

EMERGENCY OPERATIONS PLAN (BASE PLAN)



CUYAHOGA COUNTY
Executive Edward FitzGerald

PREFACE

In Cuyahoga County, the management of emergencies begins well before they strike, through collaborative planning and capacity building. The public, private, and non-profit sectors, as well as individual citizens, must work together to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose a risk to Cuyahoga County.



The Cuyahoga County Emergency Operations Plan represents a combination of best practices, collaborative planning, and lessons learned from real world response. The plan is designed to save lives, reduce injuries, and limit property damage before, during, and after an emergency. It describes the notification and communications process, as well as how resources are mobilized and coordinated in support of the local jurisdiction that retains primary responsibility for the safety of its citizens during an emergency.

This plan supersedes all previous versions and may be modified only upon my approval or, under the appropriate circumstances, upon approval of the Deputy Chief of Staff for Public Safety & Justice Services, the Director of Public Safety, or the Administrator of the Office of Emergency Management.

Upon my authorization, this plan may be fully or partially activated to manage natural, technological and human-caused incidents that occur in Cuyahoga County. All Cuyahoga County employees shall support this plan and carry out their responsibilities as required by this document.

Edward FitzGerald
Cuyahoga County Executive

5/23/12
Date

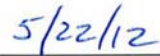
APPROVAL

This plan was developed in collaboration between the Cuyahoga County Office of Emergency Management and the Cleveland/Cuyahoga County Urban Area Working Group, representing the municipalities of Cuyahoga County.

The signatures below attest approval of the plan and agreement to support the plan and carry out responsibilities described therein.



Chair, Urban Area Working Group
EOP Ad Hoc Committee



Date



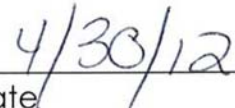
Chair, Urban Area Working Group



Date



Administrator, Office of Emergency Management



Date

Executive Summary

The Emergency Operations Plan (EOP) establishes a framework to ensure that Cuyahoga County will be prepared to respond to all hazards threatening the lives and property of its citizens. The EOP outlines the general responsibilities of Cuyahoga County governmental departments, partnering agencies, and organizations in responding to an emergency event. The EOP also coordinates response and recovery activities with voluntary organizations active in the community. This plan unifies the efforts of these groups for a comprehensive approach to reducing the effects of a disaster.

The EOP addresses the four phases of an emergency (preparedness, response, recovery, and mitigation); parallels State of Ohio and Federal activities set forth in the National Response Framework (NRF); and describes how Cuyahoga County, State of Ohio, and national resources will be coordinated to supplement the County's response and recovery capabilities.

The Cuyahoga County EOP contains two elements:

- 1) The Base Plan – outlines purpose, scope, organization, and methodology by which the Cuyahoga County Office of Emergency Management will enable Cuyahoga County to conduct operations during a large scale emergency.
- 2) Annexes – provide a detailed overview of functional and hazard specific roles and responsibilities for a variety of incidents.

The EOP is available electronically at: <http://ja.cuyahogacounty.us>

Cuyahoga County Mission Statement

The mission of Cuyahoga County government is to improve public health and safety, advance our economic and environmental vitality, and promote self-sufficiency through the productive investment of public resources.

Office of Emergency Management Mission Statement

In accordance with the Emergency Operations Plan of Cuyahoga County, our mission is to protect lives, property, the environment, and the economy. We shall work to assist the emergency operations of our governmental services to help our citizens to prevent, prepare for, respond to, recover from, and mitigate the effects of major events and crisis situations.

We are committed to communicating, coordinating, and collaborating with our local, state, federal, and other stakeholders and partners to ensure the safety and meet the needs and expectations of the citizens we serve.

NIMS Compliance Statement

In the event of an emergency, Cuyahoga County will activate its Emergency Operations Plan, which is in compliance with the National Incident Management System (NIMS). NIMS is intended to provide a framework for local, state, and federal governments to work together to respond to any domestic hazard.

Record of Changes

Version	Date	Description / Changes
1.0	August 2010	Completed by the Cuyahoga County Office of Emergency Management
2.0	May 2012	Revised to reflect new County Government

Record of Distribution

Version	Date	Description / Changes
1.0	June 2012	Executive, Executive's Cabinet, Chief of Staff, Deputy Chiefs, Directors, Assistant Directors, and Commissioners, via electronic mail

Version X.0 – Major Revision

Version X.I – Minor Revision

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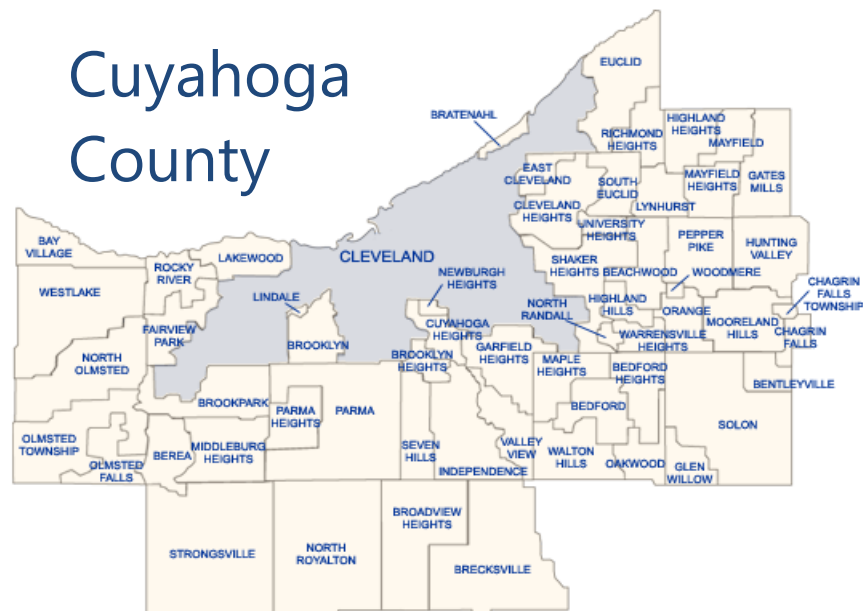
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1.0 BASIC PLAN OVERVIEW

The Emergency Operations Plan (EOP) is an overview of Cuyahoga County's emergency response capabilities as an organization, including the structure, processes and policies that are implemented should a large scale emergency occur. It provides a general overview of how responding departments, divisions, and supporting agencies are involved in emergency coordination.

As prescribed by the United States Department of Homeland Security, laws of the State of Ohio, and in the ordinances of Cuyahoga County, overall responsibility to manage day-to-day governmental activities, as well as major emergencies such as fires, floods, hazardous materials spills, terrorism, and other unpredictable emergencies, whether man-made or natural, is placed upon the various jurisdictions within Cuyahoga County. This means that all emergencies are under local jurisdictional control. The Cuyahoga County Executive will use County resources and personnel to support jurisdictional response to an event and to protect the lives and property of the citizens of Cuyahoga County.

Effective emergency management by the County is dependent upon its ability to prepare for, respond to, recover from and mitigate the impact of disasters. The EOP has been developed using these four phases to ensure a comprehensive response to an incident. This EOP is in compliance with the National Incident Management System (NIMS).



2.0 PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

2.1 Purpose

Cuyahoga County has developed an EOP for incidents that **surpass the response capabilities of any one jurisdiction**. The EOP provides a flexible blueprint for addressing major emergencies. It unifies county agencies and community partners in a common goal to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose a risk to Cuyahoga County. **The Cuyahoga County EOP is designed to work in concert with departmental standard operating guidelines, and municipal, regional, and statewide EOPs.**



Ultimately, the EOP is designed to reduce the loss of life and property to Cuyahoga County residents resulting from natural, technological or adversarial disasters.

2.2 Authority

The Cuyahoga County Office of Emergency Management is authorized and required to create and maintain an Emergency Operations plan per Ohio Revised Code, §5502.271 (B), "Revised Code shall establish a program for emergency management within that political subdivision that meets all of the following criteria...(B) Includes, without limitation, development of an all-hazards emergency operations plan that has been coordinated with all agencies, boards, and divisions having emergency management functions within the political subdivision...."

