

2018 – 2020 Update Cuyahoga County, Ohio

Multi-year Training and Exercise Plan

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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 09, 2017, the Cuyahoga County Office of Emergency Management (CCOEM) conducted a Training and Exercise Planning Workshop (TEPW) to create its MYTEP for the years 2018 through 2020. The following entities contributed to the MYTEP and were physically present, many others provided input electronically.

- Cuyahoga County Office of Emergency Management (CCOEM)
- Center for Health Affairs
- Cuyahoga County Board of Health (CCBOH)
- Cuyahoga County Community Organizations Active in Disasters (COAD)
- Cuyahoga Emergency Communication System (CECOMS)
- City of Cleveland Department of Public Safety, Division of Emergency Management
- Cuyahoga County Local Emergency Planning Committee
- Beachwood Police Department
- Strongsville Police Department
- Middleburg Heights Fire Department
- NASA Research Center
- Greater Cleveland Regional Transit Authority (GCRTA)
- Team Rubicon

The MYTEP incorporates After-Action Reviews/Improvement Plans (AAR/IP) from 2017 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 2018-2020 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.

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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 within their Core 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, State and FEMA region 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 2018-2020.

Finally, this document satisfies the State of Ohio requirement for County Emergency Management Agencies (CEMAs) 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. (See Attachment)

Methodology and Tracking

Methodology:

The various trainings and exercises were chosen based upon the thorough review of 6 AAR/IP reports developed in 2017 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 35 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 CCOEM 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, 2018 and progress through 2020. 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 (2018-2020) 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).

Training Year 1 (2018)					
Course Code	Training Name (full)	Length	Date (s)	Location	Requested By
G-300	Intermediate ICS	3 Days	January 8-10	Parma Fire Department	CCOEM
N/A	WebEOC Training	.5 Day	January 9	Cuyahoga County EOC	CCOEM; Ohio-EMA
G-400	Advanced ICS	2 Days	January 11-12	Parma Fire Department	CCOEM
AWR-317	REP Core Concepts Course (RCCC)	2 Days	January 22-23	Ohio-EMA	CCOEM; Ohio-EMA
N/A	Autism Training	.5 Day	February 1	La Casa Bella Party Center	FOP; Milestones Autism Resources
N/A	Northern Ohio Arson Seminar	2 Days	February 24-25	Ashland University (John C Myers Convocation Center)	IAAI; NAFI
N/A	Radiation Meters Workshop	3 Days *4 Hrs per day	March 21-23	NEORS	CCOEM/Hazmat Type 1
G-191	ICS/EOC Interface	1 Day	March 29	NEORS	CCOEM
G-300	Intermediate ICS	3 Days	April 9-11	Olmsted Township	CCOEM
N/A	Skywarn	1 Day	April 19	Independence Civic Center	CCOEM; CCARES; NWS
N/A	Tornado Awareness	1 Day	April 26	Juvenile Justice Center (JJC)	CCOEM
G-400	Advanced ICS	2 Days	May 14-15	Olmsted Township	CCOEM
V0001	Cyber Coordination	1 Day	June 6	Virtual Classroom (Cyber)	CCOEM; DHS
AWR-213	Critical Infrastructure Security and Resilience Awareness	1 Day	July 25	Cleveland EOC	CCOEM; Cleve OEM
AWR-167	Sports Event Risk Management	2 Days	August 2-3	Cleveland EOC	CCOEM; Cleve OEM
MGT-317	Disaster Management for Public Service	2 Days	August 16-17	Cleveland EOC	CCOEM; Cleve OEM
L-984	All Hazards Incident Specific Task Force Strike Team Leader	3 Days	September 24-26	TBD	CCOEM
L-970	All Hazards Incident Specific Supply Unit Leader	4 Days	November 13-16	TBD	CCOEM
N/A	Knowledge Center Training	2 Hours	TBD	TBD	CCOEM
MGT-412	Sport and Special Event Evacuation	TBD	Q1 (March)	TBD	CCOEM; Cleve OEM
N/A	MMRS Conference	1 Day	Q2 (May/June)	Lake County	CCOEM; MMRS
G-300	Intermediate Incident Command System (ICS)	3 Days	Q3 (September)	TBD	CCOEM
G-358	Evacuation and Re-Entry	TBD	Q3	TBD	CCOEM
OH-197 (New)	Functional Access	TBD	Q3 TBD	TBD	CCOEM/CDPH
G-402	ICS Overview for Executives and Senior Officials	1 Day	Q3/Q4	TBD	CCOEM; Cleve OEM
CCOEM	EC Workshop	½ Day	Q2	TBD	CCOEM
G-251	Workshop in Emergency Management and Amateur Radio Resources	TBD	Q3/Q4	TBD	CCOEM
G-400	Advanced Incident Command System (ICS)	2 Days	Q4 (October)	TBD	CCOEM

