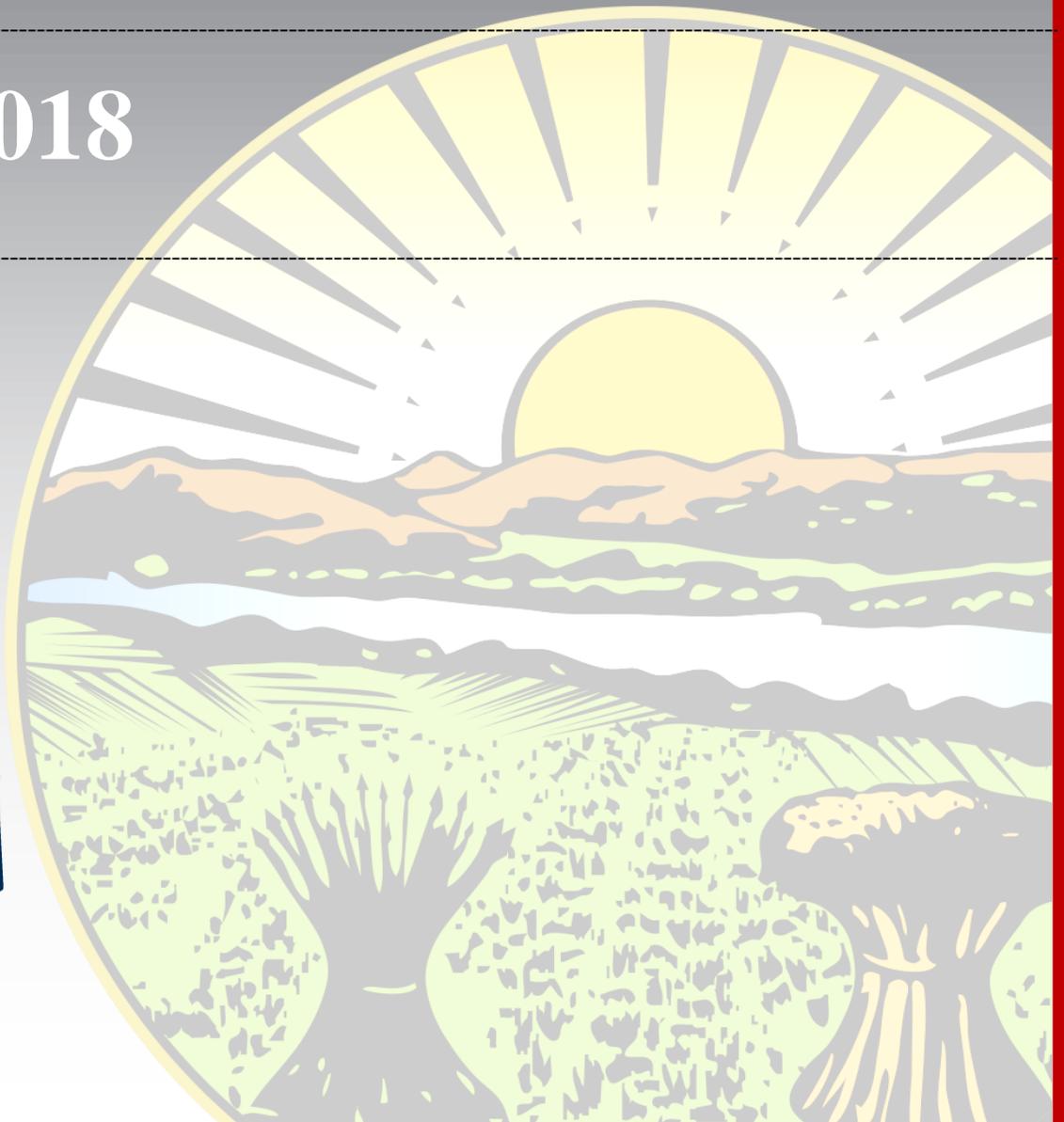


STATE OF OHIO

MULTI YEAR

TRAINING AND EXERCISE PLAN

2016-2018



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PREFACE

State of Ohio

The State of Ohio has worked very hard to make Ohio safer for its citizens. Emphasis has been placed on 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 have clearly indicated that there is a 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 man-made, has realized the need to embrace a capabilities-based approach to training and exercising. In embracing this approach, the State has identified a need to 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.

