

# 2022 – 2024 Update Cuyahoga County, Ohio

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Integrated Preparedness Plan (IPP)-formerly 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.

## Contents

Preface .....	2
Points of Contact (POCs) .....	3
Purpose .....	4
Program Priorities .....	6
Emergency Management Institute Virtual Tabletop Exercise Program; Fiscal Year 2021 .....	7
Methodology and Tracking.....	9
Appendix A: Cuyahoga County Office of Emergency Management IPP/Multi- Year (2022-2024) Training & Exercise Schedules .....	12
Appendix B: State Training Reference Guide .....	23
Appendix C: Core Capabilities and Descriptions .....	24
Appendix D: ReadyNotify .....	27
Appendix E: Exercise Types and Definitions .....	29
Appendix F: References .....	34
Appendix G: Acronyms .....	36

## PREFACE

The Integrated Preparedness Plan (IPP) has been introduced to replace the County's multi-year training and exercise plan. (MYTEP).

In preparation of updating the IPP plan (formerly the multi-year training and exercise plan), the Cuyahoga County Office of Emergency Management (CCOEM) implemented the State's new Integrated Preparedness Planning Workshop (IPPW). This workshop was previously titled the Training & Exercise Planning Workshop (TEPW). Changes in terminology and process were made to be consistent with FEMA's current Homeland Security Exercise and Evaluation Program (HSEEP) guidance.

Cuyahoga County gathered future training, exercises and outreach schedules from stakeholder agencies.

**If you are aware of ANY Trainings or Exercises that you feel should be included in this IPP/MYTEP Document, please submit those events at <https://ready.cuyahogacounty.us/en-US/Training-Exercise.aspx>**

**Please Note:** This Cuyahoga County 2022-2024 IPP/MYTEP is a living document; therefore, it is subject to revisions (specifically Appendix A, which is the calendar of Trainings & Exercise) as they occur. CCOEM will make regular efforts to identify and capture changes and/or additions to the IPP.

## POINTS OF CONTACT (POCs)

### Cuyahoga County Office of Emergency Management

1. Primary Training & Exercise POC:

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## PURPOSE

The purpose of the Integrated Preparedness Plan (IPP) is to document an organization's overall preparedness activities and preparedness priorities for a specific multi-year time period (2022-2024). These priorities are linked to corresponding capabilities and, if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, or other factors. This IPP identifies the preparedness activities that will help the organization build and sustain the capabilities needed to address its preparedness priorities.

Information was collected from this IPPW and consolidated into one final IPP and calendar for the State of Ohio. Once completed the IPP and calendar will be published, along with previous years, on the Ohio EMA website:

[https://ema.ohio.gov/Training\\_MultiYearTrainingAndExercisePlan.aspx](https://ema.ohio.gov/Training_MultiYearTrainingAndExercisePlan.aspx). The IPP is designed to be a living document that will be updated and refined annually.

CCOEM participated in a survey process to provide the County's training and exercise information to the State. Stakeholder agencies were asked to identify their respective trainings and exercises for the years 2022-2024. They were also asked to include any and all planning considerations involved with their decisions with training and exercise (T&E) so that they could be included on the IPP/MYTEP calendar sent to the State.

The IPPW process is intended to provide a foundation for counties and state partners to establish preparedness priorities. Once priorities are determined, corresponding core capabilities (Appendix D) should be associated with the specified priority. This will allow counties and state partners to strengthen their capabilities over time and address identified gaps.

Some of the planning efforts that contribute to the IPP T&E include:

**Potential Planning Activities:** After Action Review/Improvement Plans (AAR/IP), Capabilities Assessment, Planning Meetings, Hazard Identification and Risk Assessment (HIRA), Threat and Hazard Identification and Risk Assessment (THIRA), Stakeholder Preparedness Review (SPR)

**State Training Reference Guide:** Ohio EMA Training Policy and Catalog located at: <http://ema.ohio.gov/training.aspx>

**State Exercise Types- Discussion Based:** Seminar, Workshop, Tabletop Exercise(TTX), Games

**State Exercise Types-Operation Based:** Drill, Functional Exercise (FE), Full-Scale (FSE)

**CCOEM will continue to provide the Annual IPPW/MYTEP plan/training calendar along with its subsequent revisions and additions throughout the year.**

## **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 IPPW/MYTEP.

The training and exercise priorities are established based on the review of operations during real life and exercise events as well as the Threat and Hazard Identification and Risk Assessment (THIRA) and the Stakeholder Preparedness Review (SPR).

Additionally, CCOEM maintains a Core Capability Crosswalk tracker that identifies the core capabilities and its missions that correlate with the training and exercises in Cuyahoga County. (Appendix C)

## EMERGENCY MANAGEMENT INSTITUTE VIRTUAL TABLETOP EXERCISE PROGRAM; FISCAL YEAR 2021

### General:

EMI conducts a series of VTTX using a video teleconference (VTC) platform to reach community-based training audiences around the country and provide a virtual forum for disaster training. The VTTX process involves key personnel from the emergency management community of practice reviewing a pre-packaged set of exercise materials, then convening for a four-hour tabletop exercise discussion of a simulated disaster scenario with a total of 10-15 individual sites.

The event allows the connected sites to assess current plans, policies, and procedures while learning from the other connected sites, as they provide their perspective and practice while exercising a similar situation. A VTC system is required for participation; there is no cost for this program.

### Exercise Design:

This VTTX is designed to engage the participants in a no fault, hazard-specific exercise discussion. Facilitation will occur via VTC from the EMI campus and will be complimented by a dedicated local agency facilitator at each VTC site.

