



City of Cleveland – Crisis Communications Plan

CLEVELAND PREPAREDNESS POST-COVID-19

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City of Cleveland Crisis Communications Plan

I. Introduction and Executive Summary

As the City of Cleveland analyzes lessons learned from the crisis of a global pandemic, the Office of Emergency Preparedness (OEP), the Office of Emergency Management (OEM), and the Mayor's Office of Communications (MoC) have worked to create a revised crisis communications plan. This plan takes into account lessons learned from the COVID-19 Pandemic as well as insights from numerous stakeholder groups.

As is often the case when revising plans, the act of creating the plan is just as important as the finished product; for that reason, the Mayor's office has created a work group of public information professionals, emergency management professionals, and stakeholders to come together to create a plan and prepare the city to exercise the plan.

This new plan has come about from a significant amount of work completed by the author of this plan as well as members of the Office of Emergency Preparedness within the Cleveland Department of Public Health, members of the Office of Emergency Management, and the former Mayor's Office of Communications.

This plan will highlight the methodology of coming about with the basics of the plan, the literature review process that led to the creation of this plan, the review of the After Action report & Improvement Plan (AAR/IP) as well as the functionality of this plan by using the attachments and appendices found attached to the plan.

II. Background

Problem

Throughout the COVID-19 pandemic, the establishment of clear lines of communication, priorities, and strategies within the City of Cleveland infrastructure presented challenges across many levels. Lack of prior planning and integration of the Mayor's Office of Communications into pre-established communications plans has been detrimental to the response. The key recommendation for improvement found in the After-Action Review / Improvement Plan (AAR/IP)¹ has been the creation of emergency messaging plans to mirror the plans housed within the Emergency Operations base plan of the city. With this recommendation, the Office of Emergency Preparedness (OEP) began engagement with city stakeholders to create a new Crisis Communications Plan.

Methodology

To identify the specific problems, address the problems, and support the creation of this Crisis Communications plan, the Office of Emergency Preparedness (OEP) drafted and

¹ Doot, Thomas, Covid-19 Response Operations After Action Report / Improvement Plan (AAR/IP), 2020 (6-8)



published the COVID-19 AAR/IP in October of 2021. Shortly after, OEP conducted a literary review of crisis communication best practices.

After-Action Review / Improvement Plan (AAR / IP)

COVID-19 has been incorporated into the daily lives of City of Cleveland residents and employees since March 2020, and continues to directly and indirectly impact the physical, mental, and environmental health and well-being of our community. As of August 17th, 2021, the United States has reported approximately 36,951,181 total COVID-19 cases, and 620,493 total deaths since the start of the pandemic. Ohio has reported 1,164,808 total cases, and 20,648 deaths, while the City of Cleveland has reported 34,746 total cases and 529 deaths.²

Though initial response and coordination during the months of March 2020 to June 2020 remains ambiguous due to employee turnover and loss of organizational knowledge within City of Cleveland, the city responded to its residents' needs with the resources that were made available across all city departments. This includes distributing Personal Protective Equipment (PPE), creating a call center for COVID-19 related questions, conducting case investigations for residents who tested positive, and providing vaccine through various means—such as large distribution sites, pop-up clinics, and homebound vaccination teams.

The city's response to the COVID-19 pandemic continues to be a collaborative effort between the departments of Public Works, Public Safety, Public Utilities, Aging, Mayor's Office of Quality Control and Performance Management, Mayor's Office of Communications and is led by Public Health.

Timeline of Events

- **March 9th, 2020:** Ohio reported its first three cases of COVID-19; shortly after, the state went into lockdown, businesses closed, schools conducted online learning, and individuals stayed at home.
- **March 11th, 2020:** A Proclamation of Civil Emergency was declared in the City of Cleveland on, in response to the state orders of emergency, and would eventually extend through May 31st, 2021. Throughout 2020, the City of Cleveland experienced increases and decreases of COVID-19 cases, while total deaths due to infection steadily rose. COVID-19 ICU cases almost overwhelmed hospitals, unemployment's rates reached record highs, and people's overall quality of life declined.
- **December 11th 2020:** the Food and Drug Administration officially authorized Pfizer mRNA vaccines under an emergency use authorization (EUA) to mitigate and provide immunity to COVID-19 infection.

² Doot, Thomas, Covid-19 Response Operations After Action Report / Improvement Plan (AAR/IP), 2020 (6-8)



- **December 18th, 2020:** FDA granted EUA status to the Moderna mRNA vaccine. Initially, hospitals and CDPH administered limited supplies of vaccine to first responders, healthcare workers, and the elderly, and over time, vaccine became more widely available to populations aged twelve and older.
- **August 17th, 2021:** Though vaccine is widely available across the city and region, vaccine uptake remains low amongst city residents. COVID-19 continues to demonstrate challenges to City of Cleveland residents as more infectious variants spread throughout the population.

Strengths Identified in AAR/IP

One of the largest success stories of the city's pandemic response was vaccine distribution. Starting in December 2020, the city began vaccinating its first responders and front-line healthcare workers, and as vaccine became more widely available, the city expanded eligibility to those aged 65+, K-12 staff members, congregate care facilities, eventually leading to anyone aged 12 or up being eligible. Vaccine distribution continues to be operational at weekly standing clinics, homebound trucks, and pop-up sites.

The successes of COVID-19 response were largely in part due to the resiliency of city employees, and their dedication to city residents. Employee resiliency is a contributing attribute for the success of a city; however, systems and protocols need to provide the foundation for departments to act upon during normal business operations and emergency response operations. Incorporating Incident Command Structure (ICS) trainings, conducting periodic reviews of emergency operations plans, and exercising emergency scenarios—whether focusing on pandemics, environmental hazards, or disruptions in public services—will strengthen city department and employee resiliency, while also better preparing our residents for emergencies.

Challenges/Weaknesses

The city had substantial downfalls in the execution of response efforts to the COVID-19 pandemic. This was due to a lack of following pre-established plans, a failure to establish a proactive communications system, and a hesitancy to activate citywide incident command structures. By failing to meet these checkpoints, the city's response was delayed and not agile in addressing the immediate needs of its residents, while also putting abundant stress on city employees responding to the pandemic.

These shortcomings could have been mitigated through immediate review of the City's Emergency Operation Plan (EOP) during initial COVID-19 notification and threat assessments. The EOP acts as the foundational plan for activation of the city's Incident Command Structure (ICS) and Emergency Operations Center (EOC).³ Activating these

³ Horwatt, Robert. City of Cleveland Emergency Operations Plan, 2019 (5)



entities allows for coordinated efforts in resource allocation and communication strategies to respond and mitigate poor health outcomes in emergency situations.

Execution of a unified, concise, and accessible communication strategy to city departments and city residents is crucial to a successful response effort, especially in social environments where misinformation spreads easily. The City of Cleveland failed to identify a community-trusted source to act as the lead information liaison to its residents, while also failing to activate a Joint Information Center for streamlined communication to residents, employees, and community partners.

Improvement Plan

As a city, we have the opportunity to improve our response efforts for future emergencies and for the ongoing dangers that COVID-19 variants present to our vulnerable communities. The focus of our improvement strategy must address our failures in coordinated communications strategies and execution of emergency operations, while building upon our strengths in vaccine distribution.

Systems of clear, concise, and streamlined communication will greatly enhance the city's agility to react and respond to unplanned events. The City of Cleveland's communication strategy must strive to be proactive when engaging with the community. Communication strategies must be agile and flexible in order to address the changing environments emergencies present. Creating a strong foundation of proactive messaging and active community engagement will reinforce preparedness and response efforts within the city.



Emergency operations is a constant cycle of planning, execution, evaluation, and improvement. Though city operations during the COVID-19 pandemic met the needs of residents, further investment into citywide preparedness infrastructure must occur to continue to equitably and efficiently distribute resources during times of emergency.

PHEP Capability	F	T1	T2	T3	T4	T5	T6	T7
1. Community Preparedness	1	P	P					
	2	P	S	S	M			
	3	P	P	P				
	4	S	S	S				
2. Community Recovery	1							
	2							
	3							
3. Emergency Operations Coordination	1	P	P	S				
	2	S	S	S	S	S		
	3	P	P	P				
	4	S	M	S	P			
	5							
4. Emergency Public Information and Warning	1	U	U	U	M	M	S	
	2	N	U	U				
	3	S	S	S				
	4	S	S	P	S			
	5		M	S				
5. Fatality Management	1							
	2							
	3							
	4							
	5							
6. Information Sharing	1	S	S					
	2	P	S	P	S	S		
	3	S	P	S	P	S		
7. Mass Care	1	S	P					
	2	P	P		P			
	3	S	S		P			P
	4	P	P	P				
8. Medical Countermeasure Dispensing and Administration	1	S	P	P				
	2	P	P	P				
	3	P	S	S	P	S		
	4	P	P	P	P			
	5	P	S	P				

PHEP Capability	F	T1	T2	T3	T4	T5	T6	T7	T8
9. Medical Materiel Management and Distribution	1	P	P	S	P	P	S	P	P
	2	P	P						
	3	P	P						
	4	P	P	P	S				
	5	P	P	P	P	P	S	P	P
10. Medical Surge	1								
	2								
	3								
	4								
11. Non-Pharmaceutical Interventions	1								
	2								
	3								
	4								
12. Public Health Laboratory Testing (ODH ONLY)	1								
	2								
	3								
13. Public Health Surveillance and Epidemiological Investigation	1	S	P	P	U				
	2	P	U	U					
	3	U	P	U					
	4	U	U						
14. Responder Safety and Health	1	S	S	S	P				
	2	P	P						
	3			S	S	S	M	M	
15. Volunteer Management	1	P	S	P	P				
	2	P	P	P	P	N			
	3	P							
	4	S	M	P					

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Literary Review of Best Practices

Crisis Emergency Risk Communications – The Crisis Emergency Risk Communications (CERC) document is a Centers for Disease Control and Prevention (CDC) document that uses 6 principles of effective crisis and risk communication as its foundation: Be first, be right, be credible, express empathy, promote action, show respect. This document is a great first-look at a strategic crisis communication strategic framework that can be used to nest our own crisis communication plan within.⁵

The key takeaways from this document included the identification of CERC principles: Be first, be right, be credible, express empathy, promote action, and show respect. These principles can be seen in the pre-formatted notifications (attachments 1-8) that are pre-cleared and will be sent out after initial notification of the need for emergency warning to be put in place.