The Office of Emergency Management operates under the authority of the Cuyahoga County Executive. Per the Cuyahoga County Charter, §2.03(3), the Executive has the power to "advocate for the interests of the County with other levels of government and to advocate for and promote cooperation and collaboration with other political subdivisions." The EOP will enable the Executive to exercise this power in the event of a major incident.

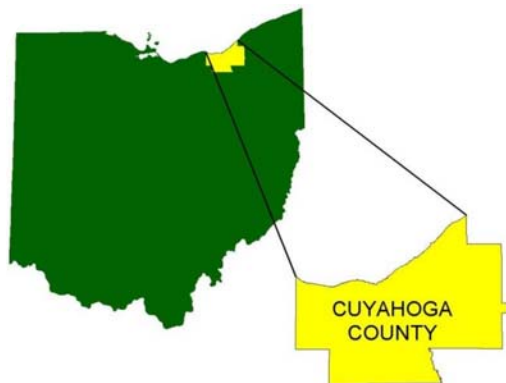
2.3 Scope

The EOP is designed to enable unity of effort in response to all-hazards. Although the primary responsibility for the safety of citizens and protection of property is assigned to local municipal public safety forces, this plan provides a framework by which municipalities, county departments, federal agencies, businesses, and non-profits collaborate in a coordinated effort to maximize resources.

The EOP provides a systematic approach to incident management by adopting the Incident Command System (ICS). ICS enables effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

Additionally, the Annexes to the EOP contain information about specific hazards and the respective processes for managing them effectively. Finally, for incidents requiring response from state or federal agencies, the EOP references Emergency Support Functions (ESF). ESFs are used by various agencies to define responsibilities and tasks by key functional areas, such as transportation or communications.

2.4 Situation Overview



Cuyahoga County is the largest county in Ohio with a total area of 1,246 square miles and total land coverage of 458 miles. The County seat is the City of Cleveland. The County has billions of dollars in infrastructure, including high rise buildings, schools, hospitals, public buildings, bridges, railroads, and roads.

Cuyahoga County is subject to events that could potentially result in a large-scale disaster.

These events include: floods, urban/structural fires, tornadoes, hazardous materials incidents, earthquakes, transportation accidents, droughts, power failures, severe winter and summer storms, civil disorder, heat waves, terrorism, nuclear power incidents, port security breaches, and public health emergencies. Contributing factors such as seasonal weather patterns, special events and time of day have an impact on the likelihood and severity of each hazard.

2.4.1 Location

Established in 1807, Cuyahoga County is situated in northeast Ohio and is bordered to the north by Lake Erie, east by Geauga County, northeast by Lake County, southeast by Summit County, southwest by Medina County, and west by Lorain County.

2.4.2 Geographic

Lakes and streams comprise over 63%, or 787 square miles, of Cuyahoga County's total area.

The main body of water in Cuyahoga County is Lake Erie, the primary freshwater reservoir for Northeast Ohio. Measuring 241 miles across and 57 miles from North to South, the lake's surface is just less than 10,000 square miles, with 871 miles of shoreline. It is 572 ft (174 m) above sea level with a maximum depth of 210 ft (64 m), making it the shallowest of the Great Lakes and the only one with a floor above sea level. The eastern portion of the Cleveland metropolitan area lies on the Appalachian Plateau at an elevation of approximately 1100 feet, while the western portion sits on the Lake Plain and associated terraces at approximately 600 feet.



Although the eastside is often referred to as the "Heights", the highest point in Cuyahoga County is actually in the southern part of the County along Broadview Road just south of the Cleveland Metroparks' Valley Parkway at an elevation of 1,271 feet above sea level. The highest point on the eastside of the County is just over 1,250 feet near Richmond and Chagrin Roads in Beachwood. These areas of higher elevation also include part of the boundaries between the watersheds of the Cuyahoga River and the Chagrin River to the east and the Cuyahoga River and the Rocky River to the west. The elevation of the Cuyahoga River when it first enters Cuyahoga County from the south is 640 feet, 66 feet higher than the elevation at the mouth.

The shoreline of Lake Erie runs from east to west, from the mouth of the Cuyahoga west to Sandusky, but turns sharply northeast at the mouth of the Cuyahoga River. This feature is the principal contributor to the lake effect snow that is a mainstay of Cuyahoga County (particularly the eastside) weather from mid-November until the surface of Lake Erie freezes, usually in late January or early February. The lake effect causes snowfall totals to vary

greatly across the city. While Cleveland Hopkins International Airport has only infrequently recorded 100 inches (254 cm) of annual snowfall, seasonal totals approaching or exceeding 100 inches are not uncommon in the “Snow Belt,” an area extending from the eastside of Cleveland proper through the eastern suburbs and up the Lake Erie shoreline as far as Buffalo, NY.

Annual precipitation measured at Cleveland Hopkins International Airport is approximately 37 inches and falls evenly throughout the year. The average high in January is 32 °F with an average low of 18°F. Traditionally, July is the warmest month with an average high of 82 °F and an average low of 61 °F.

Cuyahoga County includes several environmentally sensitive areas located in the Cleveland Metroparks System. The Cleveland Metroparks System features 16 park reservations and the Cleveland Metroparks Zoo. The System is made up of approximately 21,000 acres of diverse landscapes and features.

2.4.3 Demographics

As of the 2010 census, Cuyahoga County had a total population of 1,280,122. As of the 2009 census, the average number of households was 542,058 with a household size of 2.34. The 2009 population was spread out with 6.1% under the age of 5, 23.0% under the age of 18, 44.4% from 18-64, and 15.3% who are 65 years of age or older.

As of 2009, the median income for a household in Cuyahoga County was \$40,254. The per capita income for the County was \$25,788. 18.9% of the population was below the poverty line.



Cuyahoga County was named for the Native American word “crooked,” which describes the Cuyahoga River along which many of the first residents lived. When Cuyahoga County was established by an act in 1807, the population was approximately 1,400. By 1846, only a few Native American settlements remained. The population of Cuyahoga County peaked in 1970 at 1,721,300. Over the last ten years, the

County has experienced a slight decline in population from 1,393,845 in 2000 to 1,280,122 in 2010. According to the 2010 census, approximately 396,815 of the

County's residents live in the City of Cleveland, while approximately 883,307 live in one of the other 58 municipalities.

According to the Cuyahoga County Planning Commission, Cuyahoga County will soon become the first "built-out" county within the State of Ohio. In 1948, nearly 26% of the County's land was developed. By 2002, nearly 90% had been developed.

Employment data indicate that the service industry represents the largest segment of jobs at over 30%, followed by the trades, manufacturing, government, real estate financing, insurance, and banking, respectively.

2.4.4 Special Events

Cuyahoga County is home to many special events throughout the year. Cultural festivals such as the annual Feast of the Assumption in the Little Italy neighborhood and the Polish Festival in the Slavic Village neighborhood are popular events. Audiences number in the thousands for annual parades and "home days" held in communities throughout the County. Many events, such as the Cuyahoga County Fair, draw crowds from throughout northeast Ohio.



Downtown Cleveland features the County's largest entertainment venues, such as the Rock and Roll Hall of Fame, Jacobs Pavilion at Nautica, Cleveland Browns Stadium, Quicken Loans Arena, Progressive Field, and the Wolstein Center. These venues serve as the home facilities for Cleveland's professional sports teams, including the Cleveland Indians (Major League Baseball), Cleveland Browns (National Football League), Cleveland Cavaliers (National Basketball Association), Cleveland Gladiators (Arena Football League), Cleveland City Stars (United Soccer League), and the Lake Erie Monsters (American Hockey League).

2.4.5 Infrastructure

Cuyahoga County is the corporate headquarters of many large companies such as Forest City Enterprises, Sherwin Williams Company, KeyCorp, American Greetings, and Progressive Insurance. NASA also maintains a facility in Cuyahoga County, the Glenn Research Center.