The State's Homeland Security Training and Exercise Programs are administered by the Ohio Emergency Management Agency (Ohio EMA). To achieve the state's vision of a safe, secure and sustainable Ohio, stakeholders provided valuable information to build the Multi-Year Training and Exercise Plan (TEP). This 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.



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OHIO TRAINING AND EXERCISE PLAN

State of Ohio

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 for its' Urban Area Security Initiative (UASI) areas to follow in accomplishing the priorities described in the State of Ohio State Preparedness Report and the Threat and Hazard Identification and Risk Assessments (THIRA). It is a living document that will be reviewed and updated on an annual basis. Each priority is linked to an Improvement Plan (IP) effort. The priority is further linked to the associated target capabilities that would facilitate accomplishment of a given priority, as well as the training and exercises that will assist in obtaining and/or validating those capabilities.

Included in the Multi-Year TEP is the Training and Exercise Schedule, which provides a graphic illustration of the proposed activities scheduled from January 2016 until December 2018. It is representative of the natural progression that should take place in accordance with the progressive planning and building-block approach to training and exercises.

The TEPW is the forum for developing, reviewing, and updating a TEP and Schedule. During the TEPW, jurisdictional program progress and accomplishments are reviewed. By reviewing the AAR/IP Analysis, TEPW participants can then identify needed updates and modifications to the Multi-Year Training and Exercise Schedule.

Information gleaned from this review can be cross-walked with the State's Homeland Security Strategy and State Preparedness Report, with improvement actions being evaluated via real world events and exercises. In doing so, a validation of the identified priorities can be measured based upon the improvements to preparedness that have occurred.

Approach

Ohio EMA utilized regional approach in Ohio to meet with counties and gather data. The intent of sharing this data is that counties can work with in their region and with neighboring regions to share resources and avoid duplication of trainings and exercises. This will help not only fill seats and increase the cost benefit of courses but also to allow those who will be working together in emergencies to work together in preparation. The regions then rolled up their data to the central Ohio EMA headquarters 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 keep up with those changes and current direction for preparedness activities. A detailed schedule of training and exercises broken down by month is maintained by Ohio EMA and is available 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 priority.

SUMMARY OF DATA

Regional Training Delivery Summary

Ohio Region	2016	2017	2018	TOTAL
North West Region	13	2	2	17
North East Region	61	12	5	78
Central Region	56	24	21	101
South East Region	29	16	12	57
South West Region	45	31	29	105
State Agency Partners	23	5	3	31
TOTAL	227	90	72	389

Regional Exercise Summary

Ohio Region	2016	2017	2018	TOTAL
North West Region	0	2	2	4
North East Region	15	10	4	29
Central Region	40	23	27	90
South East Region	11	7	5	23
South West Region	9	3	7	19
State Agency Partners	24	7	4	35
TOTAL	99	52	49	200

Regional Core Capability Summary

Ohio Region	2016	2017	2018	TOTAL
North West Region	22	12	10	44
North East Region	63	36	41	140
Central Region	137	77	73	287
South East Region	44	30	22	96
South West Region	63	51	43	157
State Agency Partners	95	24	11	130
TOTAL	424	230	200	854

Core Capabilities Summary for Ohio

Core Capability	2016	2017	2018	Total
Access Control and Identity Verification	3	1	4	8
Community Resilience	24	11	11	46
Critical Transportation	4	2	4	10
Cybersecurity	3	3	6	12
Economic Recovery	0	1	2	3
Environmental Response/Health and Safety	44	45	35	124
Fatality Management Services	6	2	3	11
Forensics and Attribution	5	0	0	5
Health and Social Services	11	2	4	17
Housing	0	0	1	1
Infrastructure Systems	5	4	5	14
Intelligence and Information Sharing	18	2	5	25
Interdiction and Disruption	4	4	3	11
Long-term Vulnerability Reduction	10	15	5	30
Mass Care Services	16	13	4	33
Mass Search and Rescue Operations	4	5	3	12
Natural and Cultural Resources	0	2	0	2
On-scene Security and Protection	0	0	0	0
Operation Communications	26	15	11	52
Operational Coordination	105	39	32	176
Physical Protective Measures	10	5	7	22
Planning	33	9	12	54
Public and Private Services and Resources	3	2	0	5
Public Health and Medical Services	28	15	6	49
Public Information and Warning	26	21	15	62
Risk and Disaster Resilience Assessment	5	4	2	11
Risk Management for Protection Programs & Activities	0	0	1	1
Screening, Search and Detection	4	2	2	8
Situational Assessment	16	7	6	29
Supply Chain Integrity and Security	0	0	2	2
Threats and Hazard Identification	11	9	9	29
TOTAL	424	230	200	854