⁴ Doot, Thomas, Covid-19 Response Operations After Action Report / Improvement Plan (AAR/IP), 2020 (7)

⁵ Crisis and Emergency Risk Communications, 2014 (2)



Public Information Communications (PIC) Plan – A plan that details the public information communications plan for the Cleveland Department of Public Health. Used in some capacity during the initial COVID response to establish trusted channels of communication and information sharing. While this document is extensive, it is far too broad to be of use in an emergency, there are no inputs and few outcomes, defeating the purpose of the plan as it is missing key element recommended by the CERC. This PIC plan was used as the basis for the format of this Crisis Communications plan.

The key takeaway from the analysis of this document was the lack of functionality of the plans and procedures that are written into the City’s Emergency Operations Plans and the Emergency Response Plans. This functionality is rectified through the creation of a logic model, communications maps, and pre-formatted notifications that are pre-cleared and ready to be sent out at a moment’s notice. ⁶

City of Cleveland Emergency Operations Plan (EOP) – A plan that is used at the City's base plan for any emergency operation. Does not provide a significant amount of detail and is broad with many types of emergencies detailed that it seems to be overly-dependent on Standard operating guides (SOGs) and Standard operating procedures (SOPs) that OEP has been unable to find as of today's submission. This document, however, has allowed OEP to find the gaps in coverage in current plans around public information communications plans or crisis communications plans. The EOP and associated annexes are the only documents utilized in City emergencies and after thorough review, OEP determined that the EOP and associated annexes were lacking in detail and instruction. ⁷

The Key takeaway from this document is once again the lack of functionality that should be expected within pre-established plans and procedures. This lack of functionality is rectified by the pre-formatted notifications, the communications maps and the logic model found within the appendices and the attachments.

Dr. Dennis Mileti –Modernizing Public Messaging Warning

By reviewing the work of Dr. Denis Mileti and his decades of experience in Crisis Communications, the author of this document was able to identify 3 critical action items that would allow this plan to be functional: remove delays in warning and alerts, reduce issuance delays, and disseminate messages wisely. These are addressed through the creation of the logic model, the pre-formatted messages, and the communications map.

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⁶ Swade, Shaddy. Public Information Communications Plan. 2014.

⁷ Horwatt, Robert. City of Cleveland Emergency Operations Plan, 2019

⁸ Mileti, Dennis. “PrepTalks: Dr Dennis Mileti ‘Mdernizing Public Warning Messaging’” 2020



Purpose

Accurate and timely information is critical during a disaster. Rumors often abound and information is usually slow and inaccurate at best. It may be hours before officials know the facts. The lack of information or contradictory information may cause confusion. The public may believe rumors, hearsay and inaccurate information which may cause unnecessary fear and confusion.

To ensure that City of Cleveland residents and visitors receive accurate, timely, and potentially life-saving emergency notifications and information, City of Cleveland will conduct a comprehensive emergency public information program in accordance with the guidelines contained in this plan.

Scope

This plan outlines the processes that will be used to maintain and coordinate effective public information sharing between the City, traditional media, and the general public before, during, and after an incident.

Mission

The mission of the City of Cleveland in communicating using this Crisis Communications Plan is to provide a structure and system for developing and disseminating public information on behalf of the City of Cleveland officials; controlling rumors and inaccurate information that could undermine the public's confidence in the incident response effort.

Situation, Assumptions, and Limitations

Situation

- The City of Cleveland currently has a Mayor's Office of Communications plus departmental and divisional public information officers (PIOs) to disseminate public information.
- The Chief of Communications or designee will fill the role of Lead PIO in the event of emergency as a member of the Executive Policy Group.
- The City of Cleveland has the following technical resources available to communicate with the public: TV20, City Website, Social Media Accounts (Facebook, Twitter, Blogs, YouTube, etc.), CodeRED, community meetings and door-to-door notifications.
- The City of Cleveland has access to community partner PIOs and related personnel as supplemental support staff.
- Depending on the nature and magnitude of the emergency, different levels of public information will be required. Public information may, in fact, be the primary function occurring during an emergency. This may happen when:



- A perception exists with media and/or the public that the emergency or threat is bigger than the operational response required by government or emergency agencies.
- Rumors or misinformation cause unnecessary distress among citizens, provoke counter-productive public actions, and impede response and recovery efforts.
- The nature of the emergency requires more outreach, education and media/public inquiry support than operational response such as in advance of a pandemic or possible weather event.
- The City of Cleveland maintains a physical Joint Information Center (JIC) which operates under the Cleveland Emergency Operations Center (EOC) ICS Structure for staff to coordinate, prepare, and disseminate public information through the utilization of a Joint Information System (JIS).⁹

Assumptions

The following assumptions will be made by planners responding to the any City of Cleveland emergency. These assumptions are derived from the assumptions made in the City of Cleveland Emergency Operations Plan (EOP)

- Power/facilities will be readily available and functional during an incident.
- Technology will be readily available and functional during an incident.
- The JIC will be activated and serve as the central point for messaging.
- JIC staff and PIOs all have proper emergency operations training and understand their roles.
- Sufficient staff will be available to cover the JIC for the entirety of the incident.
- During an incident, the public needs timely, accurate information on the situation and appropriate instructions regarding personal protective actions that should be taken to minimize injury, loss of life and damage to property.
- Local media will cooperate in disseminating warning and emergency public information.
- The media will demand information about the situation and supplement with available subject matter experts.
- The number of media personnel responding to the incident, their function, and their jurisdiction will depend on incident magnitude. Some emergency situations may generate substantial media interest and draw national and international media as well as local and regional media overwhelming the available emergency public information staff.
- Social media will be used by the public and the media, whose messages will be based on what they see and hear, not necessarily vetted facts.
- The public will turn to local media and social media as sources of information and guidance.

⁹ Horwatt, Robert. City of Cleveland Emergency Operations Plan, 2019



- There may be times when disaster strikes without warning and the Public Information System cannot react rapidly enough.
- During an incident, all departmental and divisional actions will be guided by the Citywide EOP, this Communications plan, and the hazard-specific appendices.

Limitations

The following limitations will be assumed by planners responding to the any City of Cleveland emergency. These limitations are derived from the assumptions made in the City of Cleveland Emergency Operations Plan (EOP)¹⁰

- During a major incident, the City may not be able to communicate with all impacted individuals.
- The primary source of preparing and disseminating information to the public is electronic. Lack of, or dysfunctional, technology due to equipment failure, power outage, damaged telecommunications lines, and overloaded services such as cellular towers and internet sites could impede communications.
- PIOs may have limited access to resources (laptops, smart phones, cell phones, etc.).
- PIOs do not always have access to disseminate information in an expected, consistent manner. For example, not all PIOs have access to send email or post on behalf of the City of Cleveland or departmental/divisional accounts.
- External partner PIOs must rely on authorized staff for access to the EOC/JIC.
- In some events, public information may be necessary prior to the establishment of incident command primarily due to the speed of non-traditional and social media.
- Government processes for vetting information and channeling approvals through chain-of-command slow down public information response.
- Pre-scripted messaging and templates often must be altered before dissemination.

III. Concept of Operations

Activation of Plan

Trigger Criteria

Trigger criteria are the criteria inherent in a situation that will cause this plan to be activated. Trigger criteria will be determined by the situation. Most emergency situations will require activation of this plan and the accompanying communication map and the emergency notifications. Below are a few of the trigger criteria that will necessitate the activation of this plan. Activation of the attachments such as communication maps and emergency notifications will be determined as needed by the Joint Information Center (JIC) manager or the Chief of Communications in the event that the JIC has not yet been activated.

¹⁰ Horwatt, Robert. City of Cleveland Emergency Operations Plan, 2019



- Health Alert regarding a novel virus or an outbreak of a class I reportable disease.
- Any severe inclement weather warning issued by the National Weather Service (NWS)
- Any terrorist attacks
- Any attack utilizing explosives
- Any event requiring evacuation of a specific area

Decision Making Process

To determine the steps to follow and the resources to use, JIC managers and Public Information Officers should utilize the logic Model in Appendix C. Using this model, the JIC manager and PIOs will be able to determine which resources to use and which emergency operations plans to utilize for the duration of the event. The decision to publish initial information will be determined by the JIC manager and/or the Chief of Communications. However, all attachments in this document will be pre-screened and pre-cleared in the revision process. Any attachment will be able to be sent using expedited clearance procedures to send information out quickly in the midst of a crisis while also adhering to some of the principles of the CERC: be first, be right, be credible, promote action.

Activation Process

Activation of this plan will go into affect during initial notification procedures of City staff (found in numerous city plans housed in different city division plans). This plan will be activated by the Mayor's Office of Communications, at the earliest shortly after notification of an event, and at the latest following the Situation Briefing scheduled to take place 2 hours after any emergency event as laid out in the City's Emergency Operations Plan (EOP). Upon activation, it will be up to the Chief of Communications whether there will be a stand-up of the JIC, where the JIC will be located, and who will be responsible for staffing the JIC.

Means of Dissemination

Dissemination of emergency notifications will be sent through the pre-established emergency notification procedures through the following channels: WEA, CodeRED, Facebook, Twitter, Radio, Press Releases. Additionally, utilizing the communications maps (attachment 9-16) Mayor's Office of Communications and/or the JIC will be responsible for establishing lines of communication with all partners and stakeholders identified as needing to be informed about an emergency. This will take place through trusted forms of communication such as email and telephone.

