

DRAFT FOR REVIEW

FY 2017 - 2021

STRATEGIC PLAN

Cuyahoga County Office of Emergency Management



Department of Public Safety & Justice Services | Ready.CuyahogaCounty.us



The Cuyahoga County Office of
EMERGENCY MANAGEMENT



READY ✓
CUYAHOGA COUNTY
Every Person. Every Emergency.



Message from the Manager

I am pleased to share with you the Cuyahoga County Office of Emergency Management's (CCOEM) 2017-2021 Strategic Plan.

Since the last iteration of this plan CCOEM has made many significant accomplishments. In 2015 the Office became the first local Emergency Management Agency in the State of Ohio to achieve accreditation through the Emergency Management Accreditation Program (EMAP). More recently, in early 2016 CCOEM implemented \$800,000 worth of upgrades to the County's Emergency Operations Center (EOC), enhancing the facility's resiliency and technological capabilities. Soon after, these improvements were put to the test when CCOEM fully activated the EOC for the 2016 Republican National Convention (RNC); the first designated National Security Special Event (NSSE) that the area has ever hosted.

Successfully navigating through large, complex initiatives like the ones mentioned above requires a high-level of strategic thinking. In an era of evolving challenges and competing priorities, it is vital that we maintain a plan to ensure that the core mission of CCOEM is always fulfilled.

To that end, the 2017-2021 Strategic Plan outlines 5 goals with corresponding objectives and steps that will keep CCOEM on track as the Office strives to *protect lives, property and the economy of Cuyahoga County through preparedness, planning, and effective response to all hazards and emergencies.*

Manager
Cuyahoga County Office of Emergency Management

Executive Summary

Situated in Northeast Ohio, Cuyahoga County is the most populated county in Ohio with 1.2 million residents and has a total area of 1,246 square miles. The County is home to billions of dollars in infrastructure and is a center of transportation, health care, education, manufacturing, and commerce. A range of natural, human-caused, and technological hazards threaten the County.



The Cuyahoga County Office of Emergency Management (CCOEM) works with the Whole Community to coordinate countywide preparedness, response, mitigation, and recovery efforts.

This Strategic Plan outlines five goals that establish strategic direction for CCOEM to fulfill its core mission of protecting lives, property and the economy of Cuyahoga County through preparedness, planning, and effective response to natural disasters, man-made catastrophes, and emergencies.

Goal 1: Improve preparedness of the Office of Emergency Management through planning, accreditation, certification, training, and participation in exercises.

Goal 2: Improve preparedness of municipal safety forces and public safety partners through training, exercises, information sharing, certification, and shared services.

Goal 3: Improve preparedness of County residents through innovative and proactive information sharing.

Goal 4: Enhance the resiliency of Cuyahoga County Government and its employees to withstand and recover from emergencies and hazards.

Goal 5: Improve Emergency Operations Center (EOC) facility readiness through EOC-specific planning, organizing, training, and exercising efforts

Overview

Cuyahoga County Office of Emergency Management

Emergency management functions of the Cuyahoga County government are conducted by the Cuyahoga County Office of Emergency Management (CCOEM), a division of the Cuyahoga County Department of Public Safety and Justice Services.



The duties and responsibilities of CCOEM include, but are not limited to:

- Maintaining the Cuyahoga County Emergency Operations Center (EOC) in a constant state of readiness.
- Coordinating County resources to support municipal emergency response operations
- Supporting public information activities related to municipal emergencies.
- Developing and Maintaining the County Emergency Operations Plan (EOP).
- Assisting local governments in the development of emergency management plans including, but not limited to; Emergency Operations Plans (EOP) and Continuity of Operations Plans (COOP).
- Conducting all-hazards mitigation planning.
- Providing information and assistance to the public, safety forces.
- Coordinating public safety training exercises.

Cuyahoga County Emergency Services Advisory Board



The Cuyahoga County Emergency Services Advisory Board (CCESAB) was established by the government of Cuyahoga County to advise the County Executive and Cuyahoga County municipalities on Homeland Security and Public Safety matters; to enhance prevention, protection, response, mitigation, and recovery capabilities of the County of Cuyahoga; and to make this improved capability available to municipal corporations and townships pursuant to Section 307.15 of the Ohio Revised Code.