Types of Trainings to be Conducted Totals:

Training	2016	2017	2018	Total
G-108 Community Mass Care and Emergency Assistance	1	0	0	1
G-191 Incident Command System (ICS)/Emergency Operations Center (EOC) Interface	6	1	1	8
G-194.1 Local Floodplain Manager Roles and Responsibilities	0	0	1	1
G-194.2 NFIP Rules and Regulations in Depth	0	0	0	0
G-194.4 Preparing for Post-Disaster Responsibilities	0	0	0	0
G-205 Recovery from Disaster: The Local Government Role	1	0	1	2
G-235 Emergency Planning Course	2	0	0	2
G-251 Workshop in Emergency Management Amateur Radio Resources	0	0	0	0
G-270.3 Expedient Flood Training	0	0	0	0
G-271 Hazardous Weather and Flooding Preparedness	1	0	0	1
G-272 Warning Coordination	1	0	0	1
G-288 Local Volunteer and Donations Management	3	0	0	3
G-289 Public Information Officer (PIO) Awareness Course	2	1	0	3
G-290 & G-291 Public Information Officer (PIO)/ Joint Information Center (JIC)	3	0	0	3
G-300 (ICS) Intermediate Incident Command System	42	12	10	64
G-311 Hazardous Materials Contingency Planning	0	0	0	0
G-318 Mitigation Planning Workshop for Local Governments	0	0	0	0
G-358 Evacuation and Re-Entry Planning course	2	0	0	2
G-361 Flood Fight Operations	0	0	0	0
G-364 Multi-Hazard Planning for Schools	0	0	0	0
G-366 Planning for the Needs of Children in Disasters	4	1	0	5
G-367 Emergency Planning for Campus Executives	0	0	0	0
G-386 Mass Fatalities Incident course	0	1	0	1
G-393 Mitigation for Emergency Managers	0	0	0	0
G-400 (ICS) Advanced Incident Command System	42	12	10	64
G-402 Incident Command System (ICS) Overview for Executives and Senior Officials	2	0	0	2
G-434A Earthquake Safety for Schools Continuity Program Manager	0	0	0	0
G-489 Management of Spontaneous Volunteers in Disasters	1	0	0	1
G-548 Continuity Program Manager	0	0	0	0
G-556 FEMA Local Damage Assessment	0	0	0	0
G-557 Rapid Assessment Planning	1	0	0	1
G-775 Emergency Operations Center Operations	7	1	0	8
Community Emergency Response Team (CERT) Basic Training	4	3	3	10
EO428 CERT Instructor Train-the-Trainer	1	0	0	1
Training	2016	2017	2018	Total