Clearance Procedures

Clearance procedures are the procedures which the office that is given authority to speak to the public or to stakeholders uses to ensure that communications are being



“cleared” prior to being sent. This is critical to ensure that information is correct, that messaging is consistent across offices, and that the City speaks with as few voices as possible during a chaotic emergency. Detailed Clearance procedures will be established shortly after the Situation Briefing. This will be one task identified in the tactics meeting, set to take place 3 hours after the situation briefing (or notification hour plus 5 hours). Until detailed clearance procedures are established, the following clearance procedures will be utilized:

- Primary Division PIO (identified in applicable Communications map) will have all information clearance authority delegated to them to share through all notification systems as well as with all stakeholders.
- Chief of Communications will hold all clearance procedures for any communications being shared out of the Mayor’s office of Communications.
- All other PIOs will clear any public messages through the Chief of Communications or through the Primary PIO determined by the lead division.
- All other PIOs will have all authority to share information with stakeholders identified in the communication map provided it retains the classification of “For Official use Only” or “FOUO”

Upon conclusion of defining the operational period’s clearance procedures, it will be the responsibility of the JIC manager to enforce those clearance procedures. However, JIC manager and/or Chief of Communications must remain vigilant of cumbersome and burdensome clearance procedures as those may slow the flow of information both to the public and to stakeholders.

IV. Responsibilities and Functions

Mayor’s Office of Communications (MoC)

The Mayor’s Office of Communications houses the Chief of Communications who is the head Communications officer for the City of Cleveland. This position is responsible for the decision to activate this plan, responsible for briefing during the Situation brief, and will be responsible for either managing the JIC or delegating management of the JIC to another PIO.

The Mayor’s Office of Communication has the majority of the staff that will be operating the JIC and will be working within the construct of the Joint Information System (JIS). These staff will be responsible for establishing phone lines, lines of communication, regular reporting procedures based on the nature of the incident etc. All while following the guidance established in the City’s EOP and in conjunction with their timelines based on the nature of the incident.



Office of Emergency Management (OEM)

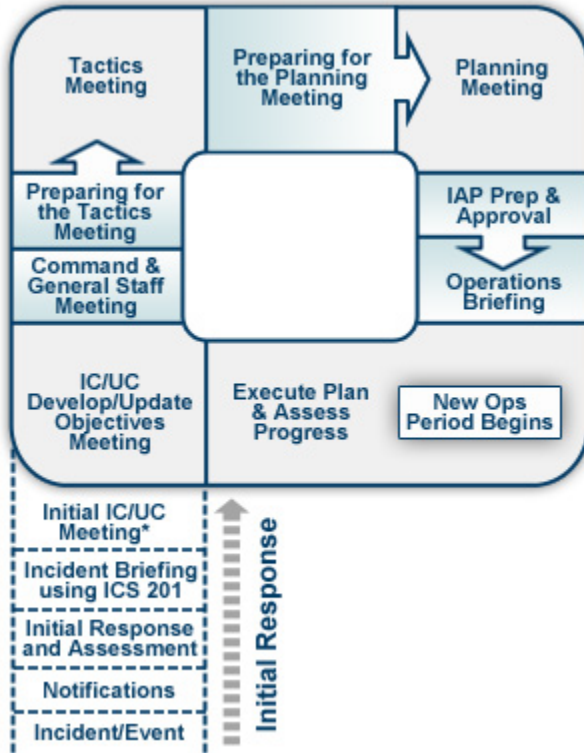
The Office of Emergency Management is responsible for facilitating the response to the event. OEM will provide a Liaison Officer (LNO) to the JIC to better facilitate communication between the JIC and the operational and planning units responding to the emergency. The LNO will keep the JIC informed of necessary meeting, timelines, and lines of effort that are being worked on throughout the response.

Departmental / Divisional Public Information Officers (PIOs)

The Departmental and Divisional PIOs will play a critical role by communicating to stakeholders and getting those stakeholders brought into the information dissemination process established in the Communications Maps (attachments 9-16). The divisional PIOs will be responsible for establishing contact with stakeholder PIOs and providing points of contact for the planning and operational sections of the Emergency Operations Center (EOC). PIOs will be the first touch point with stakeholders and will be a consistent presence in communication between the city and outside organizations. The Lead PIO is established based on the incident. Any incident requiring multiple communications maps will be deconflicted by the Chief of Communications within the Mayors Office of Communications. The Lead PIO will have all clearance authority delegated to them by the Chief of Communications until such a time that the clearance procedures are either changed or clarified during the operational period.

V. Information Collection and Dissemination

It is critical to continuously collect and disseminate information in the middle of an emergency. To continuously collect and disseminate information, the JIC Manager will take part in the regularly-schedule meetings set in the EOP utilizing the "Planning P." In these numerous meetings throughout the operational period, information is shared between the JIC and EOC planning, operational, logistics, and finance elements. The



scheduled meetings will be established each operational period but during the initial phases, meetings generally take place every other hour. With preparation for meetings generally taking one hour in order to continue to prepare for the meeting by collecting information and completing tasks associated with the previous meeting.¹¹

The JIC manager will be responsible for establishing a schedule of updates, press releases and sharing of information with stakeholders. This should generally occur following every meeting the JIC manager participates in.

VI. Conclusion

The City’s Crisis Communications Plan is critical for proper information sharing in the midst of Crisis. The lessons learned throughout previous responses as well as an extensive literature review have assisted the author this plan in creating a functional document that must be utilized to facilitate emergency notification and warning, protect the City of Cleveland and save lives.

¹¹ Horwatt, Robert. City of Cleveland Emergency Operations Plan, 2019



Appendix A – Glossary

Access and Functional Needs: Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to; maintaining independence, communication, transportation, supervision, and medical care.

After Action Report/Improvement Plan (AAR/IP): A consolidation of information gathered during the testing and evaluation of an agency’s plan through an exercise or real-world event. The report provides feedback to participating entities and governing agencies in the achievement of the exercise objectives and overall capabilities of the agency. Information gleaned from this process identifies and guides future improvement actions in the IP.

Agency: An agency is a division of government with a specific function, or a nongovernmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In Incident Command System, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance).

All-Hazards: Any incident, natural, or man-made, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Attachment: A supplementary document that is necessarily attached to a primary document in order to address deficiencies. Inclusion of an attachment is necessary for a primary document to be complete.

- Attachments are included immediately after the primary document that they supplement and are designated by Arabic numbers.
- When referenced, attachments are designated with a **grey highlight**.

Annex: Something added to a primary document (e.g., an additional plan, procedure or protocol) to expand the functionality of the primary document to which it is attached. It is distinguished from both an attachment and an appendix in that it can be developed independently of the primary document. It is considered an expansion of the primary document and not merely a supplement or a complement.

- In a plan, annexes guide a specific function or type of response.
- Annexes are included immediately after the appendices of the primary document to which they are added.
- When referenced, annexes are designated with a **grey highlight**.
- When considered independently from the basic plan, annexes are, themselves, primary documents and may include attachments and appendices, but never their own annexes.
 - Attachments to annexes are designated by Arabic numerals preceded by the letter of the annex and a dash, e.g., “A-I.”



- Appendices to annexes are designated by numbers preceded by the letter of the annex and a dash, e.g., “A-1.”
- Though developed independently from the primary document, an annex must be activated as part of the plan and cannot be activated apart from it.

Appendix: Any complementary document, usually of an explanatory, statistical or bibliographic nature. An appendix is added to a primary document, but not necessarily essential to its completeness, and distinguished from an attachment. Inclusion of an appendix is not necessary for a primary document to be complete.

- Appendices are included immediately after the attachments of the primary document to which they are added and are designated by Arabic numbers.
- When referenced, appendices are designated with a grey highlight.

Base Plan: The main body of a plan; a basic plan is a primary document and may include attachments, appendices and annexes.

Check-In: The process through which resources first report to an incident. Check-in locations include the Incident Command Post, Resource Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections.

Command Staff: The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Department Commander. They may have an Assistant or Assistants, as needed.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Continuity of Operations Plan (COOP): Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations (NGOs), as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

Coordinate: To advance systematically an analysis and exchange of information among principles who have or may have a need to know certain information to carry out a specific incident management responsibilities.

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions; however, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.



C-MIST: A functional framework for emergency planning that organizes the needs of individuals with access and functional needs into five categories;

Communication: This category includes people who have limited or no ability to speak, see, hear or understand. During an emergency, people with communication needs may not be able to hear announcements, see signs, understand messages or verbalize their concerns

- **Medical:** People in this group require assistance in managing activities of daily living such as eating, dressing, grooming, transferring and going to the toilet. It includes managing chronic, terminal or contagious health conditions (such as ongoing treatment and administration of medications, IV therapy, catheters, tube feeding, dialysis, oxygen, operating life sustaining equipment...) During an emergency, people may be separated from family and friends. Early identification of these needs and intervention can avoid deterioration of health.
- **Independence:** This includes people who are able to function independently if they have their assistive devices and/or equipment. Items consist of mobility aids (such as wheelchairs, walkers, canes, crutches); communication aids; medical equipment, (such as catheters, oxygen, syringes, medications); and C-MIST Barbara Purdy Emergency Planning 2 service animals. Individuals may become separated from their assistive equipment and/or animals in an emergency. Those at risk whose needs are recognized and restored early are able to maintain their independence and manage in mass shelters. Effectively meeting their functional needs prevents secondary complications.
- **Supervision:** People with supervision needs may include those who have psychiatric conditions (such as dementia, Alzheimer, Schizophrenia, depression or severe mental illness); addiction problems; brain injury, or become anxious due to transfer trauma. During an emergency, some people with mental illness may be able to function well while others require a more protected and supervised setting.
- **Transportation:** Emergency response requires mobility and this category includes people who are unable to drive because of disability, age, temporary injury, poverty, addiction, legal restriction or have no access to a vehicle. Wheelchair accessible transportation may be necessary. Pre-planning evacuation needs helps prevent chaos during an emergency and many people can function independently once evacuated to safety.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Common Operating Picture: An overview of an incident by all relevant parties that provide a incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.



Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Coordinator(s) prior to their assuming command on larger incidents.

Demobilization: The orderly, safe, and efficient, return of an incident resource to its original location and status.

Department Operations Center (DOC): The physical location where the public health department comes together during an emergency to coordinate response and recover actions and resources.

Department Operations Center (DOC) Manager: CCBH staff member responsible for management of the CCBH DOC and DOC support staff.

Deputy: A fully qualified individual who, in the absence of a superior can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies are assigned to Incident Commander, General Staff, and Branch Directors.

Disaster: Any imminent threat or actual occurrence of widespread or severe damage to or loss of property, personal hardship or injury, or loss of life that results from any natural phenomenon or act of a human.

