

# 2017 – 2019 Update Cuyahoga County, Ohio

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## Multi-year Training and Exercise Plan

**DISCLAIMER:** Distribution of this document beyond the Cuyahoga County Partners who have created this document must have the approval by the Cuyahoga County Office of Emergency Management POC's listed below. Therefore, this document is listed as a ***“Limited Distribution by Approval Only”*** document.

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## Preface

The Multi-Year Training and Exercise Plan (MYTEP) establishes overall exercise program priorities and outlines a multi-year schedule of training and exercise activities designed to address those priorities and validate core capabilities. The Training and Exercise Planning Workshop (TEPW) provides a collaborative workshop environment for Whole Community stakeholders to engage in the creation of the MYTEP. The TEPW also serves as a forum to coordinate training and exercise activities across organizations in order to maximize the use of resources and prevent duplication.

On Thursday, November 20, 2016, the Cuyahoga County Office of Emergency Management (CCOEM) conducted a Training and Exercise Planning Workshop (TEPW) to create its MYTEP for the years 2017 through 2019. The following entities contributed to the MYTEP:

- Cuyahoga County Office of Emergency Management (CCOEM)
- Cleveland Department of Public Health
- Cuyahoga County Citizen Corps/COAD
- Cleveland Hopkins International/Cleveland Burke Lakefront Airport Fire Department
- City of Cleveland Department of Public Safety, Division of Emergency Management
- Bedford Heights Fire Department
- Cuyahoga County Local Emergency Planning Committee
- Cuyahoga County Board of Health
- Center for Health Affairs
- Woodmere Village Fire Department
- Cuyahoga Metropolitan Housing Authority
- Ohio Emergency Management Agency (OEMA)

The MYTEP incorporates After-Action Reviews/Improvement Plans (AAR/IP) from 2016 incidents and events.

The MYTEP will be administered by the Cuyahoga County Office of Emergency Management and will be integrated into the State of Ohio's MYTEP.

**Please Note:** This Cuyahoga County 2017-19 MYTEP is a living document; therefore, it is subject to revisions (specifically Appendix A, which is the calendar of Trainings & Exercise) as they occur. A Training and Exercise Workgroup will meet quarterly to update and de-conflict the MYTEP calendar and trackers. If quarterly meetings are not held, the MYTEP will be reviewed at least annually.

## Points of Contact (POCs)

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## Purpose

The purpose of the Multi-Year Training and Exercise Plan (MYTEP) is to document an organization's overall training and exercise program priorities for a specific multi-year time period. This MYTEP is a living document that will be updated and refined on an annual basis. These priorities are linked to corresponding core capabilities, and if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, and other factors. This MYTEP identifies the training and exercises that will help CCOEM build and sustain the core capabilities needed to address its training and exercise program priorities.

The MYTEP lays out a combination of progressively building exercises—along with the associated training requirements—which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Furthermore, by including training requirements in the planning process, organizations can address known shortfalls prior to the 2011 National Preparedness Goal (NPG), Core Capabilities (formerly Target Capabilities).

This MYTEP also serves as a companion document to the Cleveland-Cuyahoga Urban Area Homeland Security Strategy, and provides a roadmap for Cuyahoga County and other partners throughout the County to follow in accomplishing the priorities described therein.

Included in this MYTEP is a training and exercise schedule, which provides a graphic illustration of the proposed activities, scheduled for the years 2017-2019.

Finally, this document satisfies the State of Ohio requirement for County EMA's to complete a State multi-year training and exercise plan worksheet in order to be eligible for trainings funded through the Ohio EMA.

## Program Priorities

Based on the guidance provided by the U.S. Department of Homeland Security (DHS) in the National Preparedness Guidelines, Cuyahoga County has identified priorities that serve as the foundation for the MYTEP.

The training and exercise priorities are established based on the review of operations during real life and exercise events as well as the Cleveland/Cuyahoga Urban Area Homeland Security Strategy (UAHSS) and the Threat and Hazard Identification and Risk Assessment (THIRA).

Additionally, CCOEM maintains a Training/Exercise Core Capability Crosswalk tracker that identifies the core capabilities that correlate with the training and exercises in Cuyahoga County.