Hazardous Materials Trainings (various)	0	3	5	8
OH-139 Exercise Design Course	0	0	0	0
OH/L-146 HSEEP Training Course	9	1	1	11
OH-361 Fundamentals of Safe Room Design and Construction	0	0	0	0
OH-386a Family Assistance Center/Victim Identification Program	1	1	0	2
OH-605 Damage Assessment Workshop	4	3	1	8
OH-605a Damage Assessment Refresher	0	0	0	0
OH-605b IA Damage Assessment Train-the-Trainer	1	0	0	1
OH-605c PA Damage Assessment Workshop	0	0	0	0
NIMS ICS All-Hazard Incident Commander Course (E/L-0950)	0	0	0	0
NIMS ICS All-Hazards Public Information Officer Course (E/L-0952)	0	0	0	0
NIMS ICS All-Hazards Safety Officer Course (E/L-0954)	0	1	0	1
NIMS ICS All-Hazards Liaison Officer Course (E/L-0956)	0	0	0	0
NIMS ICS All-Hazards Operations Section Chief Course (E/L-0958)	1	0	0	1
NIMS ICS All-Hazards Division/Group Supervisor Course (E/L-0960)	0	0	0	0
NIMS ICS All-Hazards Planning Section Chief Course (E/L-0962)	0	0	0	0
NIMS ICS All Hazards Situation Unit Leader Course (E/L-0964)	0	0	0	0
NIMS ICS All Hazards Resource Unit Leader Course (E/L-0965)	0	0	0	0
NIMS ICS All-Hazards Logistics Section Chief Course (E/L-0967)	0	0	0	0
NIMS ICS All-Hazards Communications Unit Leader Course (E/L-0969)	2	0	0	2
NIMS ICS All-Hazards Supply Unit Leader Course (E/L-0970)	0	0	0	0
NIMS ICS All-Hazards Facilities Unit Leader Course (E/L-0971)	0	0	0	0
NIMS ICS All-Hazards Finance/Administration Section Chief Course (E/L-0973)	0	0	0	0
NIMS ICS All-Hazards Finance/Administration Unit Leader Course (E/L-0975)	0	0	0	0
NIMS ICS All-Hazards Task Force/Strike Team Leader Course (E/L-0984)	0	0	0	0
NIMS ICS All-Hazards Introduction to Air Operations Course (/L-0986)	0	0	0	0
NIMS ICS All-Hazards Air Operations Group Supervisor Course (E/L-0987)	0	0	0	0
NIMS ICS All-Hazards Medical Unit Leader course (E/L-988)	0	0	0	0
NDPC- Emergency Management Institute (Mobile Courses)	2	0	0	2
NDPC-Center for Domestic Preparedness (CDP) (Mobile Courses)	0	0	0	0
NDPC-Louisiana State University (LSU-NCBRT) (Mobile Courses)	4	0	0	4
NDPC-New Mexico Tech (NMT-EMRTC) (Mobile Courses)	1	0	0	1
NDPC-Texas A&M Engineering Extension Service (TEEX-NERRTC) (Mobile Courses)	1	0	0	1
NDPC-University of Hawaii (UH-NDPTC) (Mobile Courses)	0	0	0	0
Training	2016	2017	2018	Total

NDPC-Transportation Technology Center, Inc (TTCI-SERTC) (Mobile Courses)	0	0	0	0
RDPC - Eastern Kentucky University (Mobile Courses)	0	0	0	0
RDPC - NorthWest Arkansas Community College(Mobile Courses)	0	0	0	0
RDPC - The University of Findlay (Mobile Courses)	0	0	0	0
RDPC - North Carolina Central University (Mobile Courses)	0	0	0	0
RDPC - University of California-Davis (Mobile Courses)	0	0	0	0
WEB EOC Training	5	3	4	12
OTHER COURSES NOT LISTED	70	46	35	151
TOTAL	227	90	72	389

