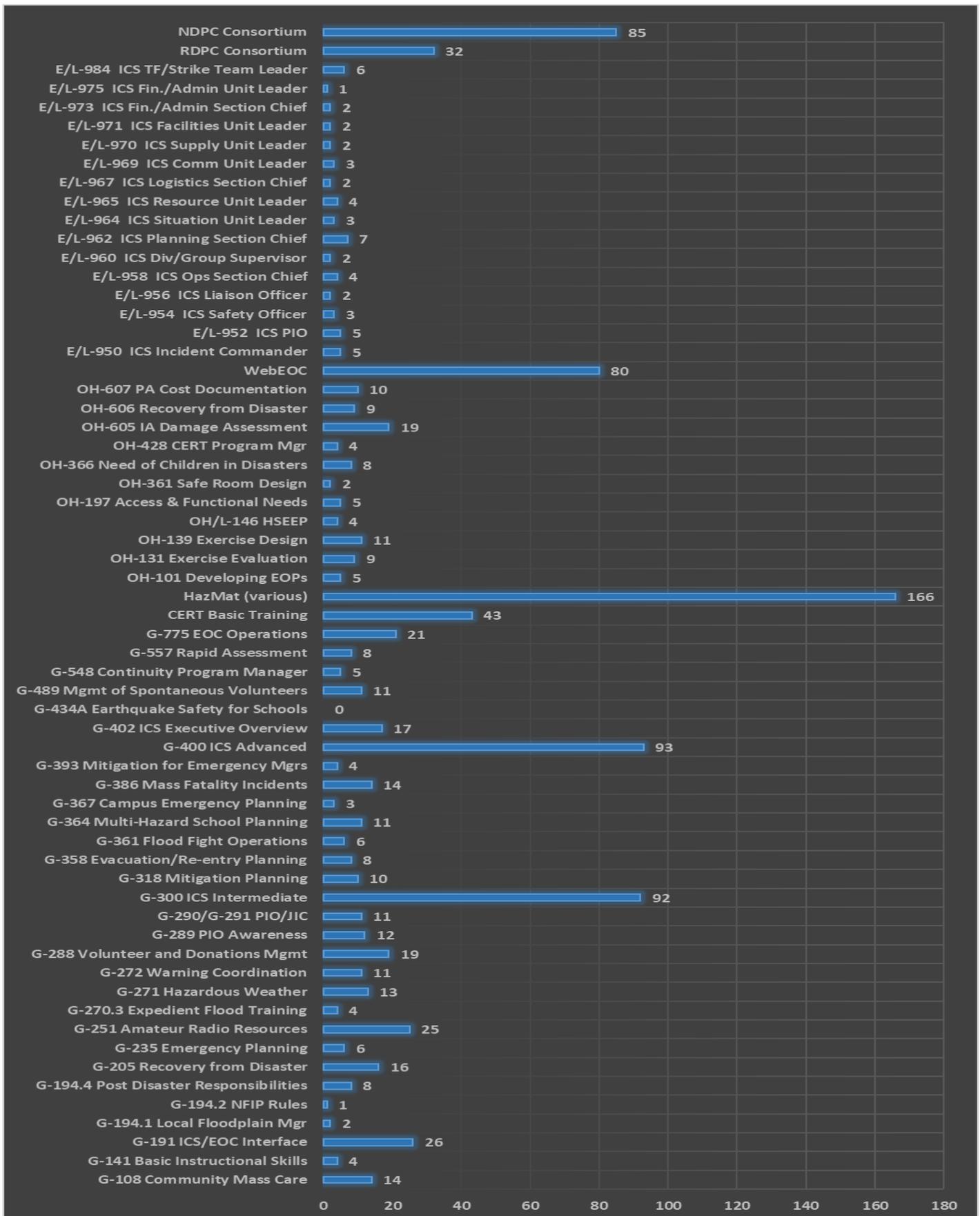
| OHIO REGION | 2019 | 2020 | 2021 | TOTAL |
|---------------------------------|------------|------------|------------|------------|
| Central Region | 61 | 54 | 53 | 168 |
| North East Region | 68 | 55 | 46 | 169 |
| North West Region | 47 | 37 | 35 | 119 |
| South East Region | 38 | 30 | 31 | 99 |
| South West Region | 40 | 35 | 27 | 102 |
| State Agency Partners | 14 | 4 | 2 | 20 |
| TOTAL REGIONAL EXERCISES | 268 | 215 | 194 | 677 |