## Methodology and Tracking

### Methodology:

The various trainings and exercises were chosen based upon the thorough review of 2 AAR/IP reports developed in 2016 and several partial activations (e.g. special events), real-world incidents, and exercises where Cuyahoga County was involved in some capacity and a County agency or partner was directly mentioned in any of the Areas for Improvement identified. There were 24 areas for improvement that were identified, which were then linked to corresponding Core Capabilities.

### Corrective Action Tracking:

To track improvement planning items, the CCOEM developed a Corrective Action Tracking tool to assist in the status and follow-up of Corrective Action items where a County agency or partner has agreed (or was tasked/asked) to perform the identified improvement planning for a particular Area for Improvement. It is the intent of the Cuyahoga County Office of Emergency Management to follow-up at least monthly with each person/entity in the County regarding corrective action item/planning status for each item. This will begin approximately January 01, 2017 and progress through 2019. Once items are corrected, then testing will be built into exercises employing the building block approach, per Homeland Security Exercise & Evaluation Program (HSEEP) guidance.

## Appendix A:

# Cuyahoga County Office of Emergency Management Multi- Year (2017-2019) Training & Exercise Schedules

**NOTE:** This Section is the “Living Portion” of this document and will be updated by the Cuyahoga County Training & Exercise Workgroup which will review and add or delete trainings and exercises quarterly (or whenever this workgroup convenes meetings).



<b>Training Year 1 (2017)</b>					
<b>Course Code</b>	<b>Training Name (full)</b>	<b>Length</b>	<b>Date(s)</b>	<b>Location</b>	<b>Requested By</b>
N/A	EC/KC Workshops	.5 Day	Assorted	Based Upon Needs	CCOEM
N/A	Ready Notify Workshops	.5 Day	Assorted; As Requested	Based Upon Needs	CCOEM
ICS-300	Intermediate ICS	3 Days	Jan 01	Cleveland Public Safety	City of Cleveland
L-975	NIMS ICS All-Hazards Logistics Section Chief	5 Days	February 13-17	Independence	CCOEM
N/A	Ohio Digital Engagement Day	1 Day	February 23	The Vue; Columbus, OH	CCOEM/ GovDelivery LLC.
N/A	EC Workshop	2 Day	Feb 23-24	Juvenile Justice Center (JJC)	CCOEM
ICS-300	Intermediate ICS	3 Days	March 6-8	Jewish Federation CTR	CCOEM *CCOEM—Staff Only
G-358	Evacuation and Re-entry	2 Day	March 18-19	ARC	CCOEM/COA D
FBI STALO Workshop	FBI-WMD State & Local Outreach Workshop	1 Day	March 23	ARC; Akron, OH	CCOEM/FBI
ICS-400	Advanced ICS	2 Days	March 27-28	NEORS	CCOEM
G-605b	Damage Assessment	1 Day	April 05	NEORS	CCOEM
G-191	ICS/EOC Interface	1 Day	April 10	NEORS	CCOEM
NWS	Skywarn	1 Day	April 12	Middleburgh Hts Recreation	CCOEM
G-288	Local Volunteer and Donations management	TBD	April 27-28	Brecksville Community CTR	CCOEM/COA D
ICS 300	Intermediate ICS	3 Days	May 8—10	Medina County EMA	CCOEM *CCOEM—Staff Only
N/A	National VOAD Conference	3 Days	May 15-18	Hyatt Regency Houston	CCOEM *CCOEM—Staff only
PER 309	Environmental Health Training in Emergency Response (EHTER)- Operations	5 Days	May 15-20	Center for Domestic Preparedness	CCOEM/LEPC *CCOEM—Staff Only
G-358	Evacuation and Re-Entry Planning	2 Days	May 18-19	ARC; 3747 Euclid Ave.	CCOEM *CANCELLED: Lack of Instructor
L 973	NIMS ICS All-Hazards Finance/Admin Section	3 Days	May 22-24	Independence Civic CTR	CCOEM