Emergency: Any incident, human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): The Emergency Management Assistance Compact (EMAC) is the first national disaster-relief compact since the Civil Defense and Disaster Compact of 1950 to be ratified by Congress. Since ratification and signing into law in 1996 (Public Law 104-321), 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become EMAC members. EMAC offers assistance during governor-declared states of emergency through a mutual aid framework that allows states to send personnel and equipment to help disaster relief efforts in other states. EMAC establishes a firm legal foundation for interstate mutual aid deployments. Once the conditions for providing assistance to a requesting state have been set, the terms constitute a legally binding contractual agreement that makes affected states responsible for reimbursement. The EMAC legislation solves the problems of liability and responsibilities of cost and allows for credentials, licenses, and certifications to be honored across state lines.



Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, sub- state, regional, and local governments, private sector organizations, critical infrastructure owners and operators, NGOs, and all other organizations and individuals who assume an emergency management role; also known as an Emergency Responder.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Response Plan (ERP): A plan to provide comprehensive, practical and structured guidance to those responsible for developing an emergency response.

Emergency Support Function: The grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents.

Epidemiologist (EPI): A person who studies or is an expert in the branch of medicine which deals with the incidence, distribution, and possible control of diseases.

Epidemiology (EPI): The branch of medicine dealing with the incidence and prevalence of disease in large populations and with detection of the source and cause of [epidemics](#) of infectious disease.

Event: A planned, non-emergency activity. Incident Command System can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

Finance/Administration Section: The ICS functional section responsible for approving and tracking all expenditures and spending related to the incident.

Function: Function refers to the five major activities in ICS; Command, Operations, Planning, Logistics, and Finance/Administration. The term “function” is also used when describing the activity involved, e.g., the planning function. A sixth function, intelligence/investigations, may be established, if required, to meet incident management needs.



General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff usually consists of the Operations Section Chief, Planning Section Chief, Logistics Sections Chief, and Finance and Administration Section Chief. An Intelligence/Investigations Chief may also be established, if required, to meet the incident management needs.

Geographic Information System (GIS): An electronic information system, which provides a georeferenced database to support management needs.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Homeland Security Exercise and Evaluation Plan (HSEEP): Provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development conduct, evaluation and improvement planning.

Incident: An occurrence or event, natural or human-caused, which requires emergency response to protect life or property. Incidents can include, but are not limited to major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC/Deputy Incident Commander (DC) has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.



Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy or strategies, and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives. Incident Objectives should be SMART: Specific, Measurable, Achievable, Realistic and Task-Oriented.

Just-In Time Training (JITT): Training scheme in which the required knowledge and skills are imparted for immediate application, to avoid loss of retention due a time gap.

Job Action Guide (JAG): Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or mandated function.

Liaison Officer: (LNO): A member of the Command Staff responsible for coordinating with representatives from Cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of



whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics Section: The Section responsible for providing facilities, services, and materials for the incident.

Medical Countermeasure (MCM): Biologics, drugs or devices that may be used in the event of a potential public health emergency stemming from a terrorist attack with a biological, chemical, radiological/nuclear material, a naturally-occurring emerging disease or a natural disaster.

Medical Reserve Corps (MRC): a network in the United States of community-based units initiated and established by local organizations to meet the public health needs of their communities sponsored by the Office of the Assistant Secretary for Preparedness and Response (ASPR).

Memorandum of Understanding (MOU): Describes an agreement between two or more parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often formed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Systems (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operations centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the National Incident Management System (NIMS).



Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Multi-Year Training and Exercise Plan (MYTEP): A document that outlines a program's long-term strategy for building capabilities through exercises and training. A multiyear training & exercise plan:

- Takes stock of current program plans and capabilities.
- Lays out long-term program goals and objectives.

National Incident Management System (NIMS): A system mandated by Homeland Security Presidential Directive (HSPD)-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments, the private sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS, MACS, training, identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework: Part of the National Strategy for Homeland Security that presents the guiding principles enabling all levels of domestic response partners to prepare for and provide a unified national response to disasters and emergencies.

Nongovernmental Organization (NGO): An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it will may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Ohio Administrative Code (OAC): Legislation enacted by the Ohio General Assembly, published in the Laws of Ohio, and codified in the Ohio Revised Code. State agencies promulgate rules and regulations (sometimes called administrative law) in the Register of Ohio, which are in turn codified in the Ohio Administrative Code (OAC).

Operational Period: The time scheduled for executing a given set of operational actions, as specified in the Incident Action Plan. Operational periods can be various lengths, although are usually 12 to 24 hours.

Operations Section: The Section responsible for all tactical operations at the incident, includes; Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.



Ohio Revised Code (ORC): The Ohio Revised Code contains all current statutes of the Ohio General Assembly of a permanent and general nature, consolidated into provisions, titles, chapters and sections. However, the only official publication of the enactments of the General Assembly is the Laws of Ohio; the Ohio Revised Code is only a reference.

Personal Protective Equipment (PPE): Clothing or devices worn to help isolate a person from direct exposure to a hazardous material or situation. This can include protective clothing, respiratory protection, and eye protection.

Plan: A collection of related documents used to direct response or activities. Plans may include up to four types of documents, which are the following: Base Plan, Attachment, Appendix and Annex. When referenced, plans are designated with a **gray highlight**.

Planning Meeting: A meeting held, as needed, prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for services and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident action Plan (IAP).

Planning Section: The organizational element responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Point of Dispensing (POD): A location that is operated to distribute medication or vaccines to the public.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.



Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resources Unit: Functional Unit with the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Resource Unit Leader (RESL): The ICS position responsible for ordering and tracking the delivery of incident-related resources and supplies; coordinates with other units to care for and maintain arriving, staged, and employed mutual aid resources; coordinated with Demobilization Unit to demobilizing of resources; falls under the Planning Section

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.



Section: The organizational level having responsibility for a major functional area of incident management, e.g. Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Commander.

Situation Report (SITREP): Often contain confirmed or verified information regarding the specific details relating to the incident. A report on the current conditions and circumstances of a particular incident that is typically prepared by the Situation Unit Leader (SITL) from the Planning Section.

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Operating Guideline (SOG): A set of instructions having the force of a directive, covering those features of operations that lend themselves to a definite or standardized procedure without loss of effective.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

Strategy: The general direction selected to accomplish incident objectives set by the IC/SC.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategic National Stockpile (SNS): The United States National repository of antibiotics, vaccine, chemical antidotes, antitoxins, and other critical medical equipment and supplies.

Subject Matter Expert (SME): An individual with a deep understanding of a particular process, function, technology, machine, material, or type of equipment. Individuals designated as subject matter experts are typically sought out by others interested in learning more about or leveraging their unique expertise to solve specific problems or help meet particular technical challenges.

Support Agencies: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.



Tactics: Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Unified Command (UC): An application of ICS used when there is more than one agency with incident jurisdiction, or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unit Leader: The individual in charge of managing Units within an ICS functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established with ICS (e.g. Base Camp Manager), but many others will be assigned as technical specialists.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed.

Weapons of Mass Destruction (WMD): A nuclear, radiological, chemical, biological, or other weapon that can kill and bring significant harm to a large number of humans or cause great damage to human-made structures, natural structures or the biosphere.¹²

¹² Friis, Kevin



Appendix B – Acronyms

Acronym	Description
AAR/IP	After Action Report/Improvement Plan
ADAMHS	Alcohol, Drug, Addiction & Mental Health Services
AFN	Access & Functional Needs
AGENCY REP	Agency Representative
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCBH	Cuyahoga County Board of Health
CCEOC	Cuyahoga County Emergency Operations Center
CCMEO	Cuyahoga County Medical Examiner’s Office
CCOEM	Cuyahoga County Office of Emergency Management
CDPH	Cleveland Department of Public Health
CDS	County Drop Site
CERT	Citizen Emergency Response Team
CHA	Center for Health Affairs
CHIP	Community Health Improvement Plan
CMIST	Communication, Medical, Independence, Supervision & Transportation
COOP	Continuity of Operations Plan
DC	Deputy Chief
DCFS	Department of Child & Family Services
DD	Developmental Disabilities
DEMOB	Demobilization
DJFS	Department of Job & Family Services
DOA	Department of Aging
DOC	Department Operations Center
DOCL	Documentation Unit Leader
EI	Essential Elements of Information
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPG	Emergency Policy Group
EPI	Epidemiologist/Epidemiology
ERC	Emergency Response Planner
ERP	Emergency Response Plan
ESF	Emergency Support Function
ESF	Emergency Support Function
ESI	Epidemiology, Surveillance & Informatics
FAS	Finance & Administration Section
FBI	Federal Bureau of Investigation



GCHD	Geauga County Health District
GCRTA	Greater Cleveland Regional Transit Authority
GIS	Geospatial Informational System
HAN	Health Alert Network
HHS	United States Department of Health & Human Services
HSEEP	Homeland Security Exercise Evaluation Program
HVA	Hazard Vulnerability Analysis
HWR	The Hospice of the Western Reserve
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IMAC	Intrastate Mutual Aid Compact
JAG	Job Action Guide
JIC	Joint Information Center
JITT	Just-In-Time Training
KC	Knowledge Center
LCGHD	Lake County General Health District
LCPH	Lorain County Public Health
LEPC	Local Emergency Planning Committee
LHD	Local Health Department
LNO	Liaison Officer
MAA	Mutual Aid Agreement
MACS	Multi-Agency Coordination System
MARCS	Multi-Agency Radio Communications System
MCM	Medical Countermeasure Dispensing
MEP	Master Exercise Practitioner
MMRS	Metropolitan Medical Response System
MoC	Mayor’s Office of Communications
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
MYTEP	Multi-Year Training & Exercise Plan
NDMS	National Disaster Medical System
NEO	Northeast Ohio
NEOLHD	Northeast Ohio Local Health Departments
NEORHD	Northeast Ohio Regional Health Departments
NEORS	Northeast Ohio Regional Sewer District
NIMS	National Incident System
NIPP	National Infrastructure Protection Plan
NPI	Non-Pharmaceutical Intervention
NRF	National Response Framework
OAC	Ohio Administrative Code
OCDSE	Office of Communicable Disease Surveillance & Epidemiology
ODA	Ohio Department of Agriculture
ODH	Ohio Department of Health