Cuyahoga County has become a world leader in healthcare and health sciences. The world-renowned Cleveland Clinic, the area's largest employer, is one of the highest-ranked hospitals in the United States. University Hospitals and The MetroHealth System are additional top tier hospital systems headquartered within the County. As a healthcare industry leader, Cuyahoga County will soon be home to the Cleveland Medical Mart and Convention Center. Expected to open in 2013, the Medical Mart is designed to be a trade show facility and conference center for buyers and sellers in the medical and healthcare industries.



Cuyahoga County is home to three airports, Cleveland Hopkins International Airport (CLE), Burke Lakefront Airport (BKL), and the Cuyahoga County Airport. Of the three, Cleveland Hopkins is the largest airport in the County and 36th busiest airport in the nation (based on passenger volume). As a hub for Continental Airlines and Star Airline Alliance, in 2010 Cleveland Hopkins served more than 9 million passengers over the course of 192,863 takeoffs and landings.

Both freight and passenger rail operations exist within Cuyahoga County. Norfolk Southern Corp. and CSX Transportation Inc. are the two freight rail carriers in the County while Amtrak provides passenger rail service. Further, the County has a bus and rail mass transit system operated by the Greater Cleveland Regional Transit Authority (GCRTA). Between their bus and rail operations, RTA served 44.7 million passengers in 2010.

Cuyahoga County's transportation infrastructure consists of 7 interstate highways, 5 U.S. routes, and over 1,200 bridges. Also, there are over 4,300 miles of municipal roads in the County.

The Port of Cleveland is situated in Cuyahoga County along Lake Erie, on the east side of the Cuyahoga River. Comprised of eight international cargo docks, the Port exports locally-made products to U.S. and foreign markets and also receives a variety of raw materials for area manufactures. The Cleveland-Cuyahoga Port Authority averages 12.5 million tons of cargo each year.

Cuyahoga County's water supply is produced by the Cleveland Division of Water. The largest water system in the State and tenth largest in the Country, the Cleveland Division of Water serves over 1.5 million people throughout the County and neighboring suburbs. Additionally, regional wastewater and stormwater management is controlled by the Northeast Ohio Regional Sewer District (NEORSDD) in coordination with water treatment plants owned and

operated by the City of Cleveland. The service area for NEORSD encompasses the City of Cleveland and all, or portions of, 61 suburban municipalities in Cuyahoga, Summit, Lake, and Lorain counties.

2.4.6 Hazard Vulnerability Assessment

Cuyahoga County has conducted an assessment of potential hazards within the County. The assessment details the frequency, vulnerability, exposure, and risk of potential hazards to the County. These records are maintained by the Cuyahoga County Office of Emergency Management.

2.4.7 Hazard Profile

Cuyahoga County is vulnerable to many hazards, all of which have the potential to disrupt the community, cause damage, and create mass casualties. The Hazard Vulnerability Assessment identified specific hazards for Cuyahoga County and enabled a risk-based approach to be implemented in the development of the EOP. The identified hazards include:



- Floods
- Tornado/High Winds
- Utility Failure
- Earthquake
- Civil Disorder
- Infectious Disease Outbreak
- Coastal and Streambank Erosion
- Mudslide/Landslide
- Communications Failure
- Dam Failure
- Hazardous Materials Spill
- Mass Transportation Incident
- Nuclear Power Incident
- Drought
- Power Failure
- Cyber Attack
- Winter Storm
- Seiche
- Storm Surge
- Temperature Extremes
- Wildland fire
- Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE)

2.5 Capability Assessment

The jurisdictions within Cuyahoga County have robust response and recovery capabilities. Limitations in these capabilities are determined through annual

plan reviews and exercises. As limitations are identified, they are addressed through strategic planning.

2.6 Planning Assumptions

The following planning assumptions were considered in the development of this plan:

- Disasters differ in character by magnitude, severity, duration, onset, area affected, and frequency.
- A disaster may impact multiple jurisdictions within Cuyahoga County with casualties, property loss, disruption of normal services, and damage to economic, physical, and social infrastructures as a result of a disaster.
- The Emergency Management command and management structure is based on NIMS guidelines.
- Mutual aid and resources from outside the county may not be immediately available.
- Disaster events will be managed independently until multiple response agencies become essential, and/or internal resources are exhausted/nearing exhaustion.
- Coordination between the county and local communities will be maintained.
- Effective disaster preparedness requires ongoing public awareness and education programs to ensure citizens will take appropriate action.
- Spontaneous groups of responders and resources may cause traffic congestion and place extra strain on already degraded lifelines and facilities.
- All county, private and volunteer organizations that have Primary and/or Support Agency Emergency Support Function roles and responsibilities have identified personnel and resources to ensure compliance with this plan and effectively respond to disasters.
- Communications between the responding agencies will be accomplished using established networks.
- Throughout this document, the terms “emergency” and “disaster” are used interchangeably to refer to an imminent threat or occurrence that can result in loss of life, causes suffering, and damages property and/or the environment to the extent that local resources are overwhelmed.

3.0 CONCEPT OF OPERATIONS

3.1 General Guidelines

The general concept on which this document is based represents years of on-scene emergency command and control. Each incident is unique and requires different prevention and response measures. Therefore, adhering to the guidelines of NIMS and the National Response Framework (NRF), Cuyahoga County stands ready to meet these challenges. Lead and Support Agencies for specific functions during an emergency response have been established according to daily activities handled by each department or office within Cuyahoga County. Every Cuyahoga County department or office may be required to respond to an emergency. If a department does not have a specific response role in a given emergency, that department may still be relied upon to support responding departments.

Responsibility for the direction and control of County resources during an emergency situation that has reached beyond the capabilities of a local jurisdiction is vested in the Cuyahoga County Executive and is routinely exercised through departmental control. Upon request, the Cuyahoga County Office of Emergency Management will activate and manage the Cuyahoga County Emergency Operations Center (EOC). **The EOC is the operations area from which emergency response activities can be directed, coordinated and/or supported.** The EOC structure is scalable, based on the magnitude of the situation.

If a disaster exceeds Cuyahoga County's resources, assistance will be requested from regional agencies, the State of Ohio, and if required, federal agencies.

3.2 Plan Activation

The Cuyahoga County Executive has the authority to activate the EOP. Upon activation of the EOP, all municipalities in Cuyahoga County will be notified. As determined by the Executive and depending upon the nature of the emergency, all or portions of the EOP may be activated.

3.3 Emergency Declaration

The Cuyahoga County Executive has the authority to declare a countywide state of emergency. Upon execution of a local state of emergency declaration, all municipalities in Cuyahoga County will be notified.

A declaration of a countywide state of emergency permits the Cuyahoga County Office of Emergency Management to make decisions necessary for public health and life safety. Under an emergency declaration, the County may ask the State of Ohio for additional resources in the form of equipment or personnel. If the scope of the disaster is beyond the financial and response capabilities of the State and County combined, then the governor may make a state-level emergency declaration. Following a governor's declaration, a request to the federal government for assistance may be activated.

3.4 Emergency Action Levels

Cuyahoga County, in cooperation with state and federal agencies, has established emergency action levels that describe a progressive order of escalation for managing an emergency. Only the Executive or his designee may request assistance from other agencies.

Level 5 (Local Resources)

- The incident can be handled by up to six personnel with one or two single resources.
- Command and General Staff positions (other than the Incident Commander) are not activated.
- No written Incident Action Plan (IAP) is required.
- The incident is typically contained within two hours after resources arrive on scene.

Level 4 (Local & County Resources)

- Command Staff and General Staff functions are activated as needed.
- Several resources are required to mitigate the incident, including a Task Force or Strike Team.
- The incident is typically contained within one operational period in the control phase, usually several hours after resources arrive on scene.
- No written IAP is required, but a documented operational briefing will be completed for all incoming resources.

Level 3 (Local, County & Regional Resources)

- The complexity of the incident requires expansion of the command structure.
- Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader positions.
- The incident typically extends into multiple operational periods.

- A written IAP is typically required for each operational period.