	Chief				
National DHS/USA CE	Federal DHS/USACE Conference	3 Days	June 6-8	Buffalo, NY	DHS/CCOEM
N/A	MMRS Conference	1 Day	June 9	Auburn Career Center	CHA
MGT 405	Mobilizing Faith-Based Organizations in Preparing for Disaster	1 Day	July 15	Brecksville Community Center	CCOEM/COAD
N/A	Faith-Based Security Summit	.5 Day	July 24	University of Akron	Hennes Communications
E190	ArcGIS for Emergency Management	4 Days	July 31-August 3	Emergency Management Institute (EMI)- Emmitsburg, MD	FEMA/CCOEM
N/A	NASA Security Day	.5 Day	August 1	NASA Glenn Research Center	NASA
G-386	Mass Fatalities Incident Response	2 Days	August 16-17	Ohio EMA	Ohio EMA
G-489	Management of Spontaneous Volunteers	1 Day	August 16	Independence Fire Station	CCOEM/COAD
N/A	THIRA Workshop	4 Days	August 22-August 25	Federal Building, Chicago, IL	FEMA
N/A	Cuyahoga County Office Floor Captain Kit Workshop	.5 Day	August 31	Cuyahoga County Administration Building	CCOEM
G290 & G291	Basic Public Information Officer	3 Days	August 29-31	Medina County EOC	Medina County
ICS 300	Intermediate ICS	3 Days	September 11-13	NEORS	CCOEM
ICS 400	Advanced ICS	2 Days	September 25-26	NEORS	CCOEM
N/A	Northern Ohio Firefighter Wellness Seminar	1 Day	September 26	Springvale Ballroom; North Olmsted, Ohio	EMS Training and Disaster Preparedness Institute
MGT 418	Readiness: Training Identification and Preparedness Planning	2 Day	October 3-4 *postponed due to lack of registrations	American Red Cross; 3747 Euclid Ave., Cleveland	CCOEM *postponed to a later date; 2018
G 775	EOC Management & Operations	2 Days	October 11-12	American Red Cross; 3747 Euclid Ave., Cleveland	CCOEM
E 954	Safety Officer	4 Days	October 16-19	Euclid Municipal Center 585 E222 St	CCOEM
OH 197	People with Access and Functional Needs	2 Days	October 26-27 *course postponed due to instructor Hurricane Irma deployment	American Red Cross; 3747 Euclid Ave., Cleveland	CCOEM/COAD
N/A	Web EOC	1 Day	November 2	Cuyahoga County EOC	CCOEM/Web

	Training *CCOEM Staff only				EOC
N/A	MYTEP Workshop	1 Day	November 9	NEORS	CCOEM
MGT 404	Sports and Special Events Incident Management	2 Days	December 6-7	Cleveland Public Safety – 205 W. St. Clair; Cleveland, OH	Clev OEM
AWR 331	Winter Weather Hazards	1 Day	December 6	TBD	CCOEM
OH-386	Mass Fatality Incident Response Course	2 Days	Dec 12-13	Cuyahoga County Medical Examiner's Office	CCOEM/CCM EO
AWR 167	Sport Event Risk Management	TBD	August(Proposed )	TBD	Clev OEM
OH 618	Cost Documentation	TBD	September(Proposed)	TBD	Clev OEM
N/A	EC Workshop	1 Day	November	TBD	CCOEM
AWR 147	Rail Car Incident Response	TBD	November	TBD	Clev OEM
G 393	Mitigation for Emergency Managers	TBD	TBD	TBD	CCOEM/COA D
AWR 135	Promoting Community Cyber Security	1 Day	TBD	TBD	CHA
AWR 136	Essentials of Community Cyber Security	1 Day	TBD	TBD	CHA
G 364	Multi-Hazard Planning for Schools	TBD	TBD	TBD	CCOEM
OH 618	Cost Documentation	1 Day	TBD	TBD	CHA
MGT 347	ICS Forms Review	1 Day	TBD	TBD	ARC
PER 327	Crude By Rail Emergency Response	TBD	TBD	TBD	Clev OEM
AWR 160	Standardize WMD Awareness	1 Day	TBD	TBD	CDPH
G 366	Planning for the Needs of Children	TBD	TBD	TBD	CCOEM/COA D
G 205	Recovery from Disaster	TBD	TBD	TBD	CCOEM/COA D
MGT 404	Sports and Special	TBD	TBD	TBD	Clev OEM

	Events Incident Management				
MGT 431	Isolation and Quarantine Public Safety Person	0.5 Day	TBD	TBD	Clev OEM
MGT 432	Isolation and Quarantine Public Sector	1/2 Day	TBD	TBD	Clev OEM
AWR 167	Sport Event Risk Management	2 Days	TBD	TBD	Clev OEM
MGT 317	Disaster Management for Public Services	TBD	TBD	TBD	CCOEM
N/A	MMRS Conference	1 Day	TBD	TBD	MMRS
N/A	ESF Workshop	1 Day	TBD	TBD	CCOEM
N/A	HazmatIQ – Above the Line/Below the Line	TBD	TBD	TBD	LEPC/Hazmat Teams
N/A	HazmatIQ ToxMedic	TBD	TBD	TBD	LEPC/Hazmat Teams
N/A	Hazmat Technician	TBD	TBD	TBD	LEPC/Hazmat Teams