Cleveland Department of Public Health

OEM	Office of Emergency Management
OEMA	Ohio Emergency Management Agency
OEP	Office of Emergency Preparedness
OEPA	Ohio Environmental Protection Agency
OFDA	Ohio Funeral Directors Association
OMORT	Ohio Mortuary Operations Response Team
ORC	Ohio Revised Code
PH	Public Health
PHEP	Public Health Emergency Preparedness
PIC	Public Information & Communication
POD	Point of Dispensing
PSC	Planning Section Chief
PS-UAWG	Public Safety - Urban Area Workgroup
QI	Quality Improvement
RESL	Resource Unit Leader
RR	Resource Request
SITL	Situation Unit Leader
SITREP	Situation Report
SMART	Specific, Reasonable, Achievable, Measurable, Task-Oriented
SME	Subject Matter Experts
SNS	Strategic National Stockpile
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
TEP	Training & Exercise Plan
THIRA	Threat & Hazard Identification & Risk Assessment
TOC	Table of Contents
UC	Unified Command
VA	Veteran Affairs
VNA	Visiting Nurse Association
WMD	Weapons of Mass Destruction



Appendix C – Logic Model

Scenario / Hazard	Output	Communications Map	Additional References
Fire	Attachment 1	Attachment 9 - Communication Map - Fire	Basic plan EOP, Fire Annex
HAZMAT	Attachment 2	Attachment 10 - Communication Map - HAZMAT	Basic Plan EOP, HAZMAT Annex, MCM plan (All other annexes applicable to the nature of the emergency, see additional scenarios)
IED	Attachment 3 – If needed, Attachment 7, 8	Attachment 11 - Communication Map IED – if needed attachment 15, 16	Basic Plan EOP, IED Annex (All other annexes applicable to the nature of the emergency, see additional scenarios)
Inclement Weather	Attachment 4	Attachment 12 - Communication Map Inclement Weather	Basic Plan EOP, Inclement Weather Annex
Neighborhood Evacuation	Attachment 5 – if needed, attachment 7, 8, 1, 2	Attachment 13 - Communication Map Neighborhood Evacuation – if needed Attachment 9, 10, 15, 16	Basic Plan EOP, Neighborhood Evacuation Annex (All other annexes applicable to the nature of the emergency, see additional scenarios)
Public Health Emergency	Attachment 6	Attachment 14 - Communication Map – Public health emergency	Basic Plan EOP, Public Health Annex, MCM plan, Epidemiology Plan
Radiological Event	Attachment 7 – if needed attachment 8	Attachment 15 - Communication Map – Radiological Event	Basic Plan EOP, Radiological Annex, MCM plan, Epidemiology Plan



		- if needed attachment 16	
Terrorist Event	Attachment 8 - if needed attachment 2, 3, 5, 7	Attachment 16 - Communication Map - Terrorist Event - if needed attachments 9, 10, 13, 15	Basic Plan EOP, Terrorist Annex (All other annexes applicable to the nature of the emergency, see additional scenarios)



Attachment 1– Pre-Formatted Messaging: Fire Event

Twitter

EMERGENCY ALERT: [Office] has issued an alert: There has been a fire at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources. (1/2)

A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions. (2/2)

Facebook

EMERGENCY ALERT: [Office] has issued an alert: There has been a fire at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources.

CodeRED

This is an emergency alert from the City of Cleveland: There has been a fire at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Follow the City of Cleveland Twitter and Facebook for more information and stay tuned to your local news source.

WEA

This is an emergency alert from the City of Cleveland: There has been a fire at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Follow the City of Cleveland Twitter and Facebook for more information and stay tuned to your local news source.

Radio

This is an emergency alert from the City of Cleveland: There has been a fire at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Follow the City of Cleveland Twitter and Facebook for more information and stay tuned to your local news source.

News Release

[Office] has issued an alert: There has been a fire at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Follow the



City of Cleveland Twitter and Facebook for more information and stay tuned to your local news source.



Attachment 2- Pre-Formatted Messaging: HAZMAT Event

Twitter

EMERGENCY ALERT: [Office] has issued an alert: There is a hazardous material release at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. (1/2)

A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions. (2/2)

Facebook

EMERGENCY ALERT: [Office] has issued an alert: There is a hazardous material release at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

CodeRED

This is an emergency alert from the City of Cleveland: There is a hazardous material release at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources.

WEA

This is an emergency alert from the City of Cleveland: There is a hazardous material release at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources.

Radio

[Office] has issued an alert: There is a hazardous material release at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and



your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

News Release

[Office] has issued an alert: There is a hazardous material release at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.



Attachment 3- Pre-Formatted Messaging: IED Event

Twitter

EMERGENCY ALERT: [Office] has issued an alert: There has been an explosive device found at [LOCATION] at [TIME]. Stay out of the area while officials respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources. (1/2)

A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions. (2/2)

Facebook

EMERGENCY ALERT: [Office] has issued an alert: There has been an explosive device found at [LOCATION] at [TIME]. Stay out of the area while officials respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

CodeRED

This is an emergency alert from the City of Cleveland: There has been an explosive device found at [LOCATION] at [TIME]. Stay out of the area while officials respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources.

WEA

This is an emergency alert from the City of Cleveland: There has been an explosive device found at [LOCATION] at [TIME]. Stay out of the area while officials respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources.

Radio

This is an emergency alert from the City of Cleveland: There has been an explosive device found at [LOCATION] at [TIME]. Stay out of the area while officials respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources.



sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

News Release

This is an emergency alert from the City of Cleveland: There has been an explosive device found at [LOCATION] at [TIME]. Stay out of the area while officials respond to the scene. If you are between [Border street] and [Border street] evacuate the area immediately and stay away until told to return. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.



Attachment 4– Pre-Formatted Messaging: Inclement Weather Event

Twitter

EMERGENCY ALERT: The National Weather Service has issued an alert: There is a [WEATHER] warning in the area until [TIME]. This affects an area between [AREA] and [AREA]. If you are in this area [RESPONSE]. Stay tuned to this account, Facebook, and your local news sources. (1/2)

A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions. (2/2)

Facebook

EMERGENCY ALERT: The National Weather Service has issued an alert: There is a [WEATHER] warning in the area until [TIME]. This affects an area between [AREA] and [AREA]. If you are in this area [RESPONSE]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

CodeRED

This is an Emergency Alert from The National Weather Service: There is a [WEATHER] warning in the area until [TIME]. This affects an area between [AREA] and [AREA]. If you are in this area [RESPONSE]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

WEA

This is an Emergency Alert from The National Weather Service: There is a [WEATHER] warning in the area until [TIME]. This affects an area between [AREA] and [AREA]. If you are in this area [RESPONSE]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

Radio

This is an Emergency Alert from The National Weather Service: There is a [WEATHER] warning in the area until [TIME]. This affects an area between [AREA] and [AREA]. If you are in this area [RESPONSE]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

News Release



This is an Emergency Alert from The National Weather Service: There is a [WEATHER] warning in the area until [TIME]. This affects an area between [AREA] and [AREA]. If you are in this area [RESPONSE]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.



Attachment 5– Pre-Formatted Messaging: Neighborhood Evacuation Event

Twitter

EMERGENCY ALERT: [Office] has issued a notice to evacuate [neighborhood] issued at [TIME] due to [SCENARIO]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. (1/2)

A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions. (2/2)

Facebook

EMERGENCY ALERT: [Office] has issued a notice to evacuate [neighborhood] issued at [TIME] due to [SCENARIO]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

CodeRED

This is an Emergency Alert From [Office]: [Office] has issued a notice to evacuate [neighborhood] issued at [TIME] due to [SCENARIO]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

WEA

This is an Emergency Alert From [Office]: [Office] has issued a notice to evacuate [neighborhood] issued at [TIME] due to [SCENARIO]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

Radio



This is an Emergency Alert From [Office]: [Office] has issued a notice to evacuate [neighborhood] issued at [TIME] due to [SCENARIO]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

News Release

This is an Emergency Alert From [Office]: [Office] has issued a notice to evacuate [neighborhood] issued at [TIME] due to [SCENARIO]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.



Attachment 6– Pre-Formatted Messaging: Public Health Event

Twitter

[Communications must be tailored to the public health emergency] EMERGENCY ALERT: [Office] has issued a public health advisory due to reports of [case information]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

Facebook

[Communications must be tailored to the public health emergency] EMERGENCY ALERT: [Office] has issued a public health advisory due to reports of [case information]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

CodeRED

[Communications must be tailored to the public health emergency] This is an emergency alert from [Office]: [Office] has issued a public health advisory due to reports of [case information]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

WEA

[Communications must be tailored to the public health emergency] This is an emergency alert from [Office]: [Office] has issued a public health advisory due to reports of [case information]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

Radio

[Communications must be tailored to the public health emergency] This is an emergency alert from [Office]: [Office] has issued a public health advisory due to reports of [case information]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

News Release

[Communications must be tailored to the public health emergency] This is an emergency alert from [Office]: [Office] has issued a public health advisory due to reports of [case



information]. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.



Attachment 7- Pre-Formatted Messaging: Radiological Event

Twitter

EMERGENCY ALERT: [Office] has issued an alert: There has been a radiation event at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. (1/2)

A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions. (2/2)

Facebook

EMERGENCY ALERT: [Office] has issued an alert: There has been a radiation event at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

CodeRED

This is an emergency alert from the City of Cleveland: There has been a radiation event at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources.

WEA

This is an emergency alert from the City of Cleveland: There has been a radiation event at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources.

Radio

[Office] has issued an alert: There has been a radiation event at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and



your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

News Release

[Office] has issued an alert: There has been a radiation event at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.



Attachment 8- Pre-Formatted Messaging: Terrorist Event

Twitter

EMERGENCY ALERT: [Office] has issued an alert: There has been a terrorist attack at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. (1/2)

A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions. (2/2)

Facebook

EMERGENCY ALERT: [Office] has issued an alert: There has been a terrorist attack at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

CodeRED

This is an emergency alert from the City of Cleveland: There has been a terrorist attack at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources.

WEA

This is an emergency alert from the City of Cleveland: There has been a terrorist attack [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources.