MGT-347	ICS Forms Review	TBD	Q4	TBD	TBD
CCOEM	EC Workshop	1/2 Day	Q4TBD	TBD	CCOEM
G-775	EOC Management & Operations	2 Days	TBD	TBD	CCOEM

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**

Training Year 2 (2019)					
Course Code	Training Name (full)	Length	Date (s)	Location	Requested By
E/L-950	Incident Commander Course	5 Days	Q2	TBD	CCOEM
OH-139	Exercise and Design	TBD	Q2	TBD	CDPH
AWR-328	All Hazards Preparedness for Animals in Disasters	TBD	TBD	TBD	TBD
AWR-160	WMD Awareness Training	TBD	TBD	TBD	TBD
G-265	Basic Instructional Skills Course	3.5 Days	Q3/Q4	TBD	CCOEM/COAD
OH-131	Exercise Evaluation	TBD	Q3/Q4	TBD	CCOEM/CDPH
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
N/A	Knowledge Center Training	2 Hours	TBD	TBD	CCOEM
G-191	ICS/EOC Interface	1 Day	TBD	TBD	CCOEM
Mgt-347	ICS Forms Review	1 Day	TBD	TBD	ARC/CCOEM
G-300	Intermediate ICS	2 Days	TBD	TBD	CCOEM
L-958	Operations Section Chief	4 Days	TBD	TBD	CCOEM/Cleveland Public Safety
N/A	ESF Workshop	1 Day	TBD	TBD	CCOEM
AWR-122	Law Enforcement Prevention & Deterrence of Terrorist Acts	2- Days	TBD	TBD	GCRTA
PER-230	Incident Response to Terrorist Bombings (IRTB)	4 Hours	TBD	TBD	GCRTA
N/A	EC Workshop	1 Day	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
G-400	Advanced Incident Command System (ICS)	TBD	TBD	TBD	TBD

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***Changes and Additions are highlighted**

*Courses Crossed Off Have Been Completed

Training Year 3 (2020)					
Course Code	Training Name (full)	Length	Date (s)	Location	Requested By
OH-361	Fundamentals of Safe Room Design and Construction	TBD	TBD	TBD	CCOEM
G-300	Intermediate Incident Command System (ICS)	3 Days	TBD	TBD	CCOEM
G-400	Advanced ICS	2 Days	TBD	TBD	CCOEM
G-191	EOC/ICS Interface	1 Day	TBD	TBD	CCOEM
N/A	Skywarn	1 Day	TBD	TBD	CCOEM
L-965	Resource Unit Leader Course	3.5 Days	TBD	TBD	CCOEM/Cleveland Public Safety
L-962	Planning Section Chief	4 Days	TBD	TBD	CCOEM/Cleveland Public Safety
N/A	ESF Workshop	1 Day	TBD	TBD	CCOEM
N/A	EC Workshop	1 Day	TBD	TBD	CCOEM
KC	Knowledge Center Training	1 Day	TBD	TBD	CCOEM
G-775	EOC Management & Operations	2 Days	TBD	TBD	CCOEM
G-300	Intermediate Incident Command System (ICS)	3 Days	TBD	TBD	CCOEM
G-400	Advanced Incident Command System (ICS)	2 Days	TBD	TBD	CCOEM

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

Exercise Year 1 (2018)				
Exercise	Exercise Type	Location	Date(s)	Requested By
Burke Lakefront Airport	Table Top TTX	Cleveland Hopkins-Hopkins Room	January 25	Cleveland Airport System
Cleveland Hopkins International Airport	Table Top TTX	Cleveland Hopkins - Hopkins Room	January 25	Cleveland Airport System
Regional Public Health Hospitals – Ebola	Functional (FE)	TBD	Q1 (January)	CCOEM
N/A	Full Scale (FSE)	Beachwood	Q1 (January)	Beachwood Police Department
State Burn Surge Coordination	Functional (FE)	TBD	Q2 (May)	NEO MMRS
Cuyahoga County LEPC/Westshore Hazmat	Table Top (TTX)	TBD	Q2 (June)	CC LEPC
Eagle-Horizon	Functional (FE)	TBD	Q2 (June)	NASA
ESF	Exercise – TBD	TBD	Q3 (July)	CCOEM
Case Western Mass Casualty	Functional(FE)	TBD	October	Case Western
USAR	Full Scale (FSE)	TBD	Q4 (October)	CCOEM; Region 2 USAR
NDMS FSE /Volunteer Registration Center (VRC)	Full Scale (FSE)	TBD	Q3 (August)	CCOEM; COAD
Multi-County Exercise – OEM	Functional (FE)	TBD	TBD	CCOEM
Aircraft Fire Simulator	Exercise – TBD	TBD	TBD	Cleveland Airport System
Cleveland Indians	Full Scale (FSE)	Progressive Field	TBD	CCOEM; Cleveland Indians

