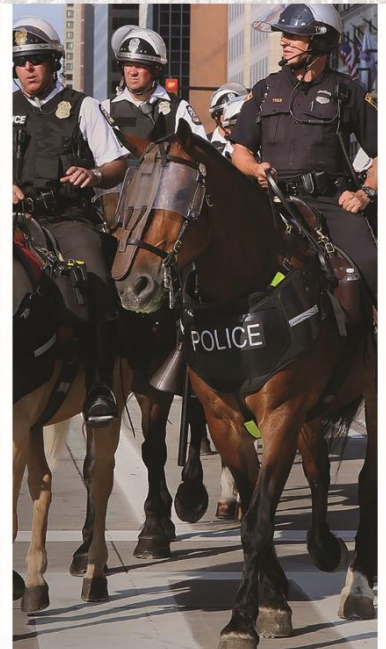
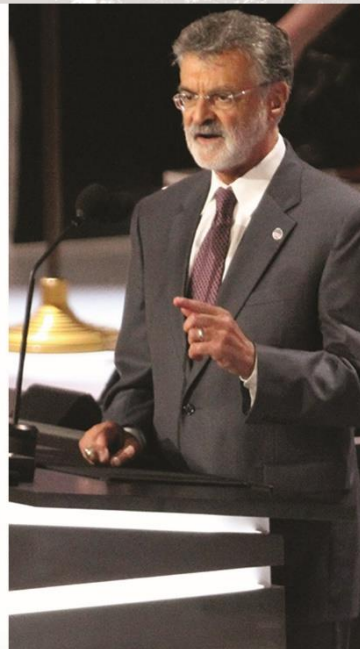


# CITY OF CLEVELAND 2016 REPUBLICAN NATIONAL CONVENTION AFTER ACTION REPORT





# TABLE OF CONTENTS

## OVERVIEW

<b>Table of Contents</b> .....	<b>1</b>
<b>Mayors Message</b> .....	<b>3</b>
<b>About This Document</b> .....	<b>5</b>
<b>Cleveland Overview</b> .....	<b>6</b>
<b>EMAC</b> .....	<b>9</b>
EMAC Proclamation.....	10
<b>Event Overview</b> .....	<b>12</b>

## DEPARTMENT/DIVISION REVIEW

<b>Administration (Mayor’s Office)</b> .....	<b>15</b>
<b>Airports (Burke Lakefront/Hopkins International)</b> .....	<b>21</b>
Attachment A – BKL Airport Parking Plan .....	30
<b>Assessments &amp; Licenses</b> .....	<b>31</b>
Attachment A – Established Vending Zones Maps .....	37
Attachment B – Permit Application .....	41
Attachment C – Schedule of Permitted Activities.....	45
<b>Building Security Unit</b> .....	<b>69</b>
<b>Corrections</b> .....	<b>75</b>
<b>Emergency Management</b> .....	<b>79</b>
Attachment A – ICS 207 (Incident Organization Chart) .....	90
Attachment B – EOC Floor Seating Chart .....	91
Attachment C – Planning P.....	92
<b>EMS</b> .....	<b>93</b>
Attachment A – EMS Mobile Zones .....	106
<b>Finance</b> .....	<b>107</b>
Attachment A – Sign In/Sign Out (Used By Fire, EMS, Public Safety Admin) .....	113
Attachment B – Law Enforcement Daily Sign In .....	115
Attachment C – Law Enforcement Daily Sign Out.....	117