Level 2 (Local, County, Regional & State Resources)

- Local resources are exhausted and the incident spans multiple operational periods
- Resources are requested from outside of Cuyahoga County and Region 2 (Northeast Ohio)
- Most or all of the Command and General Staff positions are filled
- A written IAP is required for each operational period
- Many of the functional units are staffed
- As a guideline, operations personnel do not exceed 200 per operational period and total incident personnel do not exceed 500

Level 1 (Local, County, Regional, State & Federal Resources)

- This type of incident is the most complex, requiring national resources to safely and effectively manage
- All Command and General Staff positions are activated
- Operations personnel may exceed 500 per operational period and total personnel will usually exceed 1000
- Branches may need to be established
- The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated
- Use of resource advisors at the incident base is recommended
- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions

3.5 Emergency Operations Center Activation



Upon the occurrence of a major incident, responding personnel will follow their jurisdiction's Standard Operating Guidelines (SOGs). The Incident Commander should make notification of the incident either directly to the Cuyahoga County Office of Emergency Management Administrator or through the Cuyahoga Emergency Communications System (CECOMS). The Incident Commander may request activation of the EOC at any time before, during, or after an event. Additionally, the Incident Commander may request an EOC Liaison to serve as an on-scene representative.

Following a request from the Incident Commander for activation of the EOC, the Administrator will determine if the EOC should be partially or fully activated. If the EOC is partially activated, the Administrator will determine the appropriate level of staffing and issue the corresponding notification. During a full activation, all pre-identified personnel will be requested to staff the EOC either in their County role or as a representative from an Emergency Support Function (ESF).

Upon activation, the EOC can assist responding personnel in the following ways:

- **Coordinate Resources:** The EOC can assist in obtaining, deploying, and tracking resources requested by responding personnel.
- **Public Warning:** The EOC has the ability to use a number of mediums to communicate to the general public regarding the nature of the hazard, and recommendation for protective actions if required.
- **Incident Command Post:** Depending upon the hazard, the EOC can serve as an Incident Command Post (ICP), from which incident command will determine appropriate response efforts.

Cuyahoga County has identified primary and alternate EOC facilities and maintains guidelines for their activation, set-up, and operation. Procedures for transferring operations to an alternate EOC facility are included in the guidelines.

When incident command is located at the incident scene, the EOC will be used to support incident command. In some instances, the EOC will serve as the Incident Command Post from which incident command directs all actions.



3.6 Emergency Operations Center Operations

Cuyahoga County uses a hybrid management system for activities in the EOC. When the EOC is activated, representatives from Cuyahoga County departments and offices are asked to report to the EOC for activity management and resource coordination. In addition to Cuyahoga County personnel, the EOC will be staffed by outside agencies or organizations that have agreed to be either a primary or support agency for a particular Emergency Support Function (ESF) [**See Attachment A**].

Primary agencies have the authority and/or capability to perform and coordinate a given function.

Responsibilities include:

- Coordination before, during, and after an incident, including pre-incident planning.
- Ensure relevant positions are trained and exercised on their roles as listed within plans and guidelines.
- Maintaining ongoing contact with ESF support agencies.
- Maintaining trained personnel to support interagency emergency response and support teams.
- Maintaining existing capabilities and identifying new capabilities required to prevent or respond to emerging threats and hazards.
- Providing resources (personnel and equipment) for field and EOC operations.
- Managing mission assignments and coordinating with support agencies, through the EOC.
- Supporting and keeping other ESFs and organizational elements informed of ESF operational priorities and activities.

Support agencies have the authority and/or capability to support the primary agency in accomplishing the ESF mission and tasks.

Responsibilities include:

- Participating in the development of supporting operational plans and guidelines.
- Ensure relevant positions are trained and exercised on their roles as listed within plans and guidelines.
- Maintaining existing capabilities and identifying new capabilities required to prevent or respond to emerging threats and hazards.
- Providing resources (personnel and equipment) for field and EOC operations in support of the primary agency.

3.7 Functional Needs Approach

According to the U.S. Department of Homeland Security, people with functional needs may have difficulty maintaining independence, understanding communication, arranging transportation, and keeping adequate supervision or medical care. Under this definition, a significant portion of the County's citizens have functional needs. It is important to note, however, that people with

disabilities do not all have the same needs or require the same assistance. The EOP is designed to be inclusive of the whole community of Cuyahoga County, enabling people with and without functional needs to maintain their independence during a disaster. Specific strategies to ensure inclusiveness are described in the annexes of the EOP.

4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

4.1 Overview

Cuyahoga County is governed by an Executive who serves a four-year term. It is the duty of the Executive to exercise such powers and perform such duties as are conferred or required by the Cuyahoga County Charter or by the laws of the State of Ohio. All Cuyahoga County emergency preparedness, response, recovery, and mitigation resources are under the direction and control of the Executive. The government of Cuyahoga County is organized into functional departments, divisions, boards, and commissions, which deliver services [**See Attachment B**]. Departments responding to an emergency will be expected to perform their basic functions at an elevated level.

4.2 Line of Succession

The overall responsibility for County department/agency operations as described in this plan rests with the Executive. Should the Executive be unavailable to fulfill this responsibility; the following line of succession has been established in the Cuyahoga County Charter, Article II, Section 2.04:

1. Cuyahoga County Executive
2. President of Cuyahoga County Council
3. Vice-President of Cuyahoga County Council

4.3 Executive Policy Group

The Executive Policy Group (EPG) maintains executive decision-making authority throughout all stages of an emergency event on behalf of the County Executive. The Operations Manager will report to the EPG for policy direction when decisions extend beyond routine decision making authority and internal resource capabilities.

Generally, the Executive Policy Group will consist of the following members:

- Cuyahoga County Executive
- Chiefs of Staff, Public Safety & Justice Services, Operations, Economic Development, and Health & Human Services
- Cuyahoga County Council President

- Director of Law
- Director of Finance

Based on the type of incident, the EPG may include other departmental and divisional representatives. The Executive Policy Group may also consist of outside agencies, local jurisdictional representatives, and others as needed.

4.4 Emergency Operations Center Manager

The Administrator of the Office of Emergency Management will serve as the Emergency Operations Center (EOC) Manager. The EOC Manager supervises all EOC actions during activation. The EOC Manager's responsibilities are as follows:

- Route all mission assignments to the appropriate agencies
- Coordinate missions requiring multi-branch action
- Resolve any conflicts among agencies
- Identify and support resource requests
- Ensure mission completion in a timely manner
- Forward pertinent requests to the EPG

4.5 Emergency Management Liaison Officer

The Administrator of the Office of Emergency Management may designate a staff person from the Office of Emergency Management to serve as the liaison officer between on-site responding personnel and the EPG / EOC. In addition, the Administrator (or designee) serves as the County's liaison with any on-site state or federal agencies.

4.6 Continuity of Operations

A Continuity of Operations Planning (COOP) annex has been developed to ensure that essential functions of government continue with minimal interruption during an emergency. This annex includes provisions for alternate work facilities and the protection of vital government records.



The COOP annex is incorporated into the Office of Emergency Management's regular training and exercise schedule.

5.0 DIRECTION, CONTROL, AND COORDINATION

5.1 Overview

Direction, control, and coordination are critical emergency management functions, especially when agencies from multiple jurisdictions are responding to an incident. The emergency action levels that establish a progressive order of escalation for managing an emergency event are described in section 3.3 of the EOP. Municipalities within Cuyahoga County may require County assistance as early as the onset of a Level 4 event.

5.2 On-Scene Incident Management

The majority of emergency response actions, including Incident Command, Logistics, Operations, Planning, and Finance will take place on-scene. ICS will be used to direct all response actions. Due to the modular and scalable nature of ICS, not all portions of this section will be necessary for every incident. For larger, multijurisdictional incidents, two different ICS management structures may be applied: Unified Command or Area Command.

A Unified Command structure may be implemented for incidents involving multiple jurisdictions and/or agencies. Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together without affecting individual agency authority, responsibility, or accountability.

An Area Command structure may be used for the management of multiple incidents. Area Command has the responsibility to set the overall strategy and priorities, allocate critical resources according to priorities, ensure that the incidents are properly managed, and ensure that objectives are met and strategies are followed.