CCOEM conducts routine trainings of the Ready Notify System to communities and County Departments authorized to send messages via the Ready Notify System; See Appendix E for an up to date list of community and county users

**\*Changes and Additions are highlighted**

\*Courses Crossed Off Have Been Completed

<b>Training Year 2 (2018)</b>						
Course Code	Training Name (full)	Length	Date (s)	Location	Requested By	
G-402	ICS Overview for Executives and Senior Officials	TBD	January(Proposed)	TBD	Clev OEM	
MGT-412	Sport and Special Event Training and Exercise	TBD	March(Proposed)	TBD	Clev OEM	
N/A	EC Workshop	1 Day	TBD	TBD	CCOEM	
G-300	Intermediate ICS	3 Days	TBD	TBD	CCOEM	
G-400	Advanced ICS	2 Days	TBD	TBD	CCOEM	
Per-320	Personal Protective Biological Incidents	1 Day	TBD	TBD	Clev OEM	
N/A	Skywarn	1 Day	TBD	TBD	CCOEM	
Mgt-412	Sports and Special Events evaluation T&E	TBD	TBD	TBD	Clev OEM	
G-402	ICS- Overview for Executives and Senior	1 Day	TBD	TBD	Clev OEM	
N/A	ESF Workshop	1 Day	TBD	TBD	CCOEM	
G-191	ICS/EOC Interface	1 Day	TBD	TBD	CCOEM	
MGT-347	ICS Forms Review	1 Day	TBD	TBD	ARC	
AWR-160	Standardized WMD Awareness	1 Day	TBD	TBD	CDPH	
OH-139	Exercise and Design	TBD	TBD	TBD	CDPH	
OH-197 (New)	Functional Access	TBD	TBD	TBD	CCOEM/CDPH	
G-265	Basic Instructional Skills Course	3.5 Days	TBD	TBD	CCOEM/COAD	
OH-131	Exercise Evaluation	TBD	TBD	TBD	CDPH	
G-300	Intermediate ICS	3 Days	TBD	TBD	CCOEM	
G-400	Advanced ICS	2 Days	TBD	TBD	CCOEM	
G-775	EOC Management & Operations	2 Days	TBD	TBD	CCOEM	
N/A-337	Command and General Staff 4LIMT	5 Days	TBD	TBD	CCOEM	
N/A	EC Workshop	1 Day	TBD	TBD	CCOEM	
N/A	ESF Workshop	1 Day	TBD	TBD	CCOEM	
L-969	COM L	3 Days	TBD	TBD	CCOEM	
N/A	HazmatIQ - Above the Line/Below the Line	TBD	TBD	TBD	LEPC/Hazmat Teams	
N/A	HazmatIQ ToxMedic	TBD	TBD	TBD	LEPC/Hazmat Teams	
N/A	Hazmat Technician	TBD	TBD	TBD	LEPC/Hazmat Teams	

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\*Courses Crossed Off Have Been Completed

<b>Training Year 3 (2019)</b>					
<b>Course Code</b>	<b>Training Name (full)</b>	<b>Length</b>	<b>Date (s)</b>	<b>Location</b>	<b>Requested By</b>
G-300	Intermediate ICS	3 Days	TBD	TBD	CCOEM
N/A	ESF Workshop	1 Day	TBD	TBD	CCOEM
N/A	EC Workshop	1 Day	TBD	TBD	CCOEM
N/A	Skywarn	1 Day	TBD	TBD	CCOEM
G-191	ICS/EOC Interface	1 Day	TBD	TBD	CCOEM
Mgt-347	ICS Forms Review	1 Day	TBD	TBD	ARC
G-400	Advanced ICS	2 Days	TBD	TBD	CCOEM
N/A	ESF Workshop	1 Day	TBD	TBD	CCOEM
N/A	EC Workshop	1 Day	TBD	TBD	CCOEM
G-775	EOC Management & Operations	2 Days	TBD	TBD	CCOEM