Complete TEP Summary

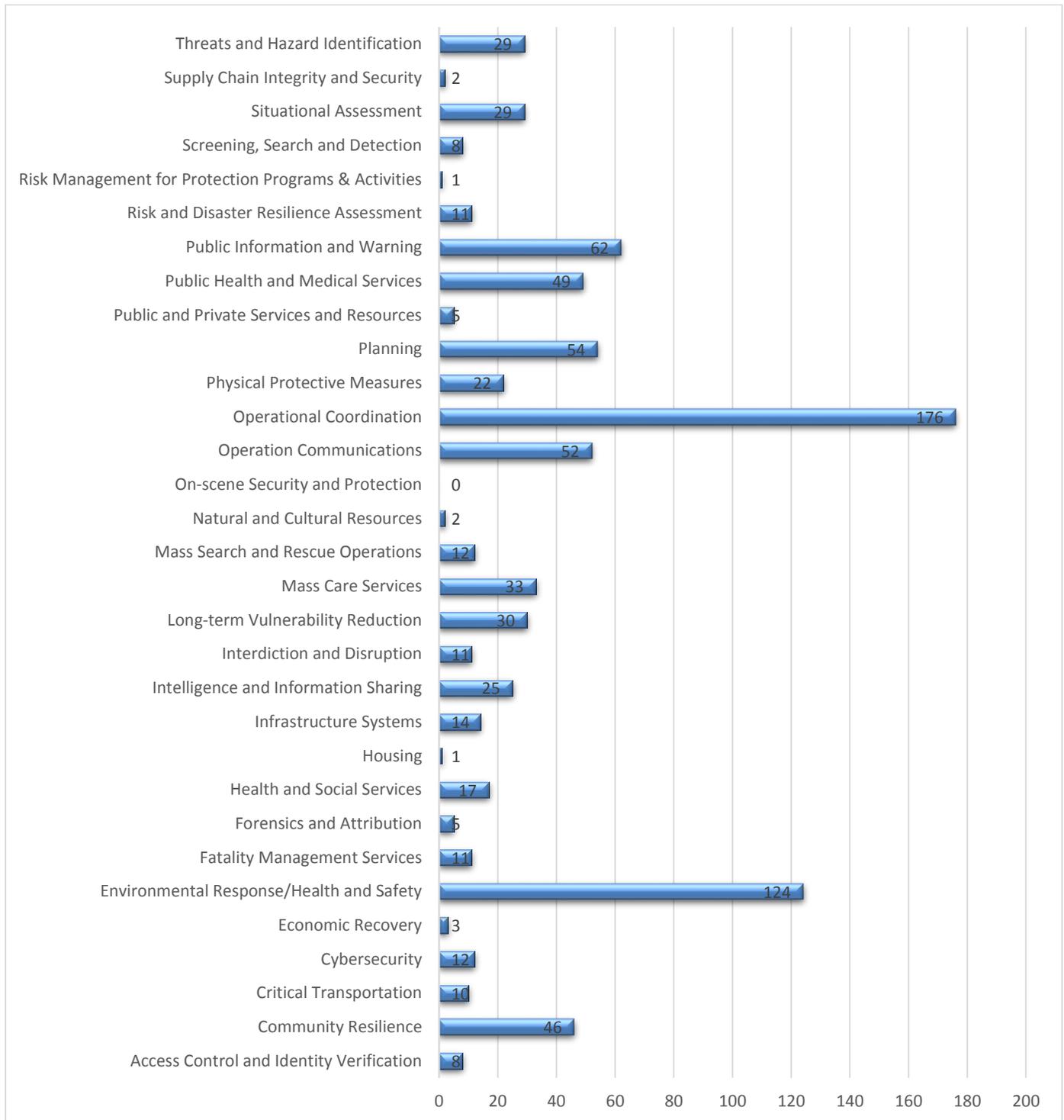
The TEP supports the building and validation of capabilities based on Ohio's THIRA/SPR process. As such, the TEP has been informed by needs addressed in part through self-assessments but also as identified through Threat and Hazard Identification and Risk Assessments (THIRAs) and assessed in the State 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 Training and Exercise Plan for 2016 -2018 covers a wide range of agencies. In all, 54 county EMA's of the total 88 counties participated. Also, 8 state agencies participated including; Ohio Emergency Management Agency, Ohio Department of Transportation, Ohio Department of Health, Ohio Department of Natural Resources, Ohio Environmental Protection Agency, The Ohio National Guard, United States Coast Guard MSU Huntington and Mental Health and Addition Services.

The top five areas identified for the most training are Incident Command, Community Emergency Response Training, Homeland Security Exercise and Evaluation Planning and WEB EOC Training.

All but one Core Capability, On-scene Security and Protection, is set to be addressed by training or exercise in the coming three years.

Core Capabilities to be Trained and Exercised 2016-2018



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)
DHS	U.S. Department of Homeland Security

Acronym	Definition
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	FirstEnergy 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
HavBed	Hospital Available Beds for Emergencies and Disasters (Program)
HAZMAT	Hazardous Materials
HCC	Hospital Command Center
HMEP	Hazard Mitigation Emergency Plan
HMO	Health Maintenance Organization
HRF	Homeland Response Force
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

Acronym	Definition
IT	Information Technology
JIC	Joint Information Center
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
NEO	Northeast 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
NWO	Northwest Ohio
NWS	National Weather Service
NVIS	Near Vertical Incidence Skywave
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

Acronym	Definition
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
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
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
TiT	Train the Trainer
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
USAR	Urban Search and Rescue

Acronym	Definition
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: Core Capabilities Defined

Core Capabilities	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	Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.
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	Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the 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.
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.
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 incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.
Mass Care Services	Response	Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
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	Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.
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 and Private Services and Resources	Response	Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.
Public Health and 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 and medical support and products to all people in need within the affected area.
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 Hazard 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: Common Capabilities and Mission Areas

COMMON CAPABILITIES

- Operations Communications
- Community Preparedness and Participation
- Intelligence and Information Sharing and Dissemination
- Planning
- Risk Management

PREVENT MISSION AREA

- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection
- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Intelligence/Information Sharing and Dissemination
- Counter-Terror Investigation and Law Enforcement

PROTECT MISSION AREA

- Critical Infrastructure Protection (CIP)
- Epidemiological Surveillance and Investigation
- Food and Agriculture Safety and Defense
- Laboratory Testing