Trainings to be Conducted:

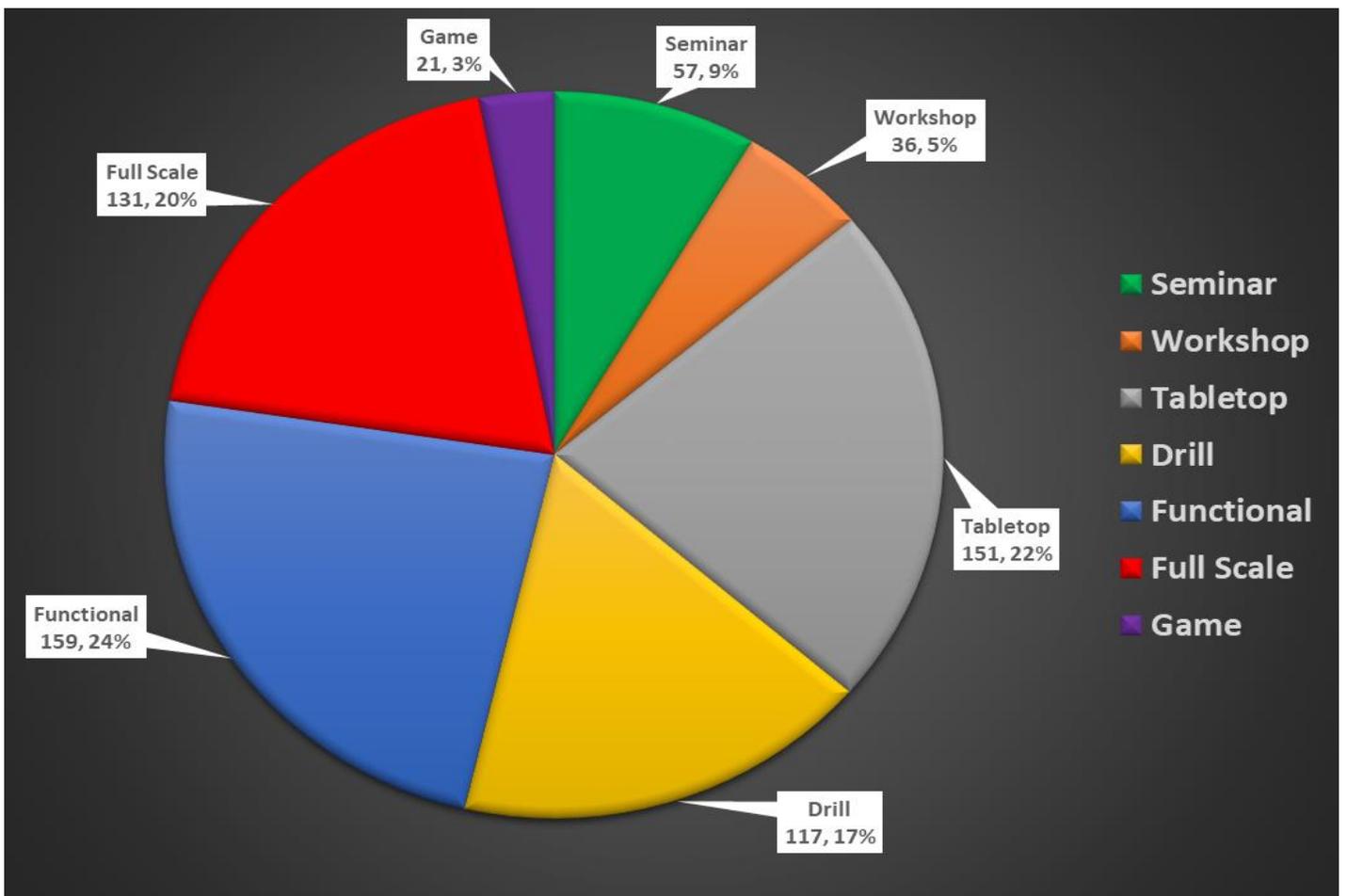
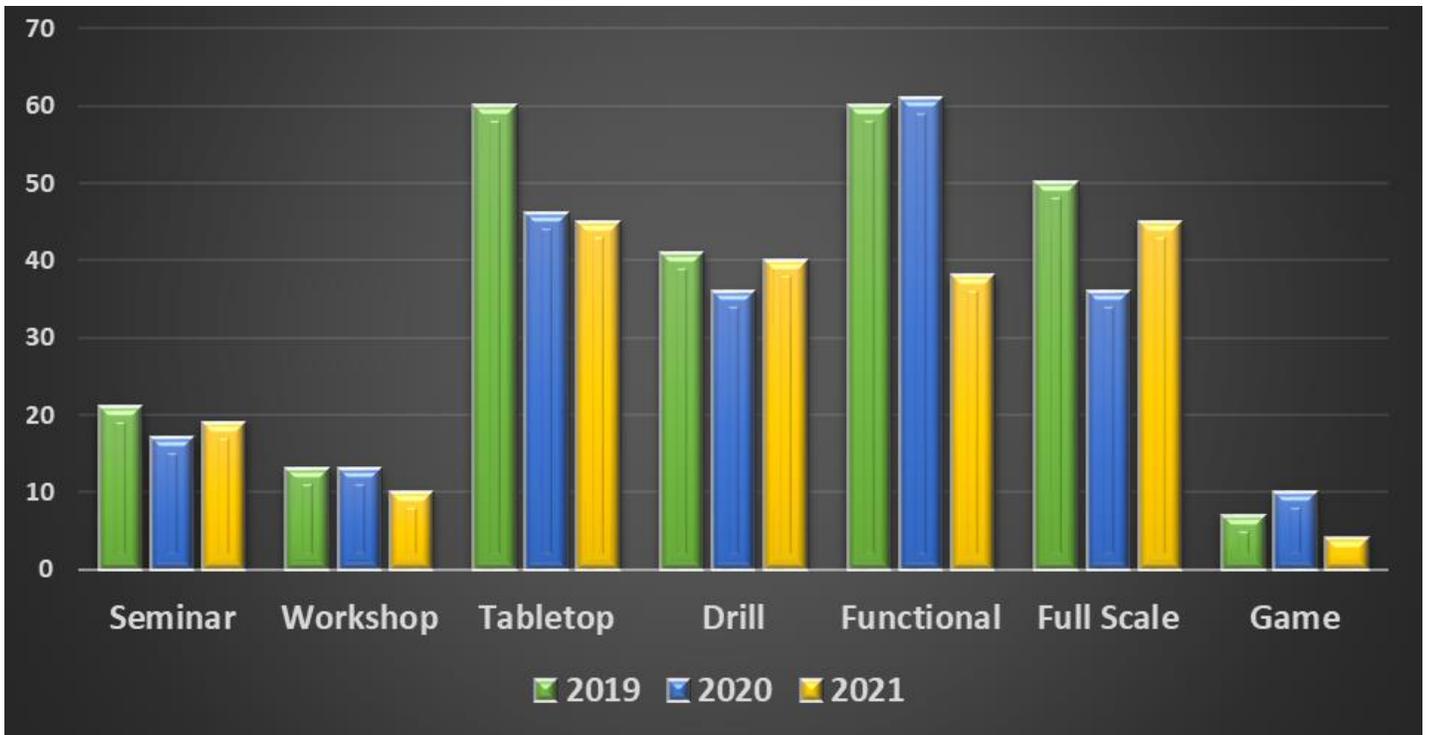
| TRAINING | 2019 | 2020 | 2021 | TOTAL |
|--|------|------|------|-------|
| G-108 Community Mass Care | 5 | 6 | 3 | 14 |
| G-141 Basic Instructional Skills | 1 | 2 | 1 | 4 |
| G-191 ICS/EOC Interface | 10 | 8 | 8 | 26 |
| G-194.1 Local Floodplain Manager | 0 | 1 | 1 | 2 |
| G-194.2 NFIP Rules | 0 | 0 | 1 | 1 |
| G-194.4 Post Disaster Responsibilities | 5 | 2 | 1 | 8 |
| G-205 Recovery from Disaster | 6 | 7 | 3 | 16 |
| G-235 Emergency Planning | 3 | 2 | 1 | 6 |
| G-251 Amateur Radio Resources | 16 | 5 | 4 | 25 |
| G-270.3 Expedient Flood Training | 1 | 2 | 1 | 4 |
| G-271 Hazardous Weather | 6 | 2 | 5 | 13 |
| G-272 Warning Coordination | 1 | 6 | 4 | 11 |
| G-288 Volunteer and Donations Mgmt | 7 | 5 | 7 | 19 |
| G-289 PIO Awareness | 8 | 2 | 2 | 12 |
| G-290/G-291 PIO/JIC | 4 | 4 | 3 | 11 |
| G-300 ICS Intermediate | 42 | 26 | 24 | 92 |
| G-318 Mitigation Planning | 2 | 5 | 3 | 10 |
| G-358 Evacuation/Re-entry Planning | 4 | 2 | 2 | 8 |
| G-361 Flood Fight Operations | 1 | 2 | 3 | 6 |
| G-364 Multi-Hazard School Planning | 2 | 6 | 3 | 11 |
| G-367 Campus Emergency Planning | 0 | 2 | 1 | 3 |
| G-386 Mass Fatality Incidents | 4 | 6 | 4 | 14 |