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<b>Exercise Year 1 (2017)</b>			
<b>Exercise</b>	<b>Location</b>	<b>Date(s)</b>	<b>Requested By</b>
<del>Healthcare Lights Out in NE Oh Part 1 TTX</del>	TBD	March 22	Public Health
<del>Healthcare Lights Out in NE OH Part 11 FE</del>	TBD	April 05	Public Health
<del>Healthcare Lights Out in NE Oh Part 111 TTX</del>	TBD	April 12	Public Health
<b>Cuyahoga County LEPC / Cleveland FD HazMat</b>	<b>Cleveland Fire Academy</b>	<b>May 25</b>	<b>Cuyahoga County LEPC / Cleveland FD HazMat</b>
<b>Olmsted Falls/Olmsted Township TTX</b>	<b>Olmsted Township High School</b>	<b>July 12</b>	<b>City of Olmsted Falls / Olmsted Township</b>
<b>DSAS COOP TTX</b>	<b>DSAS Building</b>	<b>August 10</b>	<b>DSAS/CCOEM</b>
<b>Cleveland State University Full-Scale</b>	<b>Cleveland State University</b>	<b>August 12</b>	<b>CCOEM/CSU/CSUPD</b>
<b>Rock and Roll Hall of Fame Marathon (Pre-planned Event Support)</b>	<b>Downtown Cleveland, OH (we participated with ARES in the Cuyahoga County EOC)</b>	<b>August 20</b>	<b>CCOEM/ARES</b>
<b>CSX HazMat</b>	<b>CSX Collinwood Yard</b>	<b>August 22</b>	<b>CSX Corporation/CSX Transportation</b>
<b>Type I HazMat FSE</b>	<b>TBD</b>	<b>September 14</b>	<b>Cuyahoga County LEPC / Cleveland FD HazMat</b>
<b>National Preparedness Month Event (Pre-planned Event Hosting)</b>	<b>Cleveland Metroparks CanalWay Center</b>	<b>September 23</b>	<b>CCOEM</b>
<b>ESF TTX</b>	TBD	July	CCOEM
<b>Volunteer Registration Center (VRC)</b>	TBD	Oct / Nov	CCOEM COAD
<b>Airport Exercise</b>	TBD	Jan	Hopkins Airport
<b>Aircraft Fire Simulator</b>	TBD	Sept	Hopkins Airport
<b>2017 USAR Full-Scale Exercise</b>	TBD	TBD	Region II USAR Team

\*Changes and Additions are highlighted

\*Exercises Crossed Off Have Been Completed

<b>Exercise Year 2 (2018)</b>			
<b>Exercise</b>	<b>Location</b>	<b>Date(s)</b>	<b>Requested By</b>
Cuyahoga County LEPC /SERT Hazmat	TBD	2 Qtr.	LEPC--Cuyahoga County & SERT Hazmat
ESF TTX	TBD	June	CCOEM
Crude Rail Derailment TTX/ or FSE	TBD	3 Qtr. or 4 Qtr.	Clev Public Safety
Airport Drill	TBD	TBD	Hopkins Airport

\*Changes and Additions are highlighted

\*Exercises Crossed Off Have Been Completed



<b><i>Exercise Year 3 (2019)</i></b>			
<b>Exercise</b>	<b>Location</b>	<b>Date(s)</b>	<b>Requested By</b>
ESF TTX	TBD	June	CCOEM
Cuyahoga County LEPC /West shore Hazmat FE/FSE	TBD	2 Qtr.	LEPC--Cuyahoga County /West shore Hazmat
Cleveland CRI FE	TBD	2 Qtr.	CDPH