<b>Fire .....</b>	<b>119</b>
Attachment A – Operational Maps Used By CDF Dispatch .....	129
<b>Grant Management .....</b>	<b>131</b>
<b>Hospitals.....</b>	<b>135</b>
<b>Intelligence .....</b>	<b>147</b>
<b>Law – Civil Division .....</b>	<b>153</b>
<b>Law Enforcement.....</b>	<b>163</b>
Attachment A – Agencies Coordinated .....	183
Attachment B – Items Rented/Purchased.....	188
Attachment C – Law Enforcement Operational Maps .....	194
<b>Prosecutor’s Office .....</b>	<b>207</b>
<b>Public Health .....</b>	<b>215</b>
<b>Public Information/JIC .....</b>	<b>221</b>
Attachment A – Operational Period A and Swing Shift.....	229
Attachment B – Operational Period B and Swing Shift .....	230
<b>Public Utilities.....</b>	<b>231</b>
Attachment A – Daily Contact Sheet Example .....	238
<b>Public Works.....</b>	<b>239</b>
<b>Radio Communications .....</b>	<b>243</b>
Attachment A – Meetings Attended .....	250
Attachment B – Total Airtime – Top 20 Talkgroups (July 18-22, 2016) .....	252

## APPENDICIES

<b>Appendix 1 – Acronyms .....</b>	<b>253</b>
<b>Appendix 2 – RNC Week Daily Summaries .....</b>	<b>257</b>
<b>Appendix 3 – RNC Omnibus Legislation.....</b>	<b>265</b>
<b>Appendix 4 – Outside Law Enforcement Oath Administered .....</b>	<b>269</b>



## CITY OF CLEVELAND

Mayor Frank G. Jackson

### Cleveland Hosts 2016 Republican National Convention

Incredible partnerships and community support were forged to bring the Republican National Convention to Cleveland. I ensured that the Committee on Arrangements, 2016 RNC Host Committee, Secret Service and other federal partners had direct support from all City departments and divisions, especially the Cleveland Division of Police. It was through these partnerships that the City of Cleveland successfully hosted the 2016 Republican National Convention July 18-21, 2016. This event put Cleveland in the national spotlight and once again showcased Cleveland and what we, as a community, are all about.



For two years, Clevelanders from all walks of life worked together to prepare our city to host the 2016 Republican National Convention. In one short week, their collective efforts paid off in ways that will benefit Northeast Ohio for years to come.

Supported by and working in close cooperation with federal, state and local law enforcement agencies from across the country, the Cleveland Division of Police consistently demonstrated professionalism and restraint in protecting the First and Second Amendment rights of protestors and demonstrators, just as importantly, protecting the safety of all citizens and de-escalating several tense situations. This was an example of the engaged community policing that is becoming a part of our Division of Police's DNA.

The City's Bike Unit garnered unique attention during the RNC. The Division of Police purchased 300 bicycles, which were outfitted specifically for law enforcement purposes and many of our officers received training through the Law Enforcement Bicycle Association, making them certified riders. The purchase of this fleet of bicycles has allowed the Division of Police to expand the Bike Unit for use throughout the city.

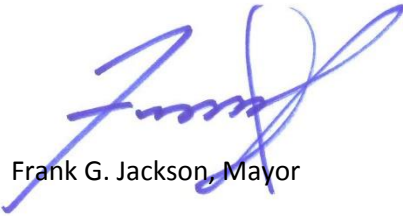
Despite the critics who challenged our City's selection and the countless questions about our preparedness, we were ready and we performed. Throughout the course of planning for the RNC, our officers underwent hours of comprehensive and valuable training relative to many subjects and law enforcement tactics. To all our naysayers, one headline just about summed up the week: "WE WERE PROMISED A RIOT. IN CLEVELAND, WE GOT A BLOCK PARTY INSTEAD."

The hospitality and energy of Clevelanders charmed every one of our guests. The City of Cleveland, as part of this National Special Security Event, hosted more than 50,000 delegates from across the country, more than 15,000 local, national and international media outlets, more than 3,000 law enforcement personnel, both local and from across the country as well as maintained services to the residents, visitors and other convention attendees with a multitude of success during the 2016 Republican National Convention. Even the protesters and demonstrators who came to the city expressed their views in a peaceful and respectful manner.

Many visitors talked about how surprised they were by what they saw and experienced in Cleveland, but Clevelanders know that this is who we are and what we do. Just as we worked hard for two years to prepare for the RNC, all of us are working hard every day to create a greater Cleveland together.