RESPOND MISSION AREA

- Animal Health Emergency Support
- Citizen Evacuation and Shelter-In-Place
- Critical Resource Logistics and Distribution
- Emergency Operations Center Management
- Emergency Public Information and Warning
- Emergency Public Safety and Security Response
- Emergency Triage and Pre-Hospital Treatment
- Environmental Health
- Explosive Device Response Operations
- Fatality Management
- Firefighting Operations/Support
- Isolation and Quarantine
- Mass Care (Sheltering, Feeding, and Related Services)
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Medical Surge
- On-Site Incident Management
- Responder Safety and Health
- Search and Rescue (Land-Based)
- Volunteer Management and Donations
- Weapons of Mass Destruction (WMD)/Hazardous Materials (HAZMAT) Response and Decontamination

RECOVER MISSION AREA

- Economic and Community Recovery
- Restoration of Lifelines
- Structural Damage Assessment

Appendix D: Core Capabilities to Target Capabilities Crosswalk

In September 2011, the U.S. Department of Homeland Security (DHS) released a revised National Preparedness Goal (NPG). This revised NPG introduced the concept of Core Capabilities. These capabilities are the distinct critical elements necessary for enhancing preparedness and represent a transition from the Target Capabilities List (TCL). They are highly interdependent and will require the use of existing preparedness networks and activities, improve training and exercise programs, promote innovation, and ensure that the administrative, finance, and logistics systems are in place to support these capabilities.

For the purposes of this document, the State of Ohio has transitioned to utilizing the Core Capabilities as the source of capabilities that are trained and exercised within the State of Ohio. By utilizing the crosswalk listed below, the relationship between the Core Capabilities and the TCL can be easily referenced as appropriate.

Source: *National preparedness goal* (publication). (2011, September). U.S. Department of Homeland Security.

Target Capability List to Core Capabilities Crosswalk	
Core Capability	FORMER Target Capability
Access Control and Identity Verification	NONE
Community Resilience	Community Preparedness and Participation
Critical Transportation	Citizen Evacuation and Shelter-in-Place
Cybersecurity	NONE
Economic Recovery	Economic and Community Recovery
Environmental Response/ Health and Safety	Environmental Health
	Responder Safety and Health
	WMD and Hazardous Materials Response and Decontamination
Fatality Management Services	Fatality Management
Forensics and Attribution	NONE
Health and Social Services	NONE
Housing	NONE
Infrastructure Systems	Restoration of Lifelines
	Structural Damage Assessment
Intelligence and Information Sharing	Information Gathering and Recognition of Indicators and Warnings
	Intelligence Analysis and Production
	Intelligence and Information Sharing and Dissemination
Interdiction and Disruption	Counter-Terror Investigation and Law Enforcement

Target Capability List to Core Capabilities Crosswalk

Core Capability	FORMER Target Capability
Long-term Vulnerability Reduction	NONE
Mass Care Services	Mass Care (Shelter, Feeding and Related Services)
Mass Search and Rescue Operations	Search and Rescue (Land-based)
Natural and Cultural Resources	NONE
On-Scene Security and Protection	Emergency Public Safety and Security Response
	Explosive Device Response Operations (EDRO)
Operational Communications	Communications
Operational Coordination	Emergency Operations Center (EOC) Management
	On Site Incident Management
Physical Protective Measures	Critical Infrastructure Protection
Planning	Planning
Public and Private Services and Resources	Critical Resource Logistics and Distribution
	Fire Incident Response Support
	Volunteer Management and Donations
Public Health and Medical Services	Emergency Triage and Pre-Hospital Treatment
	Epidemiological Surveillance and Investigation
	Isolation and Quarantine
	Laboratory Testing
	Mass Prophylaxis
	Medical Supplies Management and Distribution
	Medical Surge
Public Information and Warning	Emergency Public Information and Warning
Risk and Disaster Resilience Assessment	NONE
Risk Management for Protection Programs and Activities	Risk Management
Screening, Search, and Detection	CBRNE Detection
Situational Assessment	NONE
Supply Chain Integrity and Security	Food and Agriculture Safety and Defense
	Animal Disease Emergency Support
Threats and Hazard Identification	NONE

Appendix E: 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
- 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

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 (FEs)

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)

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.

FSE controllers ensure that participants' behavior remains within predefined boundaries. Simulation Cell controllers continuously inject scenario elements to simulate real incidents. Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure all activity is conducted within a safe environment.

Appendix F: Ohio EMA Regional Map