\*Changes and Additions are highlighted

\*Exercises Crossed Off Have Been Completed

## Appendix B: State Training Reference Guide

<b>G-108 Community Mass Care and Emergency Assistance</b>
<b>G-191 Incident Command System (ICS)/Emergency Operations Center (EOC) Interface</b>
<b>G-194.1 Local Floodplain Manager Roles and Responsibilities</b>
<b>G-194.2 NFIP Rules and Regulations in Depth</b>
<b>G-194.4 Preparing for Post-Disaster Responsibilities</b>
<b>G-205 Recovery from Disaster: The Local Government Role</b>
<b>G-235 Emergency Planning Course</b>
<b>G-251 Workshop in Emergency Management Amateur Radio Resources</b>
<b>G-270.3 Expedient Flood Training</b>
<b>G-271 Hazardous Weather and Flooding Preparedness</b>
<b>G-272 Warning Coordination</b>
<b>G-288 Local Volunteer and Donations Management</b>
<b>G-289 Public Information Officer (PIO) Awareness Course</b>
<b>G-290 &amp; G-291 Public Information Officer (PIO)/ Joint Information Center (JIC)</b>
<b>G-300 (ICS) Intermediate Incident Command System</b>
<b>G-311 Hazardous Materials Contingency Planning</b>
<b>G-318 Mitigation Planning Workshop for Local Governments</b>
<b>G-358 Evacuation and Re-Entry Planning course</b>
<b>G-361 Flood Fight Operations</b>
<b>G-364 Multi-Hazard Planning for Schools</b>
<b>G-366 Planning for the Needs of Children in Disasters</b>
<b>G-367 Emergency Planning for Campus Executives</b>
<b>G-386 Mass Fatalities Incident course</b>
<b>G-393 Mitigation for Emergency Managers</b>
<b>G-400 (ICS) Advanced Incident Command System</b>
<b>G-402 Incident Command System (ICS) Overview for Executives and Senior Officials</b>
<b>G-434A Earthquake Safety for Schools Continuity Program Manager</b>
<b>G-489 Management of Spontaneous Volunteers in Disasters</b>
<b>G-548 Continuity Program Manager</b>
<b>G-556 FEMA Local Damage Assessment</b>
<b>G-557 Rapid Assessment Planning</b>
<b>G-775 Emergency Operations Center Operations</b>
<b>Community Emergency Response Team (CERT) Basic Training</b>
<b>EO428 CERT Instructor Train-the-Trainer</b>
<b>Hazardous Materials Trainings (various)</b>
<b>OH-139 Exercise Design Course</b>
<b>OH/L-146 HSEEP Training Course</b>
<b>OH-361 Fundamentals of Safe Room Design and Construction</b>

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## 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 and Descriptions

Core Capabilities	Mission Areas	Description
<b>Access Control and Identity Verification</b>	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.
<b>Community Resilience</b>	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.
<b>Critical Transportation</b>	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.
<b>Cyber security</b>	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).
<b>Economic Recovery</b>	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.
<b>Environmental Response/Health and Safety</b>	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.
<b>Fatality Management Services</b>	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.
<b>Forensics and Attribution</b>	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.
<b>Health and Social Services</b>	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.
<b>Housing</b>	Recovery	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
<b>Infrastructure Systems</b>	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.

<b>Intelligence and Information Sharing</b>	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.
<b>Interdiction and Disruption</b>	Prevention, Protection	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
<b>Long-term Vulnerability Reduction</b>	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.
<b>Mass Care Services</b>	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.
<b>Mass Search and Rescue Operations</b>	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.
<b>Natural and Cultural Resources</b>	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.
<b>On-scene Security, Protection and Law Enforcement</b>	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.
<b>Operation Communications</b>	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.
<b>Operational Coordination</b>	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.
<b>Physical Protective Measures</b>	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.
<b>Planning</b>	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.

<b>Public and Private Services and Resources</b>	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.
<b>Public Health and Medical Services</b>	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.
<b>Public Information and Warning</b>	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.
<b>Risk and Disaster Resilience Assessment</b>	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.
<b>Risk Management for Protection Programs and Activities</b>	Protection	Identify, assess, and prioritize risks to inform Protection activities and investments.
<b>Screening, Search and Detection</b>	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.
<b>Situational Assessment</b>	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.
<b>Supply Chain Integrity and Security</b>	Protection	Strengthen the security and resilience of the supply chain.
<b>Threats and Hazard Identification</b>	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 E: County Departments and Communities Authorized to Send Messages via ReadyNotify

1. Bay Village	2. Bedford Heights	3. Berea	4. Broadview Heights
5. Brooklyn	6. Cleveland Heights	7. Cleveland Metroparks *	8. County Emergency Communications System (CECOMS)*
9. Cuyahoga County Board of Health (CCBOH)*	10. Cuyahoga County Office of Emergency Management (CCOEM)*	11. Department of Consumer Affairs (DCA)*	12. Division of Senior and Adult Services (DSAS)*
13. Fairview Park	14. Garfield Heights	15. Lakewood	16. Maple Heights
17. North Royalton	18. Olmsted Falls	19. Olmsted Township	20. Parma
21. Parma Heights	22. Parma Regional Dispatch Center (PRDC)*	23. Richmond Heights	24. Rocky River
25. Shaker Heights	26. Solon	27. Southeast Communication Center (SECC)	28. South Euclid
29. Strongsville	30. Veterans Service Commission*	31. Warrensville Heights	32. Woodmere