The VTTX will be supported by an Exercise and Coordination Facilitation Guide, which will include all required logistical information (room layout, connection instructions, etc.), as well as facilitation and hot wash instructions.

The VTTX will consist of:

- Three discussion modules.
- Local discussion with guided questions led by an onsite facilitator.
- Back briefs from each participating location after each module.

### To Apply:

Locations interested in participating in the VTTX series should submit an email request to participate in the exercise to the [Integrated Emergency Management Branch](#) or call 301-447-1381 email: [fema-emi-iemb@fema.dhs.gov](mailto:fema-emi-iemb@fema.dhs.gov) and [Doug Kahn](#), [douglas.kahn@fema.dhs.gov](mailto:douglas.kahn@fema.dhs.gov), phone (301) 447-7645, with preferred date of participation. Your email is your program application. When applying, please provide a central point of contact from your organization to work all VTTX issues. Each location will receive a notice from EMI and will be provided with relevant logistical information and exercise materials to set up and facilitate the exercise locally. The FEMA Form 119-25-2 is not required to be submitted until the VTTX is completed.

### Participation Requirements:

The VTTX will be limited to approximately 10-15 locations per broadcast. Participating locations will be responsible for local exercise logistics and should designate an exercise coordinator to implement the logistical requirements for the exercise. In addition, the location must provide a person capable of facilitating the onsite portion of the exercise. Electronic copies of the related exercise materials (Exercise and Coordination Facilitation Guide, Situation Manual, agenda, etc.) will be provided in advance by EMI.



**Series ended September 16, 2021**

Mar 9-10, 2021	Passenger Train Derailment	Operational Coordination and Communications	V0001	VTTX
Mar 11, 2021	Sports	Mass Care and Housing	V0001	VTTX
Mar 23-25, 2021	Flood	Operational Coordination and Communications	V0001	VTTX
Apr 6-8, 2021	Hurricane	Operational Coordination and Communications	V0001	VTTX
Apr 20-22, 2021	Cyber	Cybersecurity	V0001	VTTX
May 4-6, 2021	Agriculture	Continuity	V0001	VTTX
May 18-20, 2021	Dam Failure	Operational Coordination and Communications	V0001	VTTX
Jun 15-17, 2021	Cyber	Cybersecurity	V0001	VTTX
Jul 13-15, 2021	Active Threat – Vehicle	Operational Coordination and Communications	V0001	VTTX
Aug 10-12, 2021	Active Threat – School	School Safety and Security	V0001	VTTX
Aug 24-26, 2021	Bakken Oil	Operational Coordination and Communications	V0001	VTTX
Sep 14-16, 2021	Chlorine	Operational Coordination and Communications	V0001	VTTX

**Series ended September 16, 2021**

## METHODOLOGY AND TRACKING

### Methodology:

The various trainings and exercises were chosen based upon the thorough review of 2 AAR/IP reports developed in 2020/2021 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 5 different areas for improvement that were identified, which were then linked to corresponding Core Capabilities. Below is the listing of each exercise, as well as the specific Improvement Areas noted for each corresponding exercise.

<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>
COVID-19 Pandemic Activation	Real Life Event	March 2020	TBD
2021 NFL Draft	Real Life Event	April 2021	N/A
Operation Frostbite	TTX	March / April 2021	18
LEPC TTX	TTX	June 2021	2
USAR/HAZMAT FSE	FSE	August 2021	TBD
CLE Airport 2021 Large Scale Exercise	FSE	September 2021	N/A
Oakwood Evacuation	TTX	December 2021	6

### Operation Frostbite TTX:

Operation Frostbite was in development for approximately a year, and the exercise encompassed agencies from across FEMA Region 5 (Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin). CCOEM serves on the Regional Emergency Communication Coordination Working Group or RECCWG that planned the event.

### Objectives from the Tabletop Exercise:

- Discuss State and EOC communications policies and procedures for Information Sharing, Public Notification, and Resource Requests from the local to the federal level.
- Discuss and identify FEMA Region V States' Primary, Alternate, Contingent, Emergency (PACE) plans for various communications pathways to ensure redundancy is identified.
- Discuss communications and situational awareness policies and coordination with Region V neighboring regions and states.
- Discuss available communications pathways at all jurisdictional levels to ensure redundancies are identified for regional communications capabilities.
- Discuss and identify redundant interoperable communication capabilities in the event of major disruptions to the primary communication pathways.

- Discuss and review the operable and interoperable communications available to or required by exercise participants in accordance with existing operational procedures and regional response plans.
- Enhance the overall readiness of the region in the event of an actual emergency involving a large-scale disaster.

#### LEPC TTX:

Objectives from the Tabletop Exercise:

- Notification of Response Agencies (Operational Coordination)- Demonstrate the ability to notify response and support agencies, and to mobilize emergency personnel.
- Incident Assessment (Situational Assessment)- Demonstrate the ability to identify the hazardous material(s) involved in the incident and to assess the associated health and physical hazards.
- Population Protective Actions (Environmental Response/Health and Safety)- Demonstrate the ability to identify and implement appropriate protective actions based upon projected risks posed to the public.
- Traffic and Access Control (On-Scene Security, Protection, and Law Enforcement)- Demonstrate the ability to implement site security, designate evacuation routes, control traffic flow, and manage evacuation area site access.
- Hospital Services (Public Health, Healthcare, and EMS)- Demonstrate the adequacy of procedures, facilities, and equipment to receive and treat victims involved in a hazardous materials incident.