We are a community with diverse, friendly people who are proud of their city - the city we worked so hard to show off to the world during the RNC. All of us are tremendously proud of what we accomplished the week of the RNC – together. We demonstrated to the world that we are a first-class city on a road to greatness. We showed everyone what we already know – that WE are Cleveland.

Sincerely,

A handwritten signature in blue ink, appearing to read "Frank G. Jackson". The signature is stylized with a large, sweeping initial "F" and a long, horizontal stroke that extends across the middle of the name.

Frank G. Jackson, Mayor

## About This Document

This After Action Report (AAR) is designed to outline the efforts taken during the both the planning and operations phases of the 2016 Republican National Convention (RNC) hosted by Cleveland, OH. Prior to the planning process commencing, the RNC was designated a National Special Security Event (NSSE) by the Department of Homeland Security due to the enhanced potential for criminal activity or terrorism. The NSSE designation places the United States Secret Service in charge of event security, the Federal Bureau of Investigation in charge of intelligence, counter terrorism, hostage rescue and investigation of terrorism or other major criminal activities associated with the NSSE, and the Federal Emergency Management Agency in charge of recovery management in the aftermath of terrorist or other major criminal incidents, natural disasters or other catastrophic events.

This AAR is arranged by City of Cleveland Departments/Division with the intent to drill down into both the planning and the operations that occurred during the week of the 2016 RNC. Throughout this document, it became necessary to include visual representations of operations and planning techniques used in order to better explain it to the reader. In these cases, each map or other visual representation will be included within that respective Department/Division's tab as an attachment.

Each Department/Division's report is divided into the following areas:

1. Description of RNC Mission/Area of Responsibility
2. Description of Planning Process from Cleveland's award of the 2016 RNC to July 14th.
  - a. Positives
  - b. Opportunities For Improvement
3. Description of Actions Taken During RNC Operations (July 15-22, 2016)
  - a. Positives
  - b. Opportunities For Improvement
4. Recommendations to Future Host Cities

Information included in this report was gathered through a variety of sources that included a survey of all stakeholders who worked in the Emergency Operations Center (EOC), a written report provided by each Department/Division chronicling the four aforementioned report areas and multiple face-to-face meetings conducted in the months after the 2016 RNC.

The point of contact for this report is the City of Cleveland's EOC Manager Alex Pellom.

**Alex Pellom, MPA, CEM**  
Office of Emergency Management  
Cleveland Department of Public Safety  
205 W. St. Clair Ave  
Cleveland, OH 44113  
Phone: (216) 664-2596 (Office)  
E-mail: [apellom@city.cleveland.oh.us](mailto:apellom@city.cleveland.oh.us)

## **Cleveland Overview**

The City of Cleveland is the center of a large metropolitan area with a diverse population. It has billions of dollars of infrastructure, including high rise buildings, schools, hospitals, public buildings, railroads and roads.

### ***Location***

The City of Cleveland is located in Cuyahoga County, State of Ohio, United States of America. The City is located on the southern shore of Lake Erie in northeastern Ohio on the Cuyahoga River, approximately 60 miles (100 km) west of the Pennsylvania border. It was founded in 1796 near the mouth of the river and became a manufacturing center owing to its location at the head of numerous canals and railroad lines.

### ***Geography***

The shore of Lake Erie is 569 feet (173 m) above sea level. However, the city lies on a series of irregular bluffs lying roughly parallel to the lake. In Cleveland, these bluffs are cut principally by the Cuyahoga River, Big Creek, and Euclid Creek. The land rises quickly from the lakeshore. Public Square, less than a mile (2 km) inland, sits at an elevation of 650 feet (198 m), and Cleveland Hopkins International Airport, only five miles (8 km) inland from the lake, is at an elevation of 770 feet (235 m).