5.2.1 Initial Notification, Command, and Incident Assessment

The affected jurisdiction's public safety answering point (PSAP) will receive and document the initial notification in accordance with existing protocols, and will dispatch resources as appropriate.

The first responding unit on scene assumes incident command until transferred to an appropriate ranking officer. The responding agencies that will assume command for specific incidents have been identified and are listed in incident annexes to the EOP. The incident commander is responsible for establishing an Incident Command Post (ICP) in a safe on-scene location and for making the location easily identifiable to response personnel.

The incident commander will determine the sections and units needed to complete the incident command structure and make assignments accordingly. The incident commander will also determine the process for integrating unsolicited volunteers into the response system.

The incident commander is responsible for completing an incident assessment to gather essential information and assess immediate risks posed by the incident. If needed, the incident commander will call dispatch to request additional resources. Any adjacent jurisdictions that may be at risk from the incident should be notified immediately. The information gathered in the incident assessment will be used to guide decisions regarding protective actions and response priorities. The incident assessment should be repeated regularly and as significant developments occur.

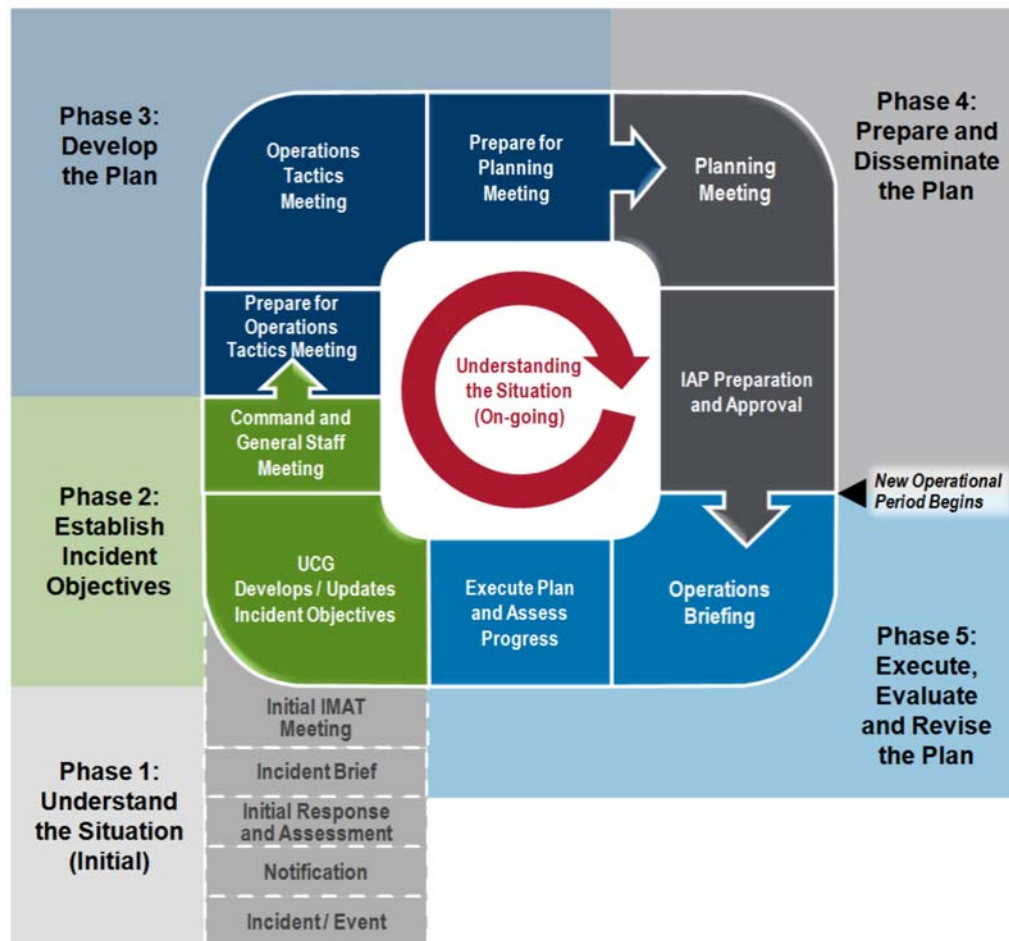
5.2.2 Operational Cycle

The systematic operation of the response requires a repetitive schedule to promote internal and external continuity during and following staffing transitions. Situational Reports provide a common operating picture and will be given during each operational period to inform staff of the current situation and response actions.

The on-scene staff will complete an Incident Action Plan (IAP). An IAP contains overall objectives for the incident and specific tactical actions and supporting information for the next operational period.

The following “Planning P” illustrates a typical initial response and workflow cycle. The descriptions that follow assume a standard 12-hour operational period.

THE PLANNING “P”



Initial Objectives

During the initial response, the Incident Command (IC) / Unified Command (UC) will meet to develop incident objectives that address the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

Operations Tactics Meeting

Each operational period includes an Operations Tactics Meeting designed to ensure that tactics are in line with the objectives developed by the IC/UC. Each Section Chief should participate in the Operations Tactics Meeting to lay the foundation for a concise and focused Planning Meeting.

Planning Meeting

The Planning Meeting provides the IC/UC with an overview of the tactical plan to achieve the objectives set during the Initial Objectives meeting. After review and updates are made by the Command and General Staff, the meeting attendees commit to support the plan.

Incident Action Plan (IAP)

The IAP is developed under the leadership of the Planning Section Chief immediately following the Planning Meeting. The IAP is the central tool for conveying planning and operational instructions on-scene because it provides a clear statement of objectives and actions, a basis for measuring work effectiveness and progress, and a record of accountability during the next operational period. The level of detail required in an IAP will vary according to the size and complexity of the incident. The IC/UC must review and approve the IAP before it can be implemented.

Operations Briefing

Each operational period should begin with an Operations Briefing. The Operations Briefing presents the IAP for the upcoming period oncoming supervisors within the Operations Section.

5.3 Assistance from other Supporting Agencies

This section describes the capabilities and responsibilities of agencies that will support emergency response or recovery in Cuyahoga County. These agencies may support Cuyahoga County as ESFs as described in Section 3.5, or they may support the County through mutual aid or other types of agreements. Assistance may include:

- Support from other counties, state departments, and agencies may be made available in accordance with the State EOP
- Support from the National Guard may be requested through the Governor (National Guard forces will support and assist local response efforts while at all times remaining under military command)
- Private sector organizations within the jurisdiction may assist with a wide variety of tasks based on their capabilities



- Community-based organizations, such as the American Red Cross (ARC), Salvation Army, and local faith-based organizations are available to assist with sheltering and mass care
- Assistance from surrounding jurisdictions may be available through the Ohio Law Enforcement Response Plan and the Ohio Fire Chiefs' Association Emergency Response Plan

5.4 Multiagency Coordination

Multiagency coordination during incidents is an essential yet complex task. Challenges include:

- Incident complexity
- Response costs
- Complex legal authorities and political considerations
- Conflicting SOGs, employment policies, and labor agreements
- Different experiences and knowledge levels among responders

The Cuyahoga County EOP addresses these issues through the following command and management approaches:

- Emergency Operations Center (EOC)
- Incident Command System (ICS)
- Multiagency Coordination System (MAC)

The activation of the EOC will help facilitate multi-agency coordination. This will allow all levels of government, and all disciplines, to work together more efficiently and effectively.

ICS enables responders from different jurisdictions and disciplines to work together to respond to natural disasters and emergencies, including acts of terrorism. ICS provides a flexible framework allowing Cuyahoga County and other agencies to collaboratively direct, control, and coordinate an incident response. ICS benefits include a unified approach to incident management; a standard command and management structure; and emphasis on preparedness, mutual aid, and resource support.

If necessary, the County can also activate a Multiagency Coordination System (MAC). In addition to the framework provided through ICS, a MAC includes all of the components needed to manage and support an incident; such as facilities, equipment, personnel, procedures, and communication systems. These components may include state and federal EOCs, on-scene command, dispatch centers, and Joint Information Systems (JIS).