*\*The LEPC has a 4-year exercise planning cycle. Throughout those 4 years 13 preidentified objectives need to be tested/evaluated and at least 1 full-scale exercise must be conducted.*

*Since there are four hazmat teams in Cuyahoga County, the annual exercise focuses on a different team each year of the 4-year cycle.*

#### Oakwood Evacuation TTX:

Objectives from the Tabletop Exercise:

- Oakwood Officials will work with representatives from impacted organizations to gather information and develop unified messaging to disseminate to the public via multiple modes of communication in alignment with Information Dissemination methods section of Oakwood Evacuation Plan.

- Validate traffic control points for the affected roads in accordance with Oakwood's evacuation plan.
- Validate shelter-in-place or evacuation decision during a chemical release to ensure alignment with Oakwood Evacuation Plan.
- Validate procedure for implementation of evacuations of affected residential properties and facilities while meeting care/treatment needs of evacuees. This includes staff responsibilities, transportation, and identification of evacuee locations.
- Validate procedures for sharing medical information/documentation and resident status and location during an emergency to ensure continuity of care and general awareness.
- Validate the acceptance of residents in emergency situations to other communities and facilities/providers to ensure continuity of resident services in accordance with mutual-aid agreements.

### **Planning Considerations for Trainings and Exercises:**

1. After Action Review/Improvement Plan (AAR/IP): After action reviews, reports, and improvement plans for exercises, real-world incidents, and real-world events should be included. The improvement plan should be periodically reviewed until all gaps are adequately addressed.
2. Capabilities Assessment: Works to ensure capabilities are being met across state-level agencies regarding operational planning efforts. Capabilities can be assessed based on exercise objectives, exercise evaluation guides, and after-action reports.
3. Planning Meetings: Emergency Operations Plans and other emergency response capability planning meetings should be included in the IPP to support the Preparedness Cycle.
4. Hazard Identification and Risk Assessment (HIRA): This listing of hazards that affect Ohio is dependent on feedback from partner agencies, real-world incidents, and information sharing among all levels of government. The HIRA influences planning initiatives for county-level and state-level preparedness professionals.
5. Threat and Hazard Identification and Risk Assessment (THIRA): Helps communities understand their risks and what they need to do to address those risks by answering the following questions: What threats and hazards can affect our community
6. Stakeholder Preparedness Review (SPR): The SPR works to evaluate the preparedness needs of county-level and state-level partners based on FEMA's core capabilities. The SPR provides data into the National Preparedness Report, which helps direct funds toward preparedness programming across the United States.

## APPENDIX A: CUYAHOGA COUNTY OFFICE OF EMERGENCY MANAGEMENT IPP/MULTI-YEAR (2022-2024) 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).

*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 D for an up to date list of community and county users.*

*\*CCOEM facilitated community evacuation meetings, with each community within Cuyahoga County, throughout the year.*

**\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)**

**\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled**

**Be Advised:** For additional State of Ohio Training Course offerings, please see the attached document titled Ohio\_EMA\_Training\_List\_Jan\_2021\_-\_June\_30\_2022 or visit the OEMA Training & Exercise Branch website at [Ohio EMA Current Course List](https://webeoctraining.dps.ohio.gov/TrainingAndExercise/courselist.aspx) or <https://webeoctraining.dps.ohio.gov/TrainingAndExercise/courselist.aspx>.

<b>Previous Year Trainings (2021)</b>					
	Training Name (full)	Length	Date (s)	Location	Requested By
N/A	Leveraging FirstNet for Medical Communications	.5 day	February 4	Virtual	FirstNet *CCOEM Presenting
N/A	FirstNet®'s Exclusive MegaRange™ High Powered User Equipment is Here: Learn From Industry Leaders What That Means to You	.5 Day	February 17	Virtual	FirstNet
ICS-300	Intermediate	4 Days	Feb 23-26	Virtual	CCOEM; CPD
OH-605	IA Damage Assessment Workshop	.5 Day	February 25	Virtual	CCOEM
OH-607	Public Assistance Cost Documentation/Damage Assessment Course	.5 Day	February 25	Virtual	CCOEM
ICS-300	Intermediate ICS	4 Days	March 1-4	Virtual	CCOEM; CPD
N/A	Spring Flood Outlook				
N/A	Using the Uplift Request Tool	.5 Day	March 3	Virtual	FirstNet
N/A	Getting Started: Roadmap for Planning a Broadband Infrastructure Project	.5 Day	Mach 4	Virtual	FEMA
V0001	Passenger Train Derailment	2 Days	March 9-10	Virtual	FEMA
N/A	FirstNet for You: Overview of Subscriber Paid Services	.5 Day	March 4	Virtual	FirstNet
ICS-400	Advanced ICS	3 Days	March 8-10	Virtual	CCOEM; CPD
ICS-400	Advanced ICS	3 Days	March 10-12	Virtual	CCOEM; CPD
V0001	Sports	1 Day	March 11	Virtual	FEMA
N/A	ESF #2 Annual Spring Training Conference	4 Days	March 22-26	Virtual	DHS, CISA
V0001	Flood	3 Days	March 23-25	Virtual	FEMA
G-300	Intermediate Incident Command System (ICS)	3 Days	March 23-26	Virtual	CCOEM
N/A	FirstNet Deployables: What's New and What to Expect When Requesting an Asset	.5 Day	March 25	Virtual	FirstNet
L946	Communications Unit Leader	5 Days	March 29-April 2	Virtual	CISA
MGT-343	Disaster Management for Water and Wastewater Utilities	4 Days	March 30-April 2	Virtual	CCOEM
N/A	NEORAMSS Eastern Great Lakes AMS Plan Seminar	1 Day	TBD (April)	TBD	NEORAMSS
V0001	Hurricane	3 Days	April 6-8	Virtual	FEMA
V0001	Cyber	3 Days	April 20-22	Virtual	FEMA
V0001	Agriculture	3 Days	May 18-20	Virtual	FEMA; OEMA
V0001	Dam Failure	3 Days	May 18-20	Virtual	FEMA; OEMA
N/A	Cyber Resilience Virtual Workshop	.5 Day	May 27	Virtual	UCPD; CISA