The CCOEM Strategic Plan is updated in collaboration with the (CCESAB), representing the municipalities of Cuyahoga County.

CCOEM has developed a Vision, Mission, and Purpose statement to guide the direction of the office in meeting the goals and objectives established in this plan.

Vision

CCOEM will be an accredited emergency management organization, widely recognized as the best emergency management agency in Ohio and one of the best in the Great Lakes Region.

CCOEM personnel will be leaders in the field of emergency management and will be recognized for their professional competence, dedication, and willingness to assist other emergency management partners throughout Ohio.

Mission

The mission of CCOEM is to protect lives, property, and the economy of Cuyahoga County through preparedness, planning, and effective response to natural disasters, man-made catastrophes, and emergencies.

Purpose

This document serves as the Strategic Plan for CCOEM for the years 2017 - 2021. The purpose of this strategy is to identify strategic direction for CCOEM to continue to protect lives, property and the economy of Cuyahoga County through preparedness, planning, and effective response to all hazards and emergencies.

Goal 1: Improve preparedness of the Cuyahoga County Office of Emergency Management (CCOEM) through planning, accreditation, certification, training, and participation in exercises.



Objective 1.1: CCOEM will maintain accreditation through the Emergency Management Accreditation Program (EMAP).

Step 1.1.1: By October 31, 2016, CCOEM will complete and submit the 1st year EMAP annual compliance report.

Step 1.1.2: By October 31, 2017, CCOEM will complete and submit the 2nd year EMAP annual compliance report.

Step 1.1.3: By October 31, 2018, CCOEM will complete and submit the 3rd year EMAP annual compliance report.

Step 1.1.4: By October 31, 2019, CCOEM will complete and submit the 4th year EMAP annual compliance report.

Step 1.1.5: By December 31, 2020, CCOEM will formally apply for EMAP Reaccreditation.

Objective 1.2: CCOEM will increase professional visibility through active participation in professional associations, committees, working groups, conferences, meetings, and symposiums.



Step 1.2.1: The CCOEM Manager, or designee, will attend all Ohio Emergency Management Agency (OEMA) Director Conferences, Emergency Management Association of Ohio (EMA) meetings, and other pertinent conferences and meetings.

Objective 1.3: Improve and standardize CCOEM staff professional development for emergency management operations.

Step 1.3.1: By December 31st, 2019, all CCOEM staff members will complete the courses specified within the CCOEM Staff Training & Development Program.

Objective 1.4: Update the Threat and Hazard Identification and Risk Assessment (THIRA) annually.

Step 1.4.1: The THIRA will be updated annually in collaboration with the Cuyahoga County Emergency Services Advisory Board (CCESAB) in accordance with state and federal regulations.

Objective 1.5: Update the EOP, Incident Annexes, and Emergency Support Functions.

Step 1.5.1: The EOP, Incident Annexes, and Emergency Support Functions are updated annually or as needed in accordance with the Comprehensive EOP Update Schedule.

Objective 1.6: Update the County-wide Natural Hazard Mitigation Plan.

Step 1.6.1: The County-wide All Hazards Mitigation Plan will be updated every 5 years in accordance with state and federal regulations.

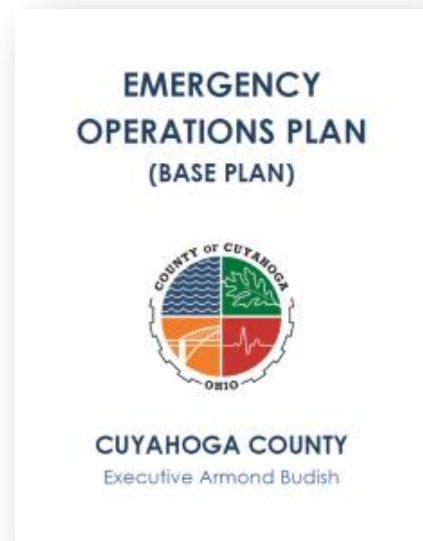
Objective 1.7: Update the Cleveland-Cuyahoga County Urban Area Homeland Security Strategy (UAHSS).

Step 1.7.1: The UAHSS will be updated every 2 years in accordance with state and federal regulations.

Objective 1.8: Maintain Corrective Action Tracker to prioritize and track resolutions of deficiencies identified during real-world and/or exercise events.