*Changes and Additions are highlighted

*Exercises Crossed Off Have Been Completed

Exercise Year 2 (2019)				
Exercise	Exercise Type	Location	Date(s)	Requested By
ESF TTX	Table Top (TTX)	TBD	June	CCOEM
Cuyahoga County LEPC	Exercise – TBD	TBD	2 Qtr.	LEPC--Cuyahoga County –Hazmat Team
Cleveland CRI FE	Functional (FE)	TBD	2 Qtr.	CDPH
N/A	Full Scale (FSE)	Beachwood	Q1 (January)	Beachwood Police Department
N/A	Functional (FSE)	TBD	Q2 (May)	Cleveland Cities Readiness Initiative
Case Western Mass Casualty	Functional (FE)	TBD	October	Case Western
N/A (ESF)	Table Top (TTX)	TBD	Q3 (July)	CCOEM
Bridge Collapse	Full Scale (FSE)	TBD	Q4 (October)	CCOEM
Airport Exercise – TBD	TBD	TBD	TBD	Cleveland Airport System
Surge Test	Functional (FE)	TBD	Q4 (December)	CCOEM; MMRS

*Changes and Additions are highlighted

*Exercises Crossed Off Have Been Completed

Exercise Year 3 (2020)				
Exercise	Exercise Type	Location	Date(s)	Requested By
Cuyahoga County LEPC	Exercise – TBD	TBD	TBD	Cuyahoga County LEPC – Hazmat Team
Case Western Mass Casualty	Functional (FE)	TBD	TBD	Case Western
N/A	Full Scale (FSE)	Beachwood	Q1 (January)	Beachwood Police Department
Surge Test	Functional (FE)	TBD	Q4 (December)	CCOEM; MMRS
Airport Exercise TBD	TBD	TBD	TBD	Cleveland Airport System

*Changes and Additions are highlighted

*Exercises Crossed Off Have Been Completed

Appendix B: State Training Reference Guide

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

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
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.
Cyber security	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 E: County Departments and Communities Authorized to Send Messages via Ready Notify

1. City of Bay Village	2. City of Bedford Heights	3. City of Berea	4. BioWatch Advisory Council*
5. City of Broadview Heights	6. City of Brooklyn	7. Children and Family Services*	8. City of Cleveland Heights
9. County Emergency Communications System (CECOMS)*Cuyahoga County Board of Health (CCBOH)*	10. Cuyahoga County Communications Department*	11. Cuyahoga County Health and Human Services*	12. Cuyahoga County Office of Emergency Management (CCOEM)*
13. Department of Consumer Affairs (DCA)*	14. Division of Senior and Adult Services (DSAS)*	15. City of Fairview Park	16. City of Garfield Heights
17. Village of Highland Hills	18. City of Lakewood	19. City of Maple Heights	20. City of North Royalton
21. City of Olmsted Falls	22. Olmsted Township	23. City of Parma	24. City of Parma Heights
25. Parma Regional Dispatch Center (PRDC)*	26. City of Richmond Heights	27. City of Rocky River	28. City of Shaker Heights
29. City of Solon	30. Southeast Communication Center (SECC)	31. City of South Euclid	32. City of Strongsville
33. Veterans Service Commission*	34. Village of Walton Hills	35. City of Warrensville Heights	36. Village of 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 2017

<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 /LEPC Hazmat Exercise	TTX	May 25, 2017	1
Olmsted Falls Active Shooter	TTX	July 12, 2017	6
Cleveland State University 2017 Exercise	FSE	August 12, 2017	13
Cuyahoga County Type I Hazmat WMD	FSE	Sept 14, 2017	8
Cuyahoga County Board of Health (BOH) COOP	TTX	October 4, 2017	7
ARCO Landfill Fire – East Cleveland	EOC Activation	October 26, 2017	N/A
2018 State of the Union – SHARES	EOC Activation	January 30, 2018	N/A

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

- LEPC
 - Response and Personnel Safety
 - Population Protective Actions
 - Traffic and Access Control
 - Shelter Management

Area for Improvement: Shelter Management- returning building to pre-shelter condition (decontamination of building) was not discussed

- Olmsted Falls Active Shooter
 - Operational Communications
 - Operational Coordination
 - Public Information and Warning
 - Situational Assessment

- CSU
 - Planning, Public Information & Warning
 - Operational Coordination
 - On-Scene Security, Protection & Law Enforcement
 - Operational Communication
 - Mass Care Services

- Public Health, Healthcare, and Emergency Medical Services
- Cuyahoga County Type I Hazmat WMD FSE
 - Operational Communications
 - Situational Assessment
 - Public Information and Warning
 - Intelligence and Information Sharing
 - Environmental Response/Health and Safety

- CCBH COOP (PHEP Capabilities)
 - Emergency Operations Coordination
 - Community Recovery

- ARCO Landfil Fire – East Cleveland- EOC Activation
 - AAR in Progress

Appendix H: Acronyms

Acronym	Definition
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
IAAI	International Association of Arson Investigators
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
NAFI	National Association of Fire Investigators
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