N/A	HazmatIQ: Air Monitoring for Flammable Liquids	1 Day	June 08	Brecksville Fire Department	CCOEM; LEPC
N/A	HazmatIQ: Air Monitoring for Flammable Liquids	1 Day	June 09	Brecksville Fire Department	CCOEM; LEPC
N/A	HazmatIQ: Air Monitoring for Flammable Liquids	1 Day	June 10	Brecksville Fire Department	CCOEM; LEPC
V0001	Cyber	3 Days	June 15-17	Virtual	FEMA; OEMA
V0001	Active Threat – Vehicle	3 Days	July 13-15	Virtual	FEMA; OEMA
N/A	Rescue Task Force (RTF) – Train the Trainer – Block 1	3 Days	June 16-18	University Heights	CCOEM
N/A	Rescue Task Force (RTF) – Train the Trainer – Block 2	3 Days	June 30-July 2	University Heights	CCOEM
N/A	Rescue Task Force (RTF) – Train the Trainer – Block 3	3 Days	July 7-9	Westlake	CCOEM
N/A	Rescue Task Force (RTF) – Train the Trainer – Block 4	3 Days	July 21-23	Westlake	CCOEM
V0001	Active Threat - School	3 Days	August 10-12	Virtual	FEMA; OEMA
V0001	Bakken Oil	3 Days	August 10-12	Virtual	FEMA; OEMA
N/A	Expanded Community Lifeline Training in Communications	.5 Day	August 26	Virtual	FEMA; CISA
V0001	Chlorine	3 Days	September 14-16	Virtual	FEMA; OEMA
G-557	Rapid Needs Assessment	1 Day	October 18	Virtual	FEMA; OEMA
N/A	AMBER Alert Conference	1 Day	October/November *Rescheduled to 2022	Independence Rec Center	Cuyahoga AMBER Alert Committee
G-300	Intermediate ICS for Expanding Events	3 Days	November 1-3	NEORS	CCOEM, OEMA
N/A	MultiRAE Operators	1 Day	November 17	Brecksville Fire Department	LEPC, CCOEM
N/A	MultiRAE Operators	1 Day	November 17	Brecksville Fire Department	LEPC, CCOEM
MGT-343	Disaster Management for Water and Wastewater Utilities	4 Days	November / December (TBD)	NEORS	CCOEM
G-400	Advanced ICS for Command & General Staff	2 Days	December 6-7	NEORS	CCOEM, OEMA

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 D for an up-to-date list of community and county users.

**\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)**

\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled

\*To apply for the any of the courses in the VTTX series, course code V0001, please submit an email request to participate in the exercise to the Integrated Emergency Management Branch or call 301-447-1381 email: fema-emi-iemb@fema.dhs.gov and Doug Kahn, douglas.kahn@fema.dhs.gov, phone (301) 447-7645, with preferred date of participation. Your email is your program application. When applying, please provide a central point of contact from your organization to work all VTTX issues. Each location will receive a notice from EMI and will be provided with relevant logistical information and exercise materials to set up and facilitate the exercise locally. The FEMA Form 119-25-2 is not required to be submitted until the VTTX is completed.

**Be Advised:** For additional State of Ohio Training Course offerings, please see the attached document titled Ohio\_EMA\_Training\_List\_Jan\_2021\_-\_June\_30\_2022 or visit the OEMA Training & Exercise Branch website at <https://ema.ohio.gov/training.aspx>.