| TRAINING | 2019 | 2020 | 2021 | TOTAL |
|---|-------------|-------------|-------------|--------------|
| G-393 Mitigation for Emergency Managers | 3 | 1 | 0 | 4 |
| G-400 ICS Advanced | 42 | 26 | 25 | 93 |
| G-402 ICS Executive Overview | 5 | 6 | 6 | 17 |
| G-434A Earthquake Safety for Schools | 0 | 0 | 0 | 0 |
| G-489 Mgmt of Spontaneous Volunteers | 3 | 3 | 5 | 11 |
| G-548 Continuity Program Manager | 1 | 3 | 1 | 5 |
| G-557 Rapid Assessment | 5 | 2 | 1 | 8 |
| G-775 EOC Operations | 8 | 10 | 3 | 21 |
| CERT Basic Training | 21 | 12 | 10 | 43 |
| Hazardous Materials (various) | 62 | 52 | 52 | 166 |
| OH-101 Developing EOPs | 1 | 1 | 3 | 5 |
| OH-131 Exercise Evaluation | 3 | 1 | 5 | 9 |
| OH-139 Exercise Design | 5 | 2 | 4 | 11 |
| OH/L-146 HSEEP | 0 | 2 | 2 | 4 |
| OH-197 Access & Functional Needs | 0 | 4 | 1 | 5 |
| OH-361 Safe Room Design | 0 | 2 | 0 | 2 |
| OH-366 Need of Children in Disasters | 3 | 0 | 5 | 8 |
| OH-428 CERT Program Manager | 1 | 0 | 3 | 4 |
| OH-605 IA Damage Assessment | 7 | 7 | 5 | 19 |
| OH-606 Recovery from Disaster | 4 | 3 | 2 | 9 |
| OH-607 PA Cost Documentation | 3 | 5 | 2 | 10 |
| WebEOC | 29 | 27 | 24 | 80 |
| E/L-950 ICS Incident Commander | 4 | 1 | 0 | 5 |
| E/L-952 ICS PIO | 3 | 2 | 0 | 5 |
| E/L-954 ICS Safety Officer | 2 | 1 | 0 | 3 |
| E/L-956 ICS Liaison Officer | 1 | 1 | 0 | 2 |
| E/L-958 ICS Ops Section Chief | 3 | 1 | 0 | 4 |
| E/L-960 ICS Division/Group Supervisor | 1 | 1 | 0 | 2 |
| E/L-962 ICS Planning Section Chief | 3 | 3 | 1 | 7 |
| E/L-964 ICS Situation Unit Leader | 1 | 2 | 0 | 3 |
| E/L-965 ICS Resource Unit Leader | 1 | 2 | 1 | 4 |
| E/L-967 ICS Logistics Section Chief | 1 | 0 | 1 | 2 |
| E/L-969 ICS Communications Unit Leader | 2 | 0 | 1 | 3 |
| E/L-970 ICS Supply Unit Leader | 1 | 0 | 1 | 2 |
| E/L-971 ICS Facilities Unit Leader | 1 | 0 | 1 | 2 |
| E/L-973 ICS Fin./Admin Section Chief | 1 | 0 | 1 | 2 |
| E/L-975 ICS Fin./Admin Unit Leader | 0 | 0 | 1 | 1 |
| E/L-984 ICS TF/Strike Team Leader | 3 | 0 | 3 | 6 |
| RDPC Consortium | 16 | 10 | 6 | 32 |
| NDPC Consortium | 41 | 22 | 22 | 85 |
| TOTALS | 419 | 318 | 283 | 1020 |