6.0 INFORMATION COLLECTION AND DISSEMINATION

6.1 Overview

When activated, the EOC will collect and disseminate information relevant to the entities involved in the response. To ensure ongoing communications with all responding entities, the EOC will use the existing public safety infrastructure as described below.

6.2 Public Safety Communications

CECOMS is a 24/7 operation in Cuyahoga County that coordinates communications with police and fire departments and other healthcare agencies. CECOMS is also the contact point for all Emergency Alert System (EAS) broadcasts for the County and all AMBER ALERT broadcasts for an eight county area in Northeast Ohio. The following sections provide additional information on the notifications and alerts used by CECOMS.



6.2.1 Weather Notifications

The local National Weather Service (NWS) office provides official weather forecast data including winter storms, floods, tornadoes, thunderstorms, hailstorms, and any other weather related threats. Watches and warnings released by the NWS are monitored 24-hours a day by CECOMS.

All hazard weather data are transmitted by the primary weather notification system. This system includes:

- **NOAA (National Oceanic and Atmospheric Administration) Weather Radio Transmissions:** CECOMS will broadcast all severe thunderstorm warnings, tornado watches and warnings, winter storm warnings, and flood watches and warnings via the following radio frequencies: 155.400 (HEAR 1), 155.340 (HEAR 2), 154.280 (County Fire), 424.375 (County "A").
- **Licensed amateur radio operators/trained NWS Skywarn Weather Spotters:** Trained volunteers who provide weather reports for visually monitored weather events.

- **NOAA Advisory (National Oceanic and Atmospheric Administration):**
NOAA Weather Radio is a nationwide network of radio stations that broadcast continuous weather information from a local National Weather Service (NWS) forecast office. The NWS broadcasts weather watches, warnings, forecasts, all non-weather EAS alerts/activations (including Amber) and other hazard information 24-hours a day.

6.2.2 Emergency Alert System

CECOMS will serve as the central coordination point for Cuyahoga County, and will maintain dial-in phone lines to the two Emergency Alert System (EAS) designated radio stations LP-1: WTAM (1100 AM) and LP-2: WCPN (90.3 FM). In the event a community needs to activate the EAS, the Incident Commander will contact CECOMS and request activation.

6.2.3 AMBER Alert System

The Northeast Ohio AMBER Alert system covers an eight county region and functions under the direction of the Northeast Ohio AMBER Alert Board. The counties include: Cuyahoga, Medina, Lake, Lorain, Geauga, Ashtabula, Erie and Huron. In the event law enforcement agencies request an AMBER Alert for an abducted child, the request is phoned and faxed to CECOMS whereupon operators document and broadcast the information. In order for an AMBER Alert to be broadcast, the local law enforcement agency's request must meet specified criteria. The transmission is sent via the Emergency Alert System (EAS) to the Federal Communications Commission (FCC) LP-1 station and then distributed to all radio, cable and television broadcast stations in the listening and viewing area. In addition, electronic billboards distributed throughout Cuyahoga County will display the AMBER Alert continuously for the first hour of the alert, then in regular rotation for the duration of the alert.

6.3 Critical Facility Notification

Certain facilities, due to their contents, location and/or function, are considered critical and have specific notification standards.

The Cuyahoga County Office of Emergency Management is responsible for the implementation of SARA Title III, the Emergency Planning and Community Right-To-Know Act. This law requires all facilities meeting threshold chemical quantities to notify the Office of Emergency Management. Proper notification includes: contact information for facility representatives and information related to chemical type, quantity, storage, and usage. This information is maintained by

the Office of Emergency Management. The SARA Emergency Response plan for Hazardous Materials is updated annually in compliance with all state and federal mandates.

There are more than six hundred hazardous materials facilities within the County. An owner or operator is required by O.R.C. 3750.06 to report a release or discharge whenever a release or spill of a regulated chemical exceeds its assigned reportable quantity (RQ) and leaves the facility property line. Response to such releases will be made in compliance with federal, state, and local law.

6.4 Public Information and Notification



Under direction from or in collaboration with the Incident Commander, the lead Public Information Officer (PIO) will determine if activation of a Joint Information System (JIS) and/or the Joint Information Center (JIC) is necessary. Other Cuyahoga County governmental entities or partnering agencies may be called to participate in the JIS or JIC. Public information personnel from other

responding agencies may also report to the JIC or may work closely with the lead PIO as part of a JIS. The lead PIO will work with EOC staff, Incident Command staff, the Executive's Office of Communications, and other departments and divisions to collect information and establish messaging from the media and the public as quickly and frequently as possible. Pre-scripted messages and templates (e.g. press releases, advisories and fact sheets) will be used to respond to emergency or preplanned events. Information will be disseminated through all available media as appropriate for the audience.

Social media may play an important role in how information is gathered and disseminated during an incident. The Social Media Annex to the EOP provides parameters for the appropriate use of social media by incident personnel.

In the event that a press conference and/or a briefing is necessary, media representatives will be directed to a media briefing area or media staging area. Media representatives will not be permitted to enter the EOC complex outside of the media briefing area unless approved by the EOC Manager and Lead PIO and escorted by the Lead PIO or designee. Generally, media representatives will only be permitted access to the EOC for video or photographic purposes.

Interviews and audio will not be conducted within the EOC complex while the EOC is activated.

7.0 COMMUNICATIONS

7.1 Radio System

Cuyahoga County will use the Ohio MARCS radio system for interoperable communications with outside agencies, including Command and Control.

7.2 Cuyahoga County Website

A regularly updated website containing Cuyahoga County emergency management information is available at <http://ja.cuyahogacounty.us/> or <http://executive.cuyahogacounty.us/>.

7.3 Telephones, cell phones, fax, and email

Other devices including telephones, cell phones, fax, and email will be used to supplement and back-up other means of communication within Cuyahoga County and between the County and other responding agencies. All agencies with responsibilities as described in the EOP should maintain and regularly update a notification roster listing multiple forms of contact for all relevant positions.

8.0 ADMINISTRATION, FINANCE, AND LOGISTICS

8.1 Overview

It is anticipated that response and recovery efforts will generate increased costs for Cuyahoga County. These costs will primarily result from the deployment of personnel and equipment in support of emergency operations.

Through sufficient documentation, some personnel and equipment costs may be recovered from state and federal agencies. It is unlikely however, that all costs will be reimbursed. To maximize reimbursement opportunities, it is important to document all costs associated with an incident.

8.2 Staffing Considerations

Emergency responses to major incidents may require more personnel than is readily available. It may be necessary to augment response personnel by reassigning employees from other departments and divisions. For example, staff from the Office of Mediation may be asked to assist with staffing a shelter during a neighborhood evacuation. Further, volunteers will play a major role in response efforts. These specific efforts are outlined in annexes to this EOP.



8.3 Mutual Aid

Mutual aid agreements are an additional source of assistance for during an incident response. Cuyahoga County has entered into agreements with surrounding counties that outline mutual aid commitments of staffing and resources.

Cuyahoga County also participates in the Intrastate Mutual Aid Compact (IMAC). The IMAC is a mutual aid agreement among participating government subdivisions in Ohio. The Ohio legislature enacted the plan to complement already-existing mutual aid agreements among local government entities. All political subdivisions are automatically included in the IMAC agreement, but

each may opt out by enacting legislation declaring that it does not intend to participate. Any participating political subdivision may request assistance from any other participating political subdivision in response to, and recovery from, a disaster. To receive assistance however, the requesting political subdivision must first declare a formal emergency or be conducting disaster-related exercises, testing, or similar training activities.

Another mutual aid source is the Emergency Management Assistance Compact (EMAC). EMAC is a nationwide mutual aid agreement to facilitate government resource sharing between states when responding to emergencies. Similar to IMAC, EMAC is designed to complement existing inter-state mutual aid agreements. States may obtain resources through EMAC in lieu of, or in conjunction with, federal assistance. Unlike IMAC's opt-out system, EMAC is an opt-in program. All 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to join EMAC.