<b>Trainings Year 1 (2022)</b>					
Course Code	Training Name (full)	Length	Date (s)	Location	Registration Links
K-0051	Exercise Program Management Workshop	.5 Day	January 18	EMI	
E/K-0139	Exercise Design and Development	3 Days	January 24-27	Virtual	
G-2300 *Formerly G-775	Intermediate Emergency Functions	3 Days	February 7-9	NEORSD	
E/K-0139	Exercise Design and Development	2 Days	February 14-15	EMI	
E-0050	Exercise Control and Simulation Course	2 Days	February 16-17	EMI	
G-272	Warning Coordination	2 Days	March 1-2	Stark County EMA	
G-300	Intermediate Incident Command System (ICS)	3 Days	March 7-9	NEORSD	
N/A	OTOA Tactical Team Leader (cost \$300)	3 Days	March 7-9	Mahoning County Career Center	
N/A	Communications Technician	5 Days	March 14-18	Brecksville Fire Department	
K-0051	Exercise Program Management Workshop	.5 Day	March 16	EMI	
G-400	Advanced Incident Command System (ICS)	2 Days	March 21-22	NEORSD	<a href="https://learning.dps.ohio.gov/PSTC/">https://learning.dps.ohio.gov/PSTC/</a>
N/A	Northeast Ohio AMBER Alert Conference	1 Day	March 24	Independence Civic Center	<a href="https://ja.cuyahogacounty.us/en-US/032422-NEO-amber-alert-conf.aspx">https://ja.cuyahogacounty.us/en-US/032422-NEO-amber-alert-conf.aspx</a>
N/A	Skywarn Spotter Training	.5 Day	April 7	Independence Civic Center	<a href="https://ja.cuyahogacounty.us/en-US/040722-skywarn-training.aspx">https://ja.cuyahogacounty.us/en-US/040722-skywarn-training.aspx</a>
G-393	Mitigation for Emergency Managers	3 Days	April 25-27	NEORSD	<a href="https://learning.dps.ohio.gov/PSTC/">https://learning.dps.ohio.gov/PSTC/</a>
G-191	ICS / EOC Interface	1 Day	May 16	NEORSD	<a href="https://learning.dps.ohio.gov/PSTC/">https://learning.dps.ohio.gov/PSTC/</a>
E-1301	Continuity Planning (Program Office)	2 Days	May 23-24	EMI	<a href="https://training.fema.gov/emi.aspx">https://training.fema.gov/emi.aspx</a>
K-0051	Exercise Program Management Workshop	.5 Day	May 24	EMI	<a href="https://training.fema.gov/emi.aspx">https://training.fema.gov/emi.aspx</a>
E-1302	Continuity of Operations Program Management (Program Office)	2 Days	May 25-26	EMI	<a href="https://training.fema.gov/emi.aspx">https://training.fema.gov/emi.aspx</a>
E-969	NIMS ICS All-Hazards Communications Unit Leader	4 Days	June 6-9	NEORSD	<a href="https://ja.cuyahogacounty.us/en-US/060622-coml-training.aspx">https://ja.cuyahogacounty.us/en-US/060622-coml-training.aspx</a>
N/A	Module 9: Disaster Simulation Exercise	.5 Day	June 18	Mayfield Village Civic Center	
E/K-0139	Exercise Design and Development	2 Days	June 20-21	EMI	<a href="https://training.fema.gov/emi.aspx">https://training.fema.gov/emi.aspx</a>
E-0050	Exercise Control and Simulation Course	2 Days	June 22-23	EMI	<a href="https://training.fema.gov/emi.aspx">https://training.fema.gov/emi.aspx</a>
G-402	NIMS Overview for Senior Officials (Executives, Elected, and Appointed)	1 Day	Q2	TBD	
G-300	Intermediate Incident Command System (ICS)	3 Days	Q2	TBD	



N/A	Rescue Task Force Train the Trainer	3 Days	July 6—8	City of Berea	
N/A	National Homeland Security Conference	5 Days	July 11-15	Cleveland Convention Center	Multiple CCOEM Staff attended
K-0051	Exercise Program Management Workshop	.5 Day	July 12	EMI	
E/K-0139	Exercise Design and Development	4 Days	August 1-4	Virtual	
N/A	Rescue Task Force Train the Trainer	3 Days	August 3 -5	TBD	
N/A	Rescue Task Force Train the Trainer	3 Days	August 17 - 19	TBD	
G-288	Local & Volunteer Donations Management	2 Days	August 29-30	NEORSD / Virtual	
ICS-300	Intermediate ICS	3 Days	September 19-21	NEORSD	<a href="https://learning.dps.ohio.gov/PSTC/">https://learning.dps.ohio.gov/PSTC/</a>
K-0051	Exercise Program Management Workshop	.5 Day	September 20	EMI	
N/A	2022 Ohio Alerts Conference	1 Day	September 22	OSHP Academy	
G-358	Evacuation and Re-entry Planning	2 Days	September 26-27	NEORSD	
N/A	Rescue Task Force Train the Trainer	3 Days	September 28 - 30	TBD	
L-105	Public Information Officer (PIO) Basics	3 Days	October 10-12	TBD	<a href="https://learning.dps.ohio.gov/PSTC/">https://learning.dps.ohio.gov/PSTC/</a>
ICS-400	Advanced ICS	2 Days	October 17-18	NEORSD	<a href="https://learning.dps.ohio.gov/PSTC/">https://learning.dps.ohio.gov/PSTC/</a>

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**\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)**

\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled

<b>Trainings Year 2 (2023)</b>					
Course Code	Training Name (full)	Length	Date (s)	Location	Requested By
OH-605	IA Damage Assessment Workshop	.5 Day	February 25	Virtual	CCOEM
OH-607	Public Assistance Cost Documentation/Damage Assessment Course	.5 Day	February 25	Virtual	CCOEM
G-300	Intermediate Incident Command System (ICS)	3 Days	March 23-26	Virtual	CCOEM
N/A	NEORAMSS Eastern Great Lakes AMS Plan Seminar	1 Day	TBD (April)	TBD	NEORAMSS
MGT-318	Local Mitigation Planning Workshop	TBD	TBD	Virtual	CCOEM
OH-361	Fundamentals of Safe Room Design and Construction	TBD	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
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
MGT-360	Incident Command	TBD	January (TBD)	TBD	CCDoIT

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 D for an up-to-date list of community and county users.

\*CCOEM facilitated community evacuation meetings, with each community within Cuyahoga County, throughout the year.