Training Totals 2019-2021



Exercise Totals 2019-2021

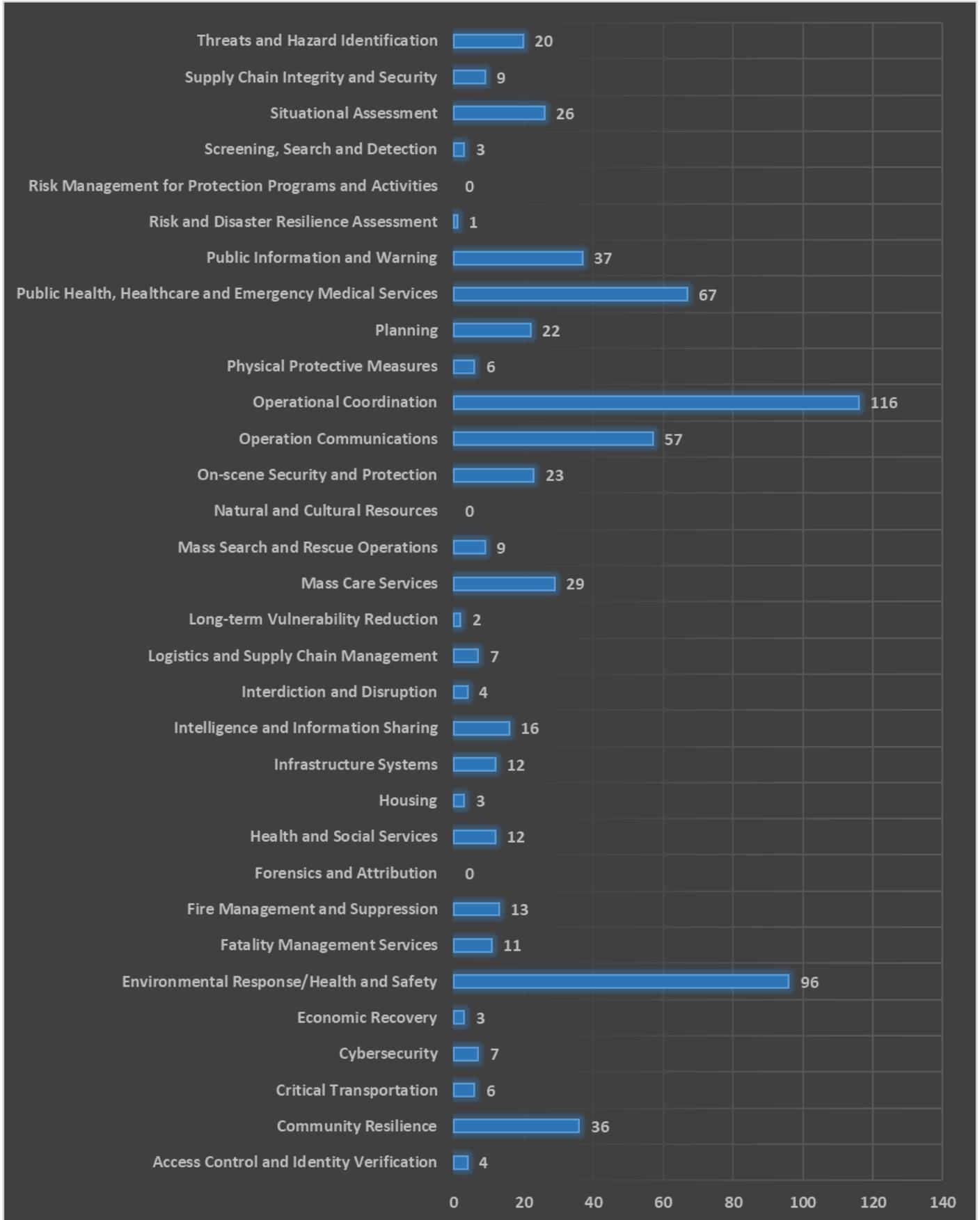


Core Capability Totals

| Core Capability | 2019 | 2020 | 2021 | Total |
|--|------------|------------|------------|------------|
| Access Control and Identity Verification | 0 | 2 | 2 | 4 |
| Community Resilience | 14 | 10 | 12 | 36 |
| Critical Transportation | 3 | 3 | 0 | 6 |
| Cybersecurity | 2 | 5 | 0 | 7 |
| Economic Recovery | 2 | 1 | 0 | 3 |
| Environmental Response/Health and Safety | 35 | 28 | 33 | 96 |
| Fatality Management Services | 6 | 3 | 2 | 11 |
| Fire Management and Suppression | 5 | 3 | 5 | 13 |
| Forensics and Attribution | 0 | 0 | 0 | 0 |
| Health and Social Services | 4 | 5 | 3 | 12 |
| Housing | 1 | 1 | 1 | 3 |
| Infrastructure Systems | 3 | 3 | 6 | 12 |
| Intelligence and Information Sharing | 7 | 4 | 5 | 16 |
| Interdiction and Disruption | 2 | 1 | 1 | 4 |
| Logistics and Supply Chain Management | 3 | 2 | 2 | 7 |
| Long-Term Vulnerability Reduction | 1 | 0 | 1 | 2 |
| Mass Care Services | 9 | 9 | 11 | 29 |
| Mass Search and Rescue Operations | 4 | 4 | 1 | 9 |
| Natural and Cultural Resources | 0 | 0 | 0 | 0 |
| On-scene Security and Protection | 9 | 10 | 4 | 23 |
| Operation Communications | 19 | 23 | 15 | 57 |
| Operational Coordination | 54 | 33 | 29 | 116 |
| Physical Protective Measures | 2 | 2 | 2 | 6 |
| Planning | 12 | 6 | 4 | 22 |
| Public Health, Healthcare and Emergency Medical Services | 29 | 17 | 21 | 67 |
| Public Information and Warning | 11 | 18 | 8 | 37 |
| Risk and Disaster Resilience Assessment | 0 | 0 | 1 | 1 |
| Risk Management for Protection Programs & Activities | 0 | 0 | 0 | 0 |
| Screening, Search and Detection | 1 | 2 | 0 | 3 |
| Situational Assessment | 9 | 8 | 9 | 26 |
| Supply Chain Integrity and Security | 3 | 4 | 2 | 9 |
| Threats and Hazard Identification | 7 | 5 | 8 | 20 |
| TOTALS | 257 | 212 | 188 | 657 |

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 2019-2021



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 2019 -2021 covers a wide range of agencies. In all, every county (88) completed the 2019-2021 TEP process. Also, three state agencies voluntarily participated including; Ohio Emergency Management Agency, Ohio Department of Health and the Ohio Department of Agriculture.

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

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.

APPENDICES

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 by 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

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- 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

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-
-
- 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.