Step 1.8.1: The CCOEM Corrective Action Tracker will be updated after every real-world and exercise event. CCOEM will implement corrective actions impacting Office planning and operations.

Objective 1.9: Enhance collaboration among Ohio Homeland Security Region 2 County Emergency Management Agencies.



Step 1.8.1: By December 2018, work with Ashtabula, Geauga, Lake, Lorain, and Cleveland Emergency Management agencies to implement a regional risk assessment and/or Strategy.

Goal 2: Improve preparedness of municipal safety forces and public safety partners through training, exercises, information sharing, and shared services.

Objective 2.1: CCOEM will ensure the ability of Emergency Support Function (ESF) agencies to operate effectively in the EOC.

Step 2.1.1: By December 31st, 2020, each primary ESF agency will have participated in at least 4 exercises or real-life events within the Emergency Operations Center.

Step 2.1.2: By December 31st, 2020, each primary ESF agency will have participated in at least 8 ESF Workshops.

Step 2.1.3: By December 31st, 2020 three representatives from each ESF agency will have completed the ESF Recommended Training Program.

Objective 2.2: Improve emergency management capabilities of County municipalities and organizations through the ReadyCertify program.

Step 2.2.1: By December 31st, 2020, 25 County municipalities and organizations will have completed the ReadyCertify Program.

Objective 2.3: Improve municipal readiness by providing ReadyNotify warnings and notification services to municipalities.

Step 2.3.1: By December 31st, 2020, 30 County municipalities will be utilizing the ReadyNotify system.



Objective 2.4: Increase municipal emergency management capabilities by conducting or coordinating training and exercise courses.

Step 2.4.1: By 2021 CCOEM will have coordinated and provided the following courses, at a minimum, to ensure National Incident Management System (NIMS)

compliance and to increase incident and emergency management knowledge to emergency management partners:

1. 8 – 10 G-300: Intermediate Incident Command System (ICS).
2. 8 – 10 G-400: Advanced ICS.
3. 4 G-191: ICS/Emergency Operations Center (EOC) Interface Workshops.
4. 4 G-775: EOC Operations and Management.
5. 2 of the FEMA Advanced Professional Series (APS) Required or Elective courses.
6. 5 NIMS ICS All-Hazards Position-Specific Courses.

Step 2.4.2: Annually, CCOEM, using the Multi-Year Training & Exercise Plan (MYTEP) will coordinate needed training and exercises to increase incident and emergency management competency.

Objective 2.5: Increase municipal readiness by achieving maximum participation of County municipalities in CCOEM trainings and exercises.

Step 2.5.1: By December 31st, 2019, ensure all County municipalities have access and participate in a CCOEM sponsored training or exercise at least once annually.



Objective 2.6: Increase capabilities of county-wide emergency management personnel by having county emergency coordinators complete their respective trainings/workshops.

Step 2.6.2: CCOEM will coordinate and facilitate at least two Emergency Coordinator Workshops annually in order to increase emergency management situational awareness and knowledge.

Objective 2.7: Increase information sharing of emergency management partners throughout the County.

Step 2.7.1: By December 31st, 2017, 100% of Cuyahoga County municipalities will be utilizing the Knowledge Center software.

Objective 2.8: Coordinate and implement a county-wide training and exercise program.

Step 2.8.1: Annually, CCOEM will conduct a county-wide Training and Exercise Planning Workshop (TEPW), and develop Multi-Year Training and Exercise Plan (MYTEP).

Objective 2.9: Maintain school emergency planning program.

Step 2.9.1: CCOEM will assist 100% of schools requesting emergency plan reviews.



Objective 2.10: Maintain and annually update the Local Emergency Planning Committee (LEPC) Superfund Amendment Reauthorization Act (SARA) Comprehensive Hazardous Materials Emergency Response Plan.

Step 2.10.1: The LEPC Hazardous Materials Emergency Response Plan will be updated annually in accordance with all state and federal regulations.

Objective 2.11: Promote participation in Population Protection Classes through various outreach efforts to the seven target audiences.

Step 2.11.1: Evaluate and implement different means of outreach to encourage participation in Population Protection Classes (e.g. email, social media, and written releases)

Objective 2.12: CCOEM will increase information sharing among ESF agencies, emergency coordinators, and public safety partners through regular publications.