\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)

\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled

<b><i>Trainings Year 3 (2024)</i></b>					
<b>Course Code</b>	<b>Training Name (full)</b>	<b>Length</b>	<b>Date (s)</b>	<b>Location</b>	<b>Requested By</b>
Incident Command Courses					
State Trainings					
Consortium trainings					
Local training					

\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)

\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled

\*Exercises listed are classified as Tabletop, Functional, or Full Scale

<b>Previous Year Exercises (2021)</b>				
<b>Exercise</b>	<b>Exercise Type</b>	<b>Location</b>	<b>Date(s)</b>	<b>Requested By</b>
<del>MARCS Monthly Radio Check</del>	Drill	<del>Multiple Locations Throughout Ohio</del>	January 12	Ohio MARCS
<del>NEORAMSS Tabletop</del>	Tabletop (TTX)	TBD	January 21	NEORAMSS
<del>MARCS Monthly Radio Check</del>	Drill	<del>Multiple Locations Throughout Ohio</del>	February 9	Ohio MARCS
<del>Cuyahoga County LEPC</del>	<del>Exercise - TTX</del>	Virtual	June 21	<del>Cuyahoga County LEPC - Hazmat Team</del>
<del>Case Western Mass Casualty</del>	Functional (FE)	TBD	TBD	Case Western
<del>N/A</del>	<del>Full Scale (FSE)</del>	Beachwood	Q1 (January)	<del>Beachwood Police Department</del>
<del>MARC Monthly Radio Check</del>	Drill	<del>Multiple locations throughout Ohio</del>	March 9	Ohio MARCS
<del>Operation Frostbite</del>	Tabletop (TTX)	Virtual	March 30	FEMA V
<del>Operation Frostbite</del>	Tabletop (TTX)	Virtual	April 1	FEMA V
<del>HAZMAT Exercise (Combined with USAR)</del>	<del>FSE (Full Scale)</del>	TBD	August 27	LEPC
<del>USAR Exercise (Combined with HAZMAT)</del>	<del>FSE (Full Scale)</del>	Tri-C Western Campus	August 27	<del>Cuyahoga USASR/HAZMAT</del>
<del>Airport Exercise</del>	<del>Full Scale (FSE)</del>	<del>Cleveland Hopkins International Airport</del>	September 21	<del>Cleveland Airport System</del>
<del>ESF Workshop</del>	Workshop	Cuyahoga County EOC	December 17	CCOEM

\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)

\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled

\*Exercises listed are classified as Tabletop, Functional, or Full Scale

<b>Exercise Year 1 (2022)</b>			
<b>Exercise</b>	<b>Exercise Type</b>	<b>Location</b>	<b>Date(s)</b>
NEORAMSS Tabletop	Tabletop (TTX)	TBD	January 21
Cuyahoga County LEPC	Exercise – TBD	TBD	TBD
Case Western Mass Casualty	Functional (FE)	TBD	TBD
N/A	Full Scale (FSE)	Beachwood	Q1 (January)
ARES	Workshop	Cuyahoga County EOC	March 1
Case Western MCI	Tabletop (TTX)	Case Western Reserve University	March 11
Olmsted Twp. Evacuation	Tabletop (TTX)	Olmsted Twp. Community Room	March 22
Mayfield Heights Evacuation	Tabletop (TTX)	Mayfield Heights FD Training Room	April 13
Ohio School Communication Tabletop Exercise	Tabletop (TTX)	NEORS D	May 17
LEPC Tabletop Exercise	Tabletop (TTX)	Strongsville Rec Center	May 19
HazMat/WMD Exercise	Full Scale (FSE)	Classic Park (Eastlake)	July 27
Strongsville HS FSE	Full Scale (FSE)	Strongsville High School	August 10
Surge Test	Functional (FE)	TBD	Q4 (December)
Airport Exercise TBD	TBD	TBD	TBD
TBD	Tabletop (TTX)	TBD	June (TBD)
Threat Hunting	Functional (FE)	TBD	Q3 (TBD)
PIO	Tabletop (TTX or Full Scale (FSE))	TBD	January (TBD)

\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)

\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled

\*Exercises listed are classified as Tabletop, Functional, or Full Scale

<b>Exercises Year 2 (2023)</b>				
<b>Exercise</b>	<b>Exercise Type</b>	<b>Location</b>	<b>Date(s)</b>	<b>Requested By</b>
NEORAMSS Tabletop	Tabletop (TTX)	TBD	January 21	NEORAMSS
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
TBD	Tabletop (TTX)	TBD	June (TBD)	CC DoIT
Threat Hunting	Functional (FE)	TBD	Q3 (TBD)	CC DoIT
PIO	Tabletop (TTX or Full Scale (FSE))	TBD	January (TBD)	CSU PD

\*Changes and Additions are highlighted (highlighted changes will be highlighted for one month)

\*Courses Crossed Off Have Been Completed, Cancelled, or Rescheduled

\*Exercises listed are classified as Tabletop, Functional, or Full Scale

<b>Exercises Year 3 (2024)</b>				
<b>Exercise</b>	<b>Exercise Type</b>	<b>Location</b>	<b>Date(s)</b>	<b>Requested By</b>
LEPC				
EOC				
ESF				
RTF				
Airport				

## 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>



## APPENDIX C: CORE CAPABILITIES AND DESCRIPTIONS

Core Capabilities	Mission Areas	Description
1. Access Control and Identity Verification	Protection	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
2. Community Resilience	Mitigation	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
3. 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.
4. Cyber security	Protection	Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
5. 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 an economically viable community.
6. Environmental Response/Health and Safety	Response	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
7. Fatality Management Services	Response	Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment 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.
8. Fire Management and Suppression	Response	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
9. 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.
10. Health and Social Services	Recovery	Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
11. Housing	Recovery	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
12. 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.