Radio

[Office] has issued an alert: There has been terrorist attack at [LOCATION] at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and



your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

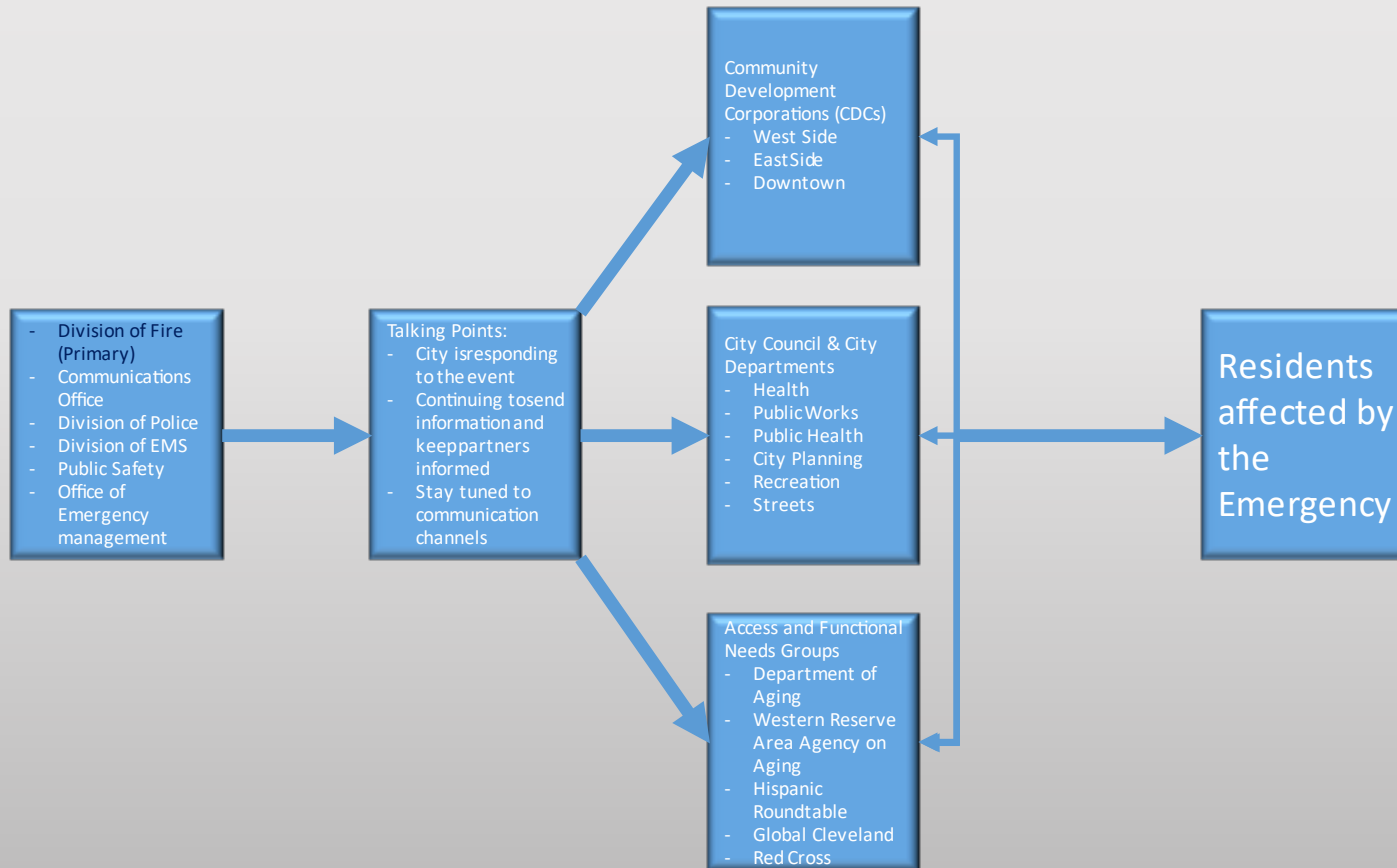
News Release

[Office] has issued an alert: There has been a terrorist at [LOCATION} at [TIME]. Stay out of the area while fire and EMS respond to the scene. If you are between [Border street] and [Border street] leave the area immediately and stay away until told to return. If you have a face covering, put it on and keep it on. Stay tuned to this account, Facebook, and your local news sources. A phone line has been set up to answer questions around the event. Call the help line established at [Phone Number] to ask questions.

Attachment 9- Communication Map - Fire



Communications Map - Fire





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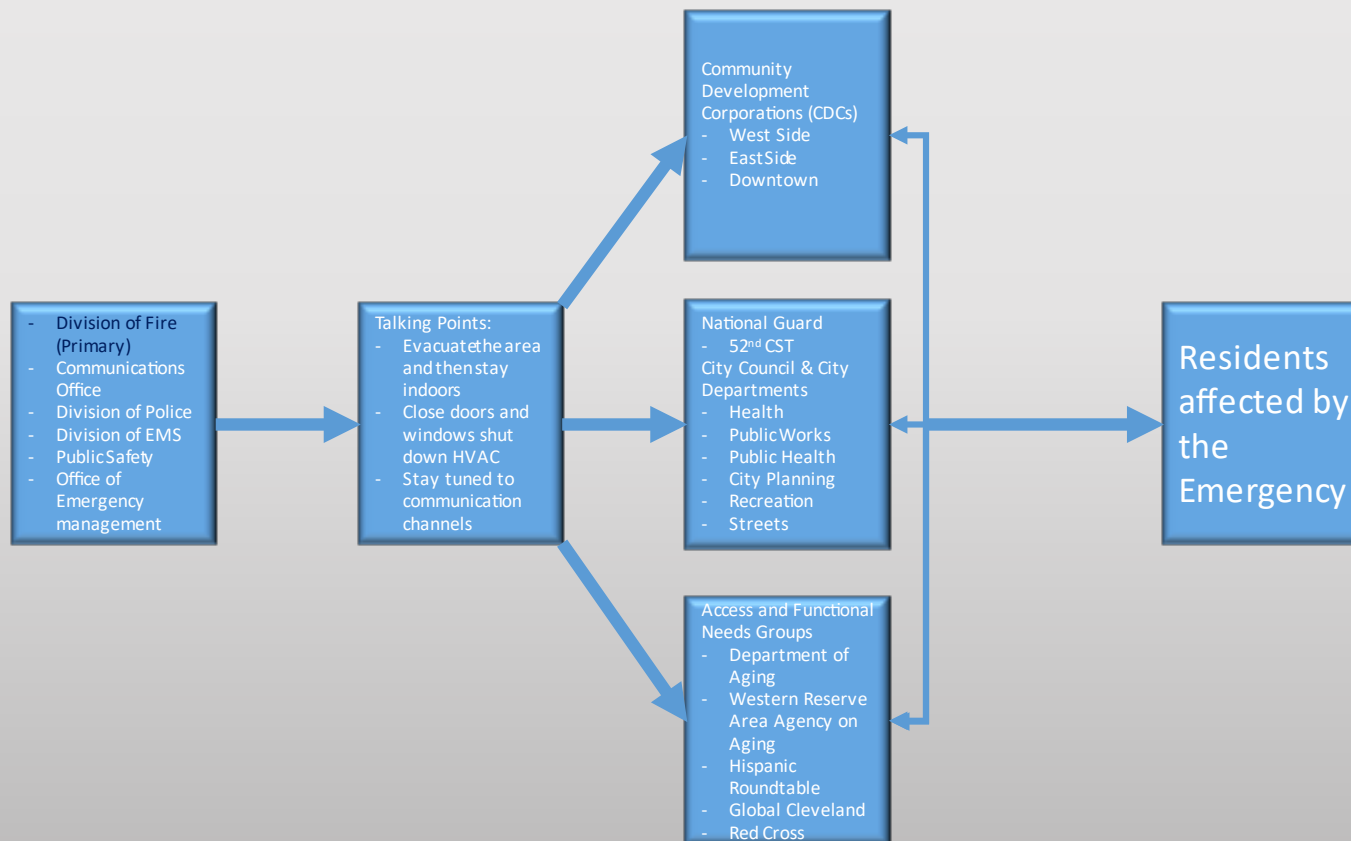
Attachment 10- Communication Map - HAZMAT



Communications Map - HAZMAT



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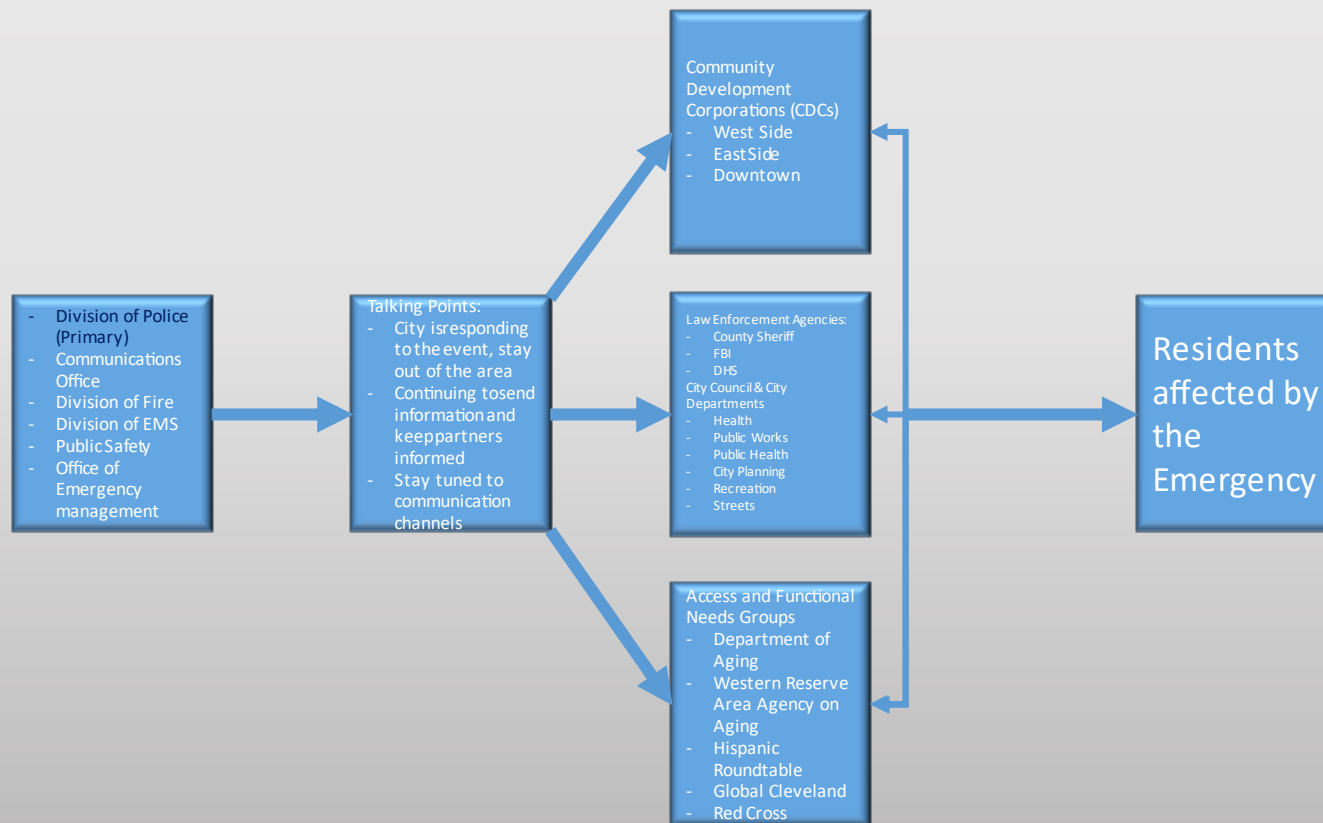
Attachment 11- Communication Map - IED