### ***Climate***

The all-time record high in Cleveland of 104 °F (40 °C) was established on June 25, 1988, and the all-time record low of -20 °F (-29 °C) was set on January 19, 1994. On average, July is the warmest month with a mean temperature of 71.9 °F (22.2 °C), and January, with a mean temperature of 25.7 °F (-3.5 °C), is the coldest. Normal yearly rainfall based on the 30-year average from 1961 to 1990 is 36.6 inches (930 mm).

### ***Demographics***

As of the 2010 census, Cleveland proper had a total population of 396,815 and 185,738 households. Approximately 100,000 additional people enter the city on a typical business day during daylight hours. The City of Cleveland is the center of Greater Cleveland, the largest metropolitan area in Ohio, which spans several counties and is defined in several different ways by the United States Census Bureau. The Cleveland-Elyria-Mentor Metropolitan Statistical Area had just under 2.1 million people and is the 28<sup>th</sup> largest in the country. Cleveland is also part of the larger Cleveland-Akron-Canton Combined Statistical Area, which was the 16<sup>th</sup> largest in the country with a population of just over 3.5 million according to the 2010 census.

### ***Special Events***

Cleveland is routinely home to many festivals throughout the year. Cultural festivals such as the annual Feast of the Assumption in the Little Italy neighborhood and the Polish Festival in the Slavic Village neighborhood are popular events. Vendors at the West Side Market in Ohio City offer many ethnic foods for sale. Cleveland hosts an annual parade on St. Patrick's Day that brings thousands to the streets of downtown.

Cleveland's professional sports teams include the Cleveland Indians (Major League Baseball), Cleveland Browns (National Football League), Cleveland Cavaliers (National Basketball Association), and Cleveland Monsters (American Hockey League). The Rite Aid Cleveland Marathon is one of many annual sporting events held in Cleveland each year.



Additionally, Cleveland has also hosted the Champ Car Grand Prix of Cleveland, the Gravity Games/Dew Actions Sports Tour, NCAA Basketball Tournament Games, the 2013 Senior Games and the 2014 Gay Games. Most recently in 2016, the City of Cleveland was on an international stage for both sports and politics as it served host to the NBA Finals and corresponding championship parade for the Cavaliers, the World Series and the Republican National Convention.

### ***Economic Base***

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

Cleveland has also become a world leader in healthcare and health sciences. The world-famous Cleveland Clinic, the area's largest employer, is one of the highest-ranked hospitals in the United States. Cleveland's healthcare industry also includes University Hospitals of Cleveland and MetroHealth Medical Center.

### ***Transportation***

The City owns and operates two airports. Cleveland Hopkins International Airport is a large international airport that has an airport-to-downtown rapid transit connection. Cleveland is also served by Burke Lakefront Airport on the north shore of downtown between Lake Erie and the Shoreway. Burke is primarily a commuter and business airport.

Cleveland has a bus and rail mass transit system operated by the Greater Cleveland Regional Transit Authority (RTA). The rail portion consists of two light rail lines, known as the Green and Blue Lines, and a heavy rail line, the Red Line. GCRTA has recently opened a new bus line, the HealthLine, running along Euclid Avenue from downtown to University Circle.



**(PAGE LEFT INTENTIONALLY BLANK)**

## Emergency Management Assistance Compact (EMAC)

### ***What is EMAC?***

The Emergency Management Assistance Compact (EMAC), established in 1996, has weathered the storm when tested and stands today as the cornerstone of the nation's mutual aid system. 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 responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states. Through EMAC states can also transfer services, such as shipping newborn blood from a disaster-impacted lab to a lab in another state.

The strength of EMAC and the quality that distinguishes it from other plans and compacts lie in its governance structure; its relationship with federal organizations, states, counties, territories, and regions; the willingness of states and response and recovery personnel to deploy; and the ability to move any resource one state wishes to utilize to assist another state.

EMAC establishes a firm legal foundation. 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.