<p><b>13. Intelligence and Information Sharing</b></p>	<p>Prevention, Protection</p>	<p>Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber 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 local, state, tribal, territorial, federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.</p>
<p><b>14. Interdiction and Disruption</b></p>	<p>Prevention, Protection</p>	<p>Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.</p>
<p><b>15. Logistics and Supply Chain Management</b></p>	<p>Response</p>	<p>Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.</p>
<p><b>16. Long-term Vulnerability Reduction</b></p>	<p>Mitigation</p>	<p>Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.</p>
<p><b>17. Mass Care Services</b></p>	<p>Response</p>	<p>Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.</p>
<p><b>18. Mass Search and Rescue Operations</b></p>	<p>Response</p>	<p>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.</p>
<p><b>19. Natural and Cultural Resources</b></p>	<p>Recovery</p>	<p>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 applicable environmental and historic preservation laws and executive orders.</p>
<p><b>20. On-scene Security, Protection and Law Enforcement</b></p>	<p>Response</p>	<p>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 response personnel engaged in lifesaving and life-sustaining operations.</p>
<p><b>21. Operation Communications</b></p>	<p>Response</p>	<p>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.</p>
<p><b>22. Operational Coordination</b></p>	<p>All</p>	<p>Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.</p>
<p><b>23. Physical Protective Measures</b></p>	<p>Protection</p>	<p>Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.</p>

<b>24. Planning</b>	All	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
<b>25. Public Health, Healthcare, and Emergency 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, medical, and behavioral health support, and products to all affected populations.
<b>26. 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>27. 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>28. Risk Management for Protection Programs and Activities</b>	Protection	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
<b>29. 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, bio surveillance, sensor technologies, or physical investigation and intelligence.
<b>30. 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>31. Supply Chain Integrity and Security</b>	Protection	Strengthen the security and resilience of the supply chain.
<b>32. 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 D: READYNOTIFY

Ready Notify, the name of the program administered by CCOEM, is an emergency notification system used by Cuyahoga County and participating municipalities and agencies to issue notifications to the public or to their internal contact groups. The vendor is Onsolve/CodeRED, one of the top vendors within the Emergency Notification System market. The communities and agencies listed below are authorized message senders. CCOEM facilitates all the trainings on use of the system. To reach the County ReadyNotify Administrators, please call 216-443-5700 or email [ReadyNotifySupport@CuyahogaCounty.us](mailto:ReadyNotifySupport@CuyahogaCounty.us).

1. BioWatch Advisory Council *\$	2. Chagrin Valley Dispatch *\$	3. City of Bay Village \$	4. City of Beachwood \$
5. City of Bedford Heights \$	6. City of Berea \$	7. City of Broadview Heights \$	8. City of Brooklyn
9. City of Cleveland Heights \$	10. City of East Cleveland \$	11. City of Fairview Park \$	12. City of Garfield Heights \$
13. City of Independence \$	14. City of Lakewood \$	15. City of Lyndhurst \$	16. City of Maple Heights \$
17. City of Middleburg Heights \$	18. City of North Royalton \$	19. City of Olmsted Falls \$	20. City of Parma \$
21. City of Parma Heights \$	22. City of Pepper Pike \$	23. City of Richmond Heights \$	24. City of Rocky River \$
25. City of Shaker Heights \$	26. City of Solon \$	27. City of South Euclid \$	28. City of Strongsville \$
29. City of University Heights \$	30. City of Warrensville Heights \$	31. City of University Heights \$	32. County Emergency Communications System (CECOMS) *\$!
33. Cuyahoga County Board of Health (CCBH) *\$	34. Cuyahoga County Communications Department *\$	35. Cuyahoga County (HHS) Department of Information Technology * \$	36. Cuyahoga County Department of Public Safety and Justice Services (PSJS) *\$
37. Cuyahoga County Division of Children and Family Services (DCFS) *\$	38. Cuyahoga County Division of Senior and Adult Services (DSAS) *\$	39. Cuyahoga County Family and Children First Council (FCFC) *\$	40. Cuyahoga County Invest in Children (IIC) *\$
41. Cuyahoga County Health and Human Services (HHS) *\$	42. Cuyahoga County Health and Human Services (HHS) Training *\$	43. Cuyahoga County Job and Family Services (JFS) *\$	44. Cuyahoga County Office of Child Support Services (OCSS) *\$
45. Cuyahoga County Office of Emergency Management (CCOEM) *\$!	46. Cuyahoga County Office of Homeless Services (OOHS) *\$	47. Cuyahoga County Office of Reentry (OOR) *\$	48. Cuyahoga County Sheriff's Office *\$
49. Cuyahoga County Sheriff's Office – Corrections *\$	50. Cuyahoga County Sheriff's Office – Dispatch *\$	51. Cuyahoga County Sheriff's Office – SWAT *\$	52. Northeast Ohio Regional Fusion Center (NEORFC) *\$
53. Olmsted Township \$	54. Parma Regional Dispatch Center (PRDC) \$	55. Southwest Emergency Communication	56. Veterans Service Commission (VSC) *\$

		Center (SWECC) \$	
57. Village of Bentleyville \$	58. Village of Glenwillow \$	59. Village of Highland Hills \$	60. Village of Oakwood \$
61. Village of Walton Hills \$	62. Village of Woodmere \$	63. Westshore Central Dispatch Center (WestCom) *\$	64. Village of Newburgh Heights

\* Denotes County Department / Agency

\$ Initial Transition Training Completed

! County-Level Administrators

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## APPENDIX E: 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 several 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.

Potentially 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.