8.4 Documentation

The Cuyahoga County Office of Emergency Management has the primary responsibility of tracking costs incurred during response and recovery efforts for Cuyahoga County resources and resources dispatched from the Cuyahoga County EOC. Each individual municipality is responsible for providing a cost breakdown for their equipment and personnel used during an emergency event.

Costs will be tracked through the Finance Section Chief in the EOC. Much of the information regarding record keeping responsibilities is located in the EOC Annex. Some of the Finance Section Chief's responsibilities include:

- Provide cost breakdowns for all personnel hours worked to include straight time and overtime
- Provide cost breakdowns for all equipment purchased and/or leased
- Provide cost breakdowns for all professional services acquired
- Gather all appropriate Disaster Declarations
- Provide timely updated reports to the Executive Policy Group
- Coordinate activities with the Ohio Emergency Management Agency (OEMA)

8.5 Reimbursement

In order to obtain state or federal reimbursement for a disaster, the incident must be declared by the state or federal governments, respectively. Whether state or federal reimbursement will be available is based on the type of declaration made during or after the event. This process is initiated through the County and then the State. Some examples of previously declared disasters in which portions of the County received reimbursement include the 2003 Blackout and Hurricane Katrina in 2005.

The amount of reimbursement is based on several factors. However, in most instances, FEMA reimburses not less than 75% of eligible costs. The remaining non-federal share (25%) is the responsibility of the municipality. If funding is available, the 25% may be split between the municipality, County, and State.

Without a federal disaster declaration, financial support for victims is limited and may be provided by charitable agencies, volunteer donations, and insurance coverage. Those in the private sector must rely on insurance coverage or obtain loans/refinancing for recovery.

9.0 RECOVERY AND MITIGATION

9.1 Recovery

The Cuyahoga County Office of Emergency Management is responsible for coordinating recovery operations following a disaster. This includes acting as the lead agency for damage assessments on public and private property. Additional recovery actions, such as Damage Assessment, Debris Management, Public Works Restoration, and Donations Management are addressed in annexes to the EOP.



9.2 Mitigation

Mitigation is defined as sustained actions taken to reduce or eliminate long-term risk to people and their property from hazards. The primary objectives of mitigation are to improve the community's resiliency to damage from known hazards, reduce the cost of disaster at all levels, and accelerate community recovery after disasters occur.

To help guide mitigation efforts, Cuyahoga County maintains a Countywide All Natural Hazards Mitigation Plan (CANHMP). The CANHMP identifies vulnerable areas in the County and assesses the associated risk, develops strategies and priorities to mitigate risk, guides the communities in their risk management activities and provides eligibility to apply for FEMA's Hazard Mitigation Assistance programs (HMA).

9.2 Mitigation Programs

FEMA's Hazard Mitigation Assistance (HMA) grant programs provide funding for eligible mitigation activities that reduce disaster losses and protect life and property from future disaster damages. Currently, FEMA administers the following mitigation programs:

- Hazard Mitigation Grant Program (HMGP)
- Flood Mitigation Assistance (FMA) program
- Pre-Disaster Mitigation (PDM) program
- Repetitive Flood Claims (RFC) program
- Severe Repetitive Loss (SRL) program

10.0 TRAINING AND EXERCISE PROGRAM

10.1 Training



The Cuyahoga County Office of Emergency Management coordinates training opportunities throughout the year for local officials and response personnel. Course schedules are developed to support NIMS training requirements as well as to address responder capability gaps. When appropriate, refresher courses are built in to the schedule to allow for the maintenance of certifications and expertise.

The training calendar and registration process is hosted at:
<http://ja.cuyahogacounty.us>

10.2 Public Education

Many of the agencies with responsibilities listed in this plan provide public education about general and discipline-specific hazards at events held throughout the year. Federally-developed resources such as FEMA's Ready materials are used to unify messages and support public outreach. The Cuyahoga County Department of Public Safety and Justice Services website features links to hazard-specific resources that can be used by the public for additional learning.

10.3 Exercise Approach

In accordance with Ohio Revised Code sections 5502.26, .27 & .271, the Cuyahoga County Office of Emergency Management conducts an annual exercise of the EOP. Exercises are developed in collaboration with partner agencies to maximize participation and minimize the duplication of efforts. The standardized methodology and terminology of the Homeland Security Exercise and Evaluation Program (HSEEP) is used, along with relevant HSEEP tools and templates. Each exercise is followed by the development of an after-action report and improvement plan. Corrective actions to address gaps observed during the exercise are outlined in the improvement plan. When feasible, these actions are completed prior to the next exercise cycle.

11.0 PLAN DEVELOPMENT AND MAINTENANCE

11.1 Plan Development

The Cuyahoga County Office of Emergency Management is responsible for the development and maintenance of the EOP with support from the agencies listed herein. All changes and revisions to this plan are prepared, coordinated, published, and distributed in accordance with applicable federal, state, and local guidelines.

The signature of the Cuyahoga County Executive certifies the completeness, accuracy, and currency of the plan as written.

11.2 Plan Structure

The EOP consists of a base plan and supporting annexes. The base plan provides a framework for emergency operations across all-hazards. The supporting annexes address specific functions and hazards in accordance with best practices and guidance. The lead agency for each annex is responsible for its review and maintenance with support from the relevant agencies and the Office of Emergency Management.

11.3 Plan Maintenance and Improvement

Planning personnel within the Office of Emergency Management revise the EOP upon the occurrence of the following:

- Conditions described in the current plan or sections of the current plan have changed
- Changes are recommended through an after-action report process following an actual event or exercise
- Necessary changes or revisions are discovered during annual EOP review
- Community and/or risk conditions change
- New EOP guidance is released

Following an exercise or activation of the EOP, an after-action report will be completed to ensure that lessons learned are captured and that recommendations are integrated into an improvement plan.

12.0 AUTHORITIES AND REFERENCE

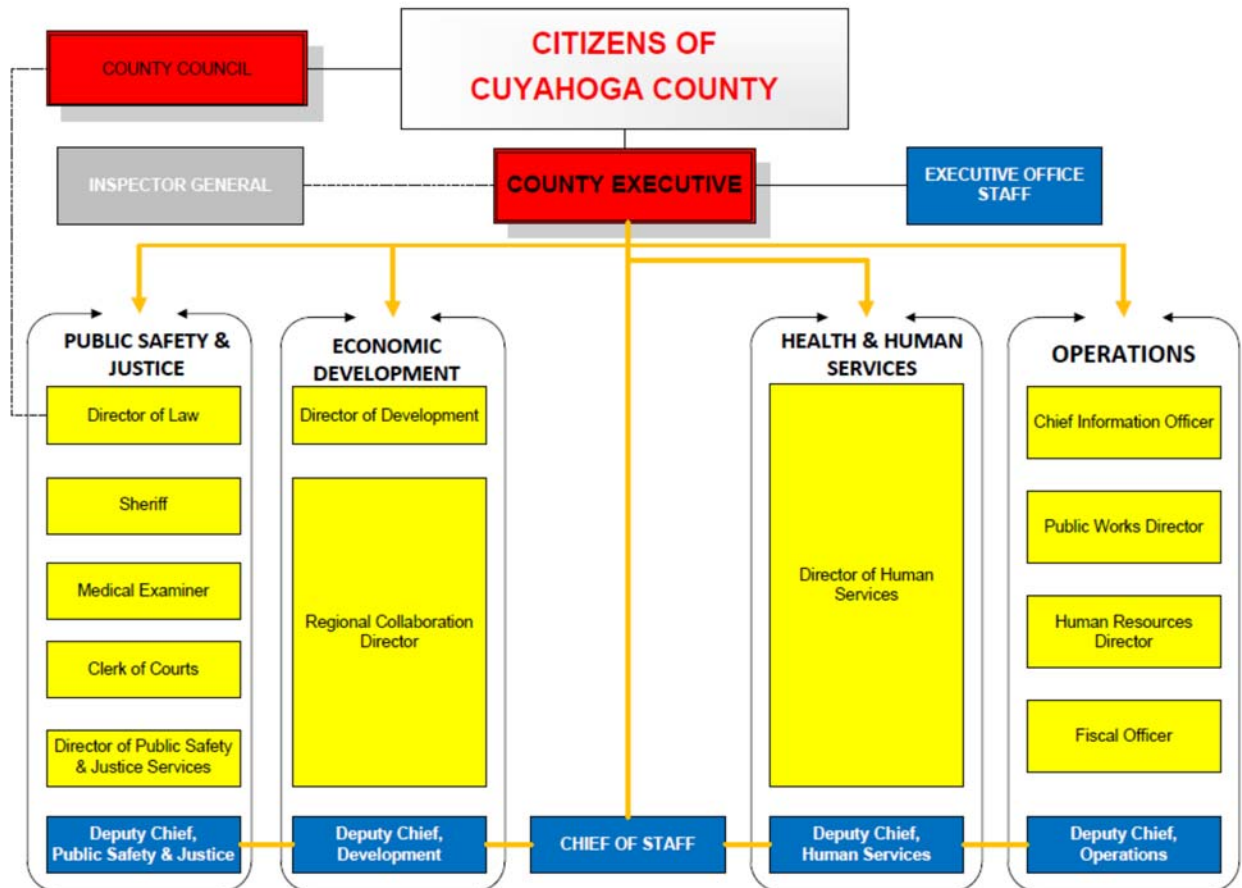
The emergency powers of the Cuyahoga County Executive reside in the Charter of Cuyahoga County, Article II, Section 2.03, Powers and Duties. This authority, in conjunction with federal guidelines provides for the structure, development, and implementation of this EOP. Cuyahoga County recognizes that in multi-jurisdictional incidents, other county, state, and federal statutes, executive orders, and directives may be applicable.