*(Above content taken from Emergency Management Assistance Compact website – [www.emacweb.org](http://www.emacweb.org))*

### ***Special Use***

During the initial process of bringing in the large number of additional law enforcement officers to support the security mission, it became apparent that a system of submitting and fulfilling requests would be beneficial. Upon the recommendation of EMAC from the Cleveland Office of Emergency Management, the Cleveland Law Department began to conduct research into the compact. Once the decision was made to proceed with this course of action, Mayor Frank G. Jackson composed a letter in February 2016 to Ohio Governor John Kasich requesting a pre-emptive Declaration of Emergency for the 2016 Republican National Convention. Upon receipt and review, Governor Kasich signed the request in April 2016 enabling the use of EMAC for law enforcement staffing purposes.

With the assistance of the EMAC structure and the Ohio Emergency Management Agency (EMA), the Cleveland Division of Police was able to obtain participation from 18 states which totaled 1,701 law enforcement officers for use in the 2016 Republican National Convention. This was in addition to the other memorandums of understanding (MOUs) that were obtained outside the EMAC process by the City of Cleveland.

This pre-event, law enforcement only use of EMAC executed by the State of Ohio in coordination with the City of Cleveland represents the first of its kind since EMAC was ratified by U.S. Congress and signed into law in 1996.

# EMAC Proclamation



JOHN R. KASICH  
GOVERNOR  
STATE OF OHIO

## PROCLAMATION

WHEREAS, the City of Cleveland, Ohio, is hosting the 2016 Republican National Convention (RNC) from July 17, 2016, through July 21, 2016; and

WHEREAS, the United States Department of Homeland Security may designate an event as a National Special Security Event (NSSE) if it determines, after considering a number of factors, that the event requires greater security operations. Such factors include, in part, whether the event: has historical, political or symbolic significance; will generate a large number of attendees or participants; includes national or foreign dignitaries; and/or has the requisite available state and local resources; and

WHEREAS, the United States Department of Homeland Security has designated the 2016 RNC as an NSSE; and

WHEREAS, the City of Cleveland is responsible for the security of areas impacted by the 2016 RNC; and

WHEREAS, the City of Cleveland is dedicated to ensuring a safe environment for attendees, participants, dignitaries, and the general public; and

WHEREAS, due to the large number of additional law enforcement personnel and resources needed for the 2016 RNC, the City of Cleveland requires the assistance of law enforcement agencies outside of the State as Ohio, as well as those within the State, to commit personnel and resources; and

WHEREAS, host cities of past political conventions have enlisted out-of-state law enforcement agencies to assist with security operations in preparing for and responding to such events; and

WHEREAS, Ohio is a party state to the Emergency Management Assistance Compact (EMAC), a state-to-state mutual aid agreement adopted in Ohio law at Ohio Revised Code Section 5502.40, which allows EMAC to be activated if the Governor declares an emergency. Activation of EMAC will allow the Ohio Emergency Management Agency (EMA) to secure the additional law enforcement personnel and resources that Cleveland determines are necessary to prepare for and respond to the 2016 RNC, and to address the needs of the City of Cleveland in developing and implementing a seamless security plan; and

WHEREAS, the City of Cleveland has requested that the Governor declare a state of emergency for the purpose of activating EMAC to assist with the RNC.

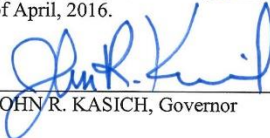
NOW, THEREFORE, I, John R. Kasich, Governor of the State of Ohio, hereby declare a state of emergency in the City of Cleveland and any surrounding areas where law enforcement will be supporting the 2016 RNC, for the time period expressed below, justifying the authorization of such personnel and resources of state departments and agencies as are necessary, in accordance with Sections 5502.22 and 5502.28 of the Ohio Revised Code, to assist the City of Cleveland in protecting the lives, safety, health, and property of its visitors and citizens; and

FURTHER, that in order to locate and procure necessary law enforcement personnel and resources from other states in advance of the 2016 RNC, I hereby request the Ohio Department of Administrative Services to suspend, purchasing and contracting requirements for EMA pursuant to Section 125.061 of the Ohio Revised Code; and