### **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 F: REFERENCES

### FEMA IPPW Guidance

The IPP/IPPW guidance materials are hosted on PrepToolkit on the HSEEP Resource Page under Program Management: [Program Management - HSEEP Resources - Preparedness Toolkit \(fema.gov\)](https://preptoolkit.fema.gov/web/hseep-resources/program-management) or <https://preptoolkit.fema.gov/web/hseep-resources/program-management>

### National Preparedness Goal

The National Preparedness Goal outlines the core capabilities needed to achieve the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. The core capabilities are designed to be interdependent and require jurisdictions/organizations to use existing preparedness networks and activities, improve training and exercise programs, promote innovation, and ensure that the administrative, finance, and logistics systems are in place to support these capabilities. The Goal also identifies capability targets for each core capability; they serve as the basis for the development of performance measures to track the progress of capability execution and guide the allocation of resources in support of national preparedness. <https://www.fema.gov/emergency-managers/national-preparedness/goal>.

### The National Preparedness System

Building from the core capabilities described in the National Preparedness Goal, the National Preparedness System describes a series of components and how they interact to build, sustain, and deliver the core capabilities necessary in order to achieve the Goal. These components provide a consistent and reliable approach to support decision-making, resource allocation, and measure progress towards the Goal's intended outcomes. <https://www.fema.gov/emergency-managers/national-preparedness/system>.

### Homeland Security Exercise and Evaluation Program

The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs, as well as a common methodology for exercise program management, design and development, conduct, evaluation, and improvement planning. Exercises are a key component of national preparedness—they provide senior leaders as well as stakeholders from across the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement. <https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>.

### **National Exercise Program (NEP)**

The NEP is a two-year progressive exercise cycle designed to support national preparedness. It serves as the cornerstone of a collective effort to test, improve, and assess national preparedness across the homeland security enterprise. The NEP provides a framework for prioritizing and focusing exercise activities across the whole community without precluding or replacing individual jurisdictional/organizational exercise programs. <https://www.fema.gov/emergency-managers/national-preparedness/exercises/about>

### **Student Identification Number (SID):**

FEMA Student Identification (SID) number is a unique number generated and assigned to anyone who needs or is required to take training provided by a FEMA organization. Your FEMA SID uniquely identifies you throughout the FEMA organization and all of its agencies. The goal is for your FEMA SID to serve as your personal identification number instead of your Social Security Number (SSN) in support of FEMA's effort to decrease/cease the use of SSN for identifying and tracking individuals. <https://cdp.dhs.gov/FEMASID>.

### **Ohio Department of Public Safety Training Campus:**

The Public Safety Training Campus (PSTC) is brought to you by the Ohio Department of Public Safety. The purpose of the PSTC is to provide training opportunities and professional development for professionals working for affiliated personnel in the state of Ohio. <https://learning.dps.ohio.gov/PSTC/>

### **Cuyahoga County Office of Emergency Management Training & Exercise:**

CCOEM coordinates training opportunities for local officials and public safety agencies. Course schedules are developed to support NIMS training requirements as well as to address responder capability gaps. When appropriate, refresher courses are held to allow for the maintenance of certifications and expertise. <https://ready.cuyahogacounty.us/en-US/Training-Exercise.aspx>

## APPENDIX G: 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
CCBBTF	Cuyahoga County Bed Bug Task Force
CCOEM	Cuyahoga County Office of Emergency Management
CECOMS	Cuyahoga Emergency Communications System
CERT	Citizens Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
CIP	Critical Infrastructure Protection
CISA	Cybersecurity & Infrastructure Security Agency
CISM	Critical Incident Stress Management
CLE	Cleveland Hopkins International Airport
COML	Communications Unit Leader
COMT	Communications Technician
COOP	Continuity of Operation Plan
CPD	City of Cleveland Police Department
CPX	Command Post Exercise
CPR	Cardiopulmonary Resuscitation
CRI	Cities Readiness Initiative
CVD	Chagrin Valley Dispatch
CWRU	Case Western Reserve University
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
EMI	Emergency Management Institute
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
FBO	Faith Based Organization
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FirstNet	The FirstNet Authority (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
HSR 2	Ohio Homeland Security Region 2 (Ashtabula, Cuyahoga, Geauga, Lake, and Lorain Counties)
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
IPP	Integrated Preparedness Plan
IRTB	Incident Response to Terrorist Bombing
IT	Information Technology
JIC	Joint Information Center

JIS	Joint Information System
JJC	Cuyahoga County Juvenile Justice Center
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
NENA	National Emergency Number Association
NEO	Northeast Ohio
NEORS	Northeast Ohio Regional Sewer District
NIMS	National Incident Management System
NPG	National Preparedness Goal
NUC	Nuclear
NWS	National Weather Service
OEM	Office of Emergency Management
OHIO DPS	Ohio Department of Public Safety
OHIO EMA	Ohio Emergency Management Agency
OTOA	Ohio Tactical Officers Association
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
RECCWG	Regional Emergency Communication Coordination Working Group

RESL	Resource Unit Leader
RTF	Rescue Task Force
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
SPR	Stakeholder Preparedness Review
TBD	To Be Determined
TCL	Target Capabilities List
TEEX	Texas Engineering Extension Service
TEPW	Training and Exercise Plan Workshop
THIRA	Threat and Hazard Risk Identification and Assessment
TSA	Transportation Security Administration
TtT	Train the Trainer
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
UCPD	University Circle Police Department
UMCOR	United Methodist Committee On Relief
USAR	Urban Search and Rescue
USCG	United States Coast Guard
VTTX	Virtual Tabletop Exercise
VRC	Volunteer Reception Center
VSC	Veteran's Service Commission
WebEOC	Web Based Emergency Operations Center (Program)
WMD	Weapons of Mass Destruction
YSUPD	Youngstown State University Police Department