Step 2.12.1: CCOEM will publish a Summer and Winter EMA Review each year.

Step 2.12.2: CCOEM will publish the Public Safety newsletter quarterly (4 times each year).

Goal 3: Improve preparedness of County residents through innovative and proactive information sharing.

Objective 3.1: Enroll County residents in the ReadyNotify system.

Step 3.1.1: By December 31st, 2018, 30,000 County residents will be registered in ReadyNotify.

Objective 3.2: Provide members of the public preparedness information through a variety of public outreach activities.

Step 3.2.1: CCOEM will conduct 3 county-wide preparedness events annually to promote: National Preparedness Month, Severe Weather Awareness Month, and Winter Safety Awareness Week.

Step 3.2.2: CCOEM will identify and participate in 10 public outreach events annually.

Objective 3.3: Implement a comprehensive emergency management social media program that makes maximum use of social media platforms to disseminate and collect critical emergency management information.

Step 3.3.1: Sustain CCOEM social media accounts in accordance with the Social Media Standard Operating Guide (SOG).

Step 3.3.2: Evaluate and implement other social media platforms. (e.g. Instagram, Pinterest)

Step 3.3.3: Evaluate and implement Emergency Management mobile application for public safety stakeholders.

Goal 4: Enhance the resiliency of Cuyahoga County Government and its employees to withstand and recover from all hazards.



Objective 4.1: Implement and sustain the Cuyahoga County Employee Emergency Preparedness Program.

Step 4.1.1: Conduct (at a minimum) 2 workshops or seminars per year relating to emergency preparedness (or pertinent FEMA mission area) in order to improve the safety and readiness of County employees.

Step 4.1.2: Update (at a minimum) 2 County building Emergency Action Plans (EAPs) per year with assistance from the County Sheriff's Office. For each building EAP updated, support Protective Services and relevant partners in facilitating building drills.

Step 4.1.3: Share safety and preparedness information/bulletins with County building Floor Captains via e-mail at least once per month.

Objective 4.2: Promote County employee subscribership to ReadyNotify System to ensure the Cuyahoga County Government's ability to share emergency notifications and critical information with employees

Step 4.2.1: Continue to evaluate and implement various methods to promote County employee subscribership in the ReadyNotify System.



Objective 4.3: CCOEM will assist County departments to complete Continuity of Operations Plans (COOP).

Step 4.3.1: CCOEM will host a minimum of 2 COOP workshops per year to assist County departments in updating their respective COOP plans.

Objective 4.4: Implement a County Emergency Volunteer Organization to provide a source of trained volunteer assistance to support EOC operations.

Step 4.4.1: By December 31st, 2018, a County Emergency Volunteer Organization will be established and trained to serve during EOC activations.

Goal 5: Improve Emergency Operations Center (EOC)



facility readiness through EOC-specific planning, organizing, training/exercising, and equipping efforts.

Objective 5.1: CCOEM will ensure Primary and Secondary EOCs are maintain a state of readiness.

Step 5.1.1: Exercise and update EOC SOGs for primary and secondary facilities annually.

Step 5.1.2: Implement corrective actions identified within EOC SOGs and or facilities.

Objective 5.2: CCOEM will implement a county-wide resource database for use during EOC operations.



Step 5.2.1: Evaluate Incident Resource Inventory System (IRIS) integration with Knowledge Center to maintain county-wide resource information.

Step 5.2.2: Allow access to resource information to 100% of communities and relevant public safety partners.

Step 5.2.3: Conduct 2 resource database trainings annually for communities and public safety partners.

Objective 5.3: Continue to evaluate EOC equipment readiness to enhance technological and redundancy capabilities.

Step 5.3.1: Actively seek funding opportunities to pursue EOC enhancements.

Review and Management

Plan Review

On a semi-annual basis, the CCOEM Manager will convene the Emergency Management Supervisors to review each goal, objective, and step within the Strategic Plan. Revisions and updates will be made based on project progress and changing conditions.

Performance Management

Many objectives in the 2017-2021 Strategic Plan include a time component for completion or continuous update. In order for the Strategic Plan to provide performance management, each Emergency Management Supervisor tracks progress of their assigned objectives. At minimum, at the end of each fiscal quarter, Emergency Management Supervisors will submit a report to the CCOEM Manager on the progress toward each goal, using the objectives and milestones.