\* Denotes County Department / Agency



## Appendix F: Exercise Types and Definitions

### 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 concentrates 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 G: List of After-Action Review/Improvement Plans (AAR/IP) for 2016

<i>Name of Exercise, Event, or Incident:</i>	<i>Type of Event:</i>	<i>Date(s) of Exercise, Event, or Incident:</i>	<i>Number of Areas for Improvement Noted:</i>
Cuyahoga County Republican National Convention Incident	NSSE (Incident)	July 18-21, 2016	16 (see below)
Cuyahoga County /LEPC Exercise	Full-Scale Exercise (FSE)	May 21, 2016	8 (see below)

The exercises listed above illuminate training and exercise needs pertaining to the following core capabilities:

- RNC/AAR
  - Operational Communications
  - Operational Coordination
  - EOC Operations
- LEPC
  - Operational Communications
  - Operational Coordination
  - Public Information and Warning
  - Public Health and Medical Services
  - Physical Protective Measures
  - Situational Assessment

## Appendix H: Acronyms

<b>Acronym</b>	<b>Definition</b>
AAR	After Action Report
AED	Automated External Defibrillator
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
CAMEO	Computer-Aided Management of Emergency Operations
CAP	Corrective Action Program
CBRNE	Chemical, Biological, Radiological, Nuclear, & High-Yield Explosives
CCOEM	Cuyahoga County Office of Emergency Management
CERT	Citizens Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
CIP	Critical Infrastructure Protection
CISM	Critical Incident Stress Management
COML	Communications Unit Leader
COOP	Continuity of Operation Plan
CPX	Command Post Exercise
CPR	Cardiopulmonary Resuscitation
CRI	Cities Readiness Initiative
DCA	Department of Consumer Affairs
DHS	U.S. Department of Homeland Security
DPH	Department of Public Health
DSAS	Division of Senior and Adult Services
EM	Emergency Management
EMA	Emergency Management Agency
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
FEMA	Federal Emergency Management Agency
FRO	First Responder Operations
FSC	Fire Support Coordinator
FSE	Full-scale Exercise
GIS	Geographic Information Systems
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
IT	Information Technology
JIC	Joint Information Center
JIS	Joint Information System
LEPC	Local Emergency Planning Committee
MAA	Mutual-Aid Agreement
MACC	Multiagency Coordination Centers
MARCS	Multi Agency Radio Communications System
MCI	Mass Casualty Incident
MEP	Master Exercise Practitioner
MGT	Management
MMRS	Metropolitan Medical Response System
MOU	Memorandum of Understanding
MSU	Medical Service Unit
MYTEP	Multi-Year Training and Exercise Plan



NCBRT	National Center for Biomedical Research and Training
NDMS	National Disaster Medical System
NDPTC	National Disaster Preparedness Training Center
NE	Northeast
NEO	Northeast Ohio
NIMS	National Incident Management System
NPG	National Preparedness Goal
NUC	Nuclear
NWS	National Weather Service
OEM	Office of Emergency Management
OHIO EMA	Ohio Emergency Management Agency
PDS	Professional Development Series
PIO	Public Information Officer
POC	Point of Contact
POD	Point of Distribution
PPD	Presidential Policy Directive
PPE	Personal Protective Equipment
PRDC	Parma Regional Dispatch Center
PSC	Planning Section Chief
RAD	Radiological
RESL	Resource Unit Leader
SECC	Southeast Communications Center
SERC	State Emergency Response Commission
SITL	Situation Unit Leader
SKYWARN	National Network of Volunteer Severe Weather Spotters
SNS	Strategic National Stockpile
SOP	Standard Operating Procedures
TBD	To Be Determined
TCL	Target Capabilities List
TEEX	Texas Engineering Extension Service
TEPW	Training and Exercise Plan Workshop
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
VRC	Volunteer Reception Center
VSC	Veteran's Service Commission
WebEOC	Web Based Emergency Operations Center (Program)
WMD	Weapons of Mass Destruction