Communications Map - IED



Cleveland Department of Public Health



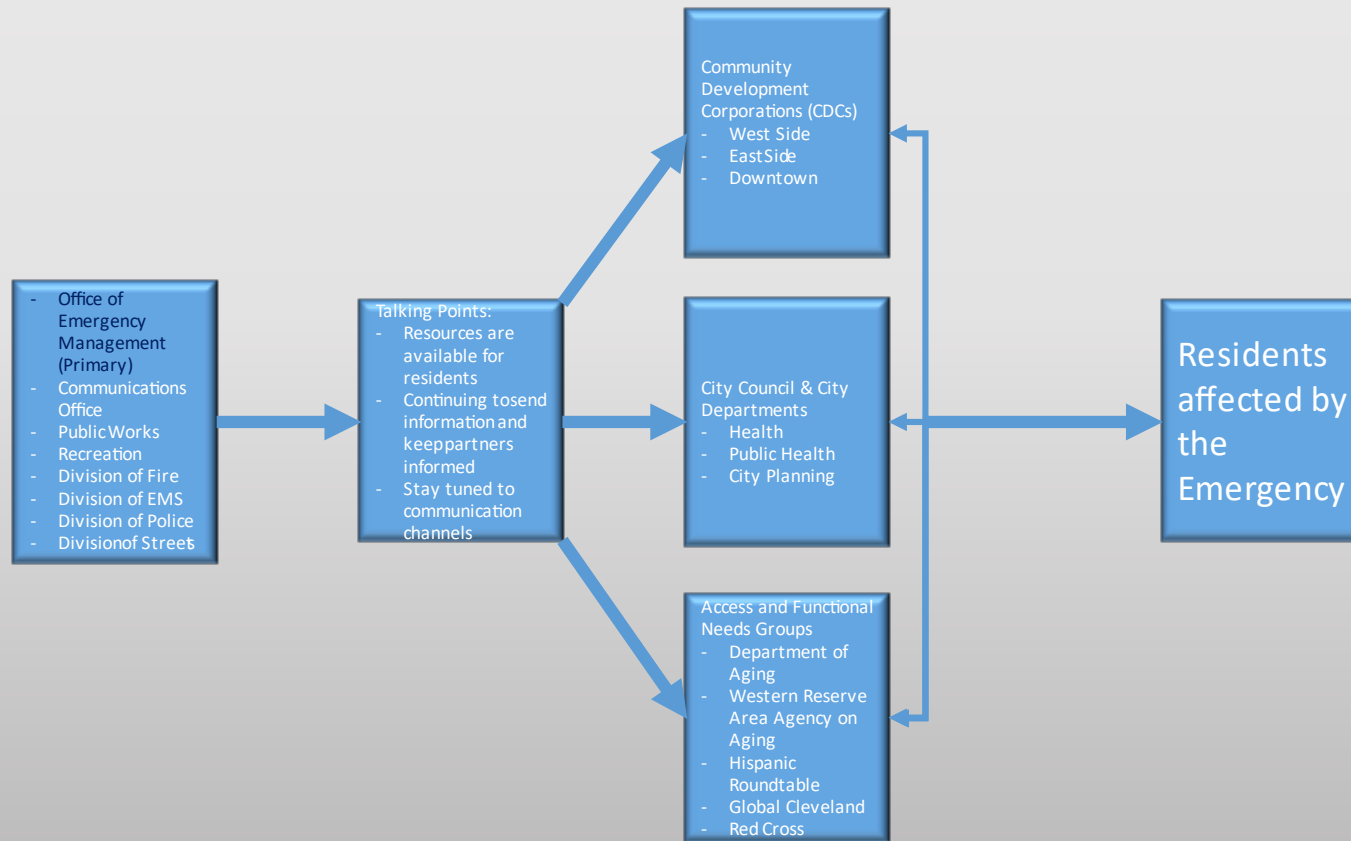


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Attachment 12- Communication Map – Inclement Weather