FURTHER, that this Proclamation does not require the implementation of the Ohio Department of Administrative Services Directive HR-D-11 (dated October 6, 2011) or the Ohio Department of Administrative Services' "Weather (Public Safety) Procedure" (revised May 2010). Accordingly, classified and unclassified exempt state employees' obligation to travel to and from work is not to be limited as a result of this Proclamation; and

FURTHER, that this Proclamation shall take effect upon my signature and remain in full force and effect until one of the following occurs: (1) until July 22, 2016; (2) in the event the RNC has to be extended, until one day after such conclusion of the extended RNC; or (3) until I order otherwise.

IN WITNESS WHEREOF, I have hereunto subscribed my name at Columbus, Ohio, on the 5<sup>th</sup> day of April, 2016.

  
\_\_\_\_\_  
JOHN R. KASICH, Governor

## Event Overview

The 2016 Republican National Convention commenced official activity on July 18, 2016, but the activity for City of Cleveland departments and divisions began much earlier as many security enhancements were put in place weeks before. In order to facilitate a smooth operation and enhance situational awareness, the decision to coordinate all operations through the Cleveland Emergency Operations Center for the duration of the week was made by Director of Public Safety Michael McGrath and proved to be a highlight of the event.

Starting on July 15, 2016, the EOC activated under the Unified Command of the Cleveland Division of Police, Cleveland Division of Fire and the Cleveland Division of EMS. Daily press availability, which featured Cleveland Mayor Frank G. Jackson and Police Chief Calvin Williams, commenced on July 17, 2016, and provided an opportunity to push one clear and concise message to the media, residents and guests downtown for convention activities.

During the first 48 hours of operation, the majority of public safety effort was spent on preparation of field assets and the coordination of timekeeping methods. Both would need to be seamless as the week continued and operations intensified. Cleveland Division of Police swore in over 2,000 out-of-state officers during this time. It was also imperative that the coordination between the five coordination centers that housed City of Cleveland representatives was established during this time prior to events taking place.

On July 17, 2016, the Cleveland 2016 Host Committee kicked off activity with a welcoming event that took place on the North Coast Harbor and encompassed the foot print of the Great Lakes Science Center and Rock and Roll Hall of Fame. This invitation-only event attracted notable VIPs and elected officials on the convention's eve. Upon conclusion, no disruptions or incidents were noted to have occurred.

The commencement of the official convention sessions began on July 18, 2016, as well as the City of Cleveland's permitted activities. These activities included the official speaker's platform, parade route and park use areas. Due to the intrinsic value Cleveland's Public Square holds as a haven for free speech, it served as an anticipated hot spot of activity for First Amendment practitioners. This held true throughout the week, but another area garnered a large amount of both public safety and the media's attention throughout the week – the intersection of E. 4<sup>th</sup> Street and Prospect Avenue. Due to the intersection's proximity to a screening entrance to Quicken Loans Arena, many First Amendment practitioners chose to demonstrate in this vicinity during the hours of entrance and exit for RNC sessions. This high-tension area provided what would be the most contentious point of reference for law enforcement throughout the entirety of the RNC when a flag-burning incident and altercations thereafter resulted in 18 arrests.

Over the course of the 7.5 days of operations, the following numbers outline Department of Public Safety activity in the specified RNC Event Zone for the time period of July 15-July 22, 2016.

<b>Emergency Medical Services</b>	<b>Fire Suppression</b>	<b>Law Enforcement</b>
Calls For Service: 92* Transports: 41	Calls For Service: 20	Calls For Service: 316 Arrests: 24

\*Note: This number does not reflect the number of patients treated at walk-up first aid locations. For more detailed information, please refer to the EMS Division review located later in this document.

In reflection, the 2016 RNC did not bring the levels of disruption, property damage or arrests that have been present for the majority of the last three RNCs or Democratic National Conventions (DNC). While there may have been variables at play that cannot be controlled for, there were numerous factors that played into the favor of Cleveland's