ATTACHMENT A: Emergency Support Functions

ESF	Primary Agencies	Support Agencies
1 Transportation	Greater Cleveland Regional Transit Authority	CC Public Works, Cuyahoga Metropolitan Housing Authority (CMHA), CC Sheriff, CC Board of Developmental Disabilities (CCBDD)
2 Communication	Cuyahoga Emergency Communications System (CECOMS)	Local Law Enforcement, CC Fire Chiefs Association (CCFCA), CC Sheriff's Office, Cuyahoga Regional Information System (CRIS), Amateur Radio Emergency Services (ARES)
3 Public Works/Engineering	Cuyahoga County Dept. of Public Works	CC Public Works, CC Sheriff's Office, CC Solid Waste District, Northeast Ohio Regional Sewer District (NEORS), Cleveland Division of Water
4 Firefighting	Cuyahoga County Fire Chiefs Association	Local Law Enforcement, CC Sheriff's Office, Amateur Radio Services
5 Emergency Management	Cuyahoga County Office of Emergency Management	CRIS, CECOMS, CC Engineer, Northeast Ohio Regional Fusion Center (NEORFC), CC Planning Commission
6 Mass Care, Housing and Human Services	American Red Cross, Greater Cleveland Chapter	CC Board of Health (CCBH), CC Office of Emergency Management (CCOEM), CC Sheriff's Office, Local Law Enforcement, CC Employment and Family Services (CCEFS), CC Senior and Adult Services (CCSAS), CCFCA, CC Children and Family Services (CCCFS), CCBDD, CC Planning Commission, United Way/211, Salvation Army, ARES
7 Logistics Management & Resource Support	Cuyahoga County Office of Procurement & Diversity	CC Public Works, CC Fairgrounds, CC Fiscal Officer
8 Public Health and Medical Services	Cuyahoga County Board of Health	Cleveland Dept. of Public Health, Shaker Hts. Health Dept., CC Public Works, CCFCA, CC Sheriff's Office, Local Law Enforcement, CC Executive's Office, CC Community Mental Health Board, CC Alcohol Drug Addiction and Mental Health Services (ADAMHS) Board, CCSAS, CC Medical Examiner's Office, CCOEM, Cleveland Division of Water, NEORS, American Red Cross, Greater Cleveland Regional Transit Authority (GCRTA), Medical Reserve Corps, Center for Health Affairs
9 Urban Search and Rescue	Cuyahoga County Fire Chiefs Association	Local Law Enforcement, CC Sheriff's Office, Ohio Region 2 Urban Search and Rescue, ARES
10 Oil and Hazardous Materials Response	Cuyahoga County Fire Chiefs Association	CCOEM, CCBH, CC Regional Hazmat Teams, Local Law Enforcement, CC Sheriff's Office, CC Solid Waste District, NEORS, American Red Cross
11 Agriculture and Natural Resources	Cuyahoga County Employment and Family Services	CCOEM, CCSAS, Cleveland Division of Water, American Red Cross, Cleveland Food Bank, United Way/211, Salvation Army

ESF	Primary Agencies	Support Agencies
12 Energy	Cuyahoga County Office of Emergency Management	Cleveland Hopkins International Airport, Burke Lakefront Airport, Cuyahoga County Airport, Cleveland Division of Water, Cleveland Public Power, Illuminating Company, Dominion East Ohio, CC Local Wastewater Treatment Facilities
13 Public Safety & Security	Local Law Enforcement	CC Sheriff's Office
14 Long Term Community Recovery	Cuyahoga County Office of Emergency Management	CC Public Works, CC Planning Commission, CC Department of Development, CCEFS, CC Public Safety & Justice Services, CC Airport, CC Solid Waste District, CC Soil & Water Conservation District, Cleveland Division Of Water, Municipal Governments, Citizen Corps, American Red Cross
15 External Affairs	Cuyahoga County Executive	CRIS, CCOEM, CC Sheriff's Office, CC Planning Commission, Positively Cleveland, American Red Cross

ATTACHMENT B: Cuyahoga County Organizational Chart



ATTACHMENT C: Acronyms

ADAMHS	Alcohol Drug Addiction and Mental Health Services
ARC	(Greater Cleveland Chapter) American Red Cross
ARES	Amateur Radio Emergency Services
BKL	Burke Lakefront Airport
CANHMP	Countywide All Natural Hazards Mitigation Plan
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CECOMS	Cuyahoga Emergency Communications System
CCBDM	Cuyahoga County Board of Developmental Disabilities
CCBH	Cuyahoga County Board of Health
CCCFS	Cuyahoga County Children and Family Services
CCEFS	Cuyahoga County Employment and Family Services
CCFCA	Cuyahoga County Fire Chiefs Association
CCOEM	Cuyahoga County Office of Emergency Management
CCSAS	Cuyahoga County Senior and Adult Services
CLE	Cleveland Hopkins International Airport
CMHA	Cuyahoga Metropolitan Housing Authority
COOP	Continuity of Operations Planning
CRIS	Cuyahoga Regional Information System
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EOC	(Cuyahoga County) Emergency Operations Center
EOP	(Cuyahoga County) Emergency Operations Plan
EPG	Executive Policy Group
ESF	Emergency Support Function
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FMA	Flood Mitigation Assistance
GCRTA	Greater Cleveland Regional Transit Authority
HAZMAT	Hazardous Materials
HEAR	Hospital Emergency Alert Radio
HMA	Hazard Mitigation Assistance
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
IC	Incident Command
ICS	Incident Command System
ICP	Incident Command Post
IMAC	Intrastate Mutual Aid Compact
JIC	Joint Information Center
JIS	Joint Information Systems
MAC	Multiagency Coordination System
MARCS	Multiple Agency Radio Communications System (State of Ohio)

NASA	National Aeronautics and Space Administration
NEORFC	Northeast Ohio Regional Fusion Center
NEORS	Northeastern Ohio Regional Sewer District
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NWS	National Weather Service
OEMA	Ohio Emergency Management Agency
PDM	Pre-Disaster Mitigation
PIO	Public Information Officer
PSAP	Public Safety Answering Point
RFC	Repetitive Flood Claims
RQ	Reportable Quantity
SARA	Superfund Amendments and Reauthorization Act
SOG	Standard Operating Guideline
SRL	Severe Repetitive Loss
UC	Unified Command