Communications Map – Inclement Weather



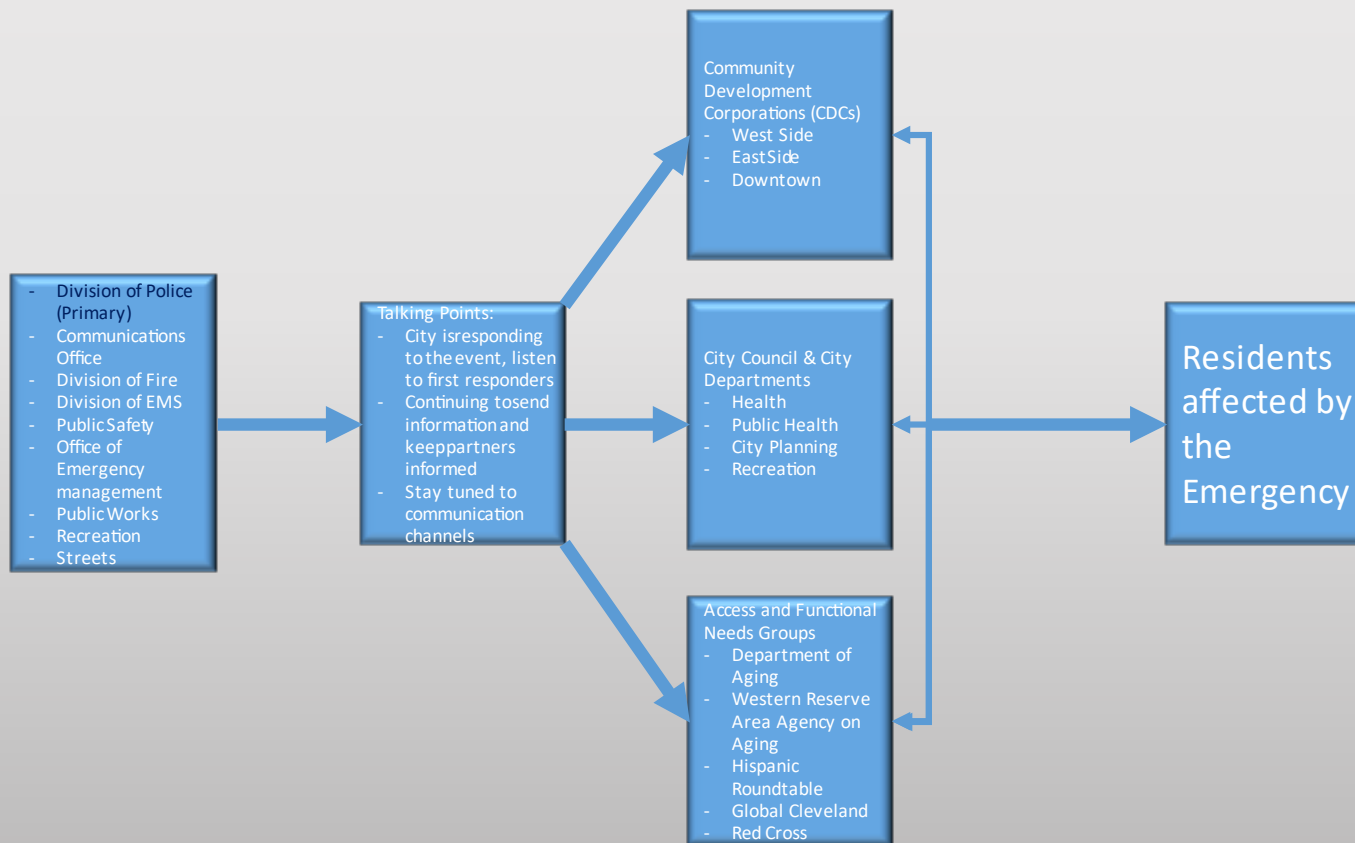


Cleveland Department of Public Health

Attachment 13- Communication Map – Neighborhood Evacuation



Communications Map – Neighborhood Evacuation





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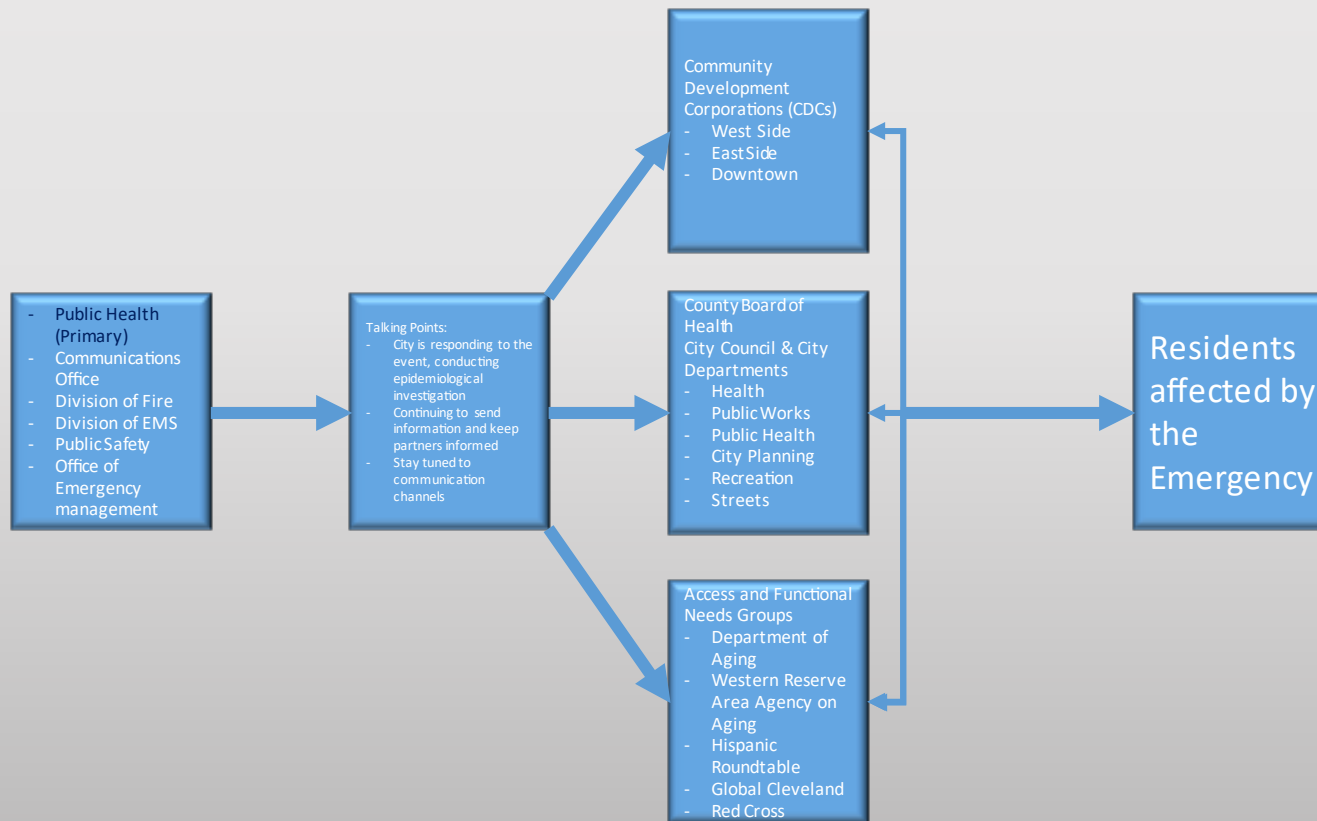
Attachment 14- Communication Map – Public Health Event



Communications Map – Public Health Emergency



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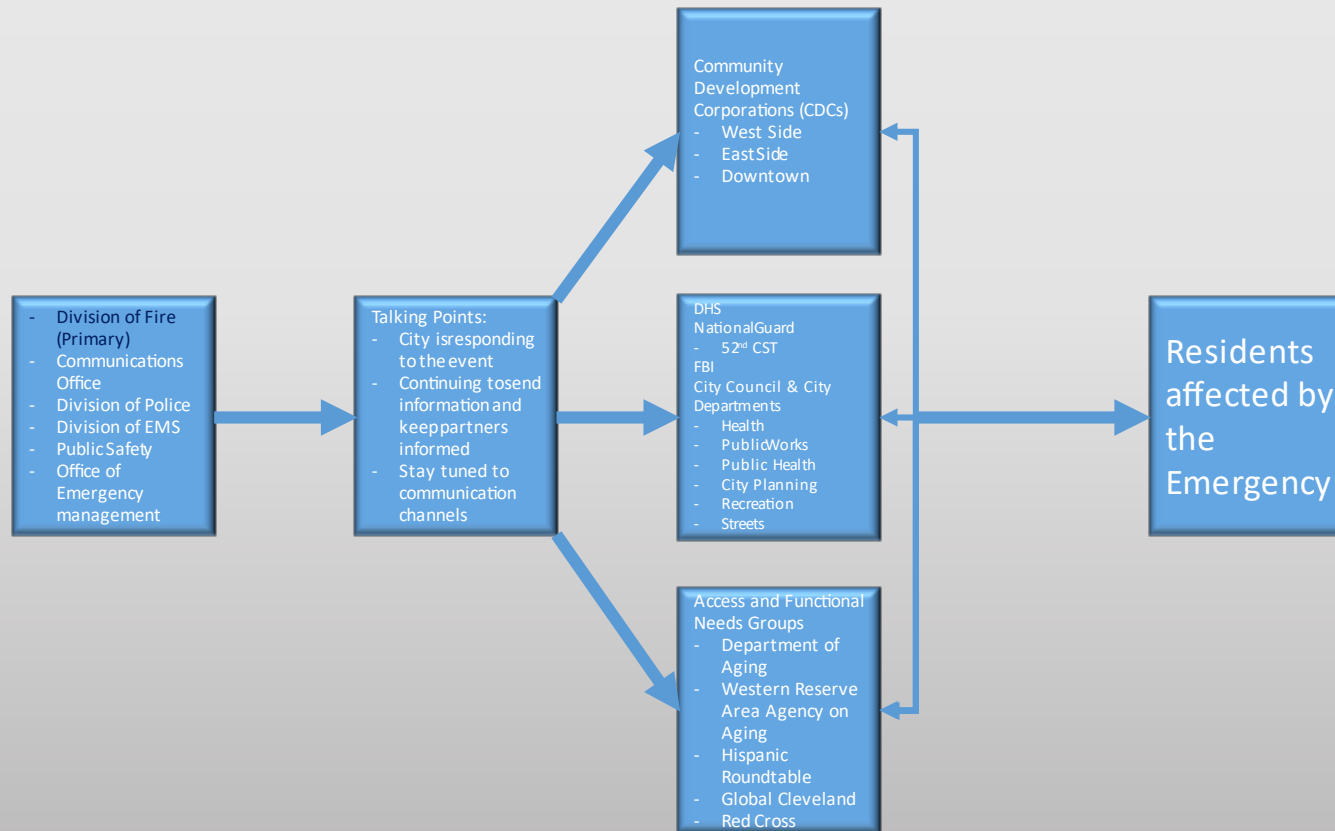
Attachment 15- Communication Map – Radiological Event



Communications Map – Radiological Event



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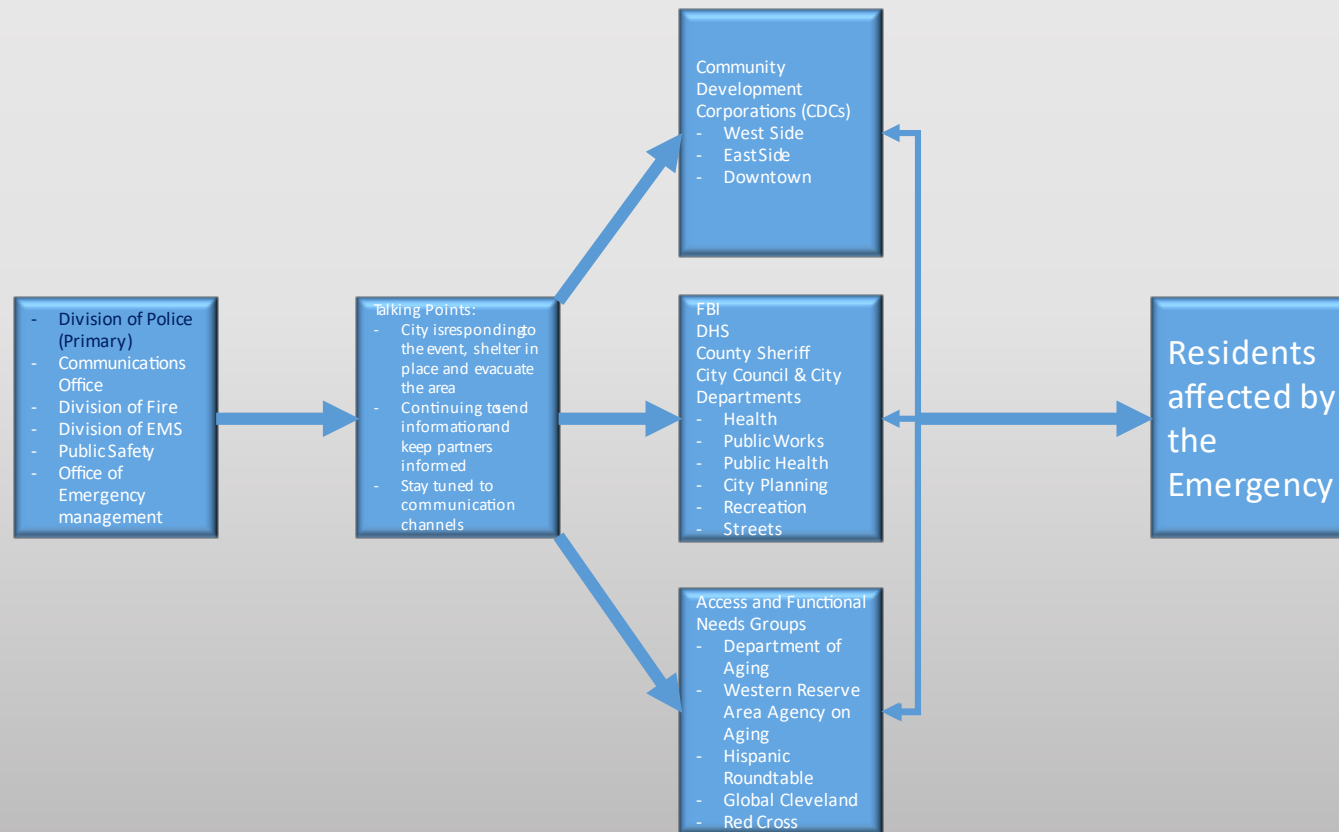
Attachment 16- Communication Map - Terrorist Event



Communications Map - Terrorist Event



Cleveland Department of Public Health



Attachment 17– Works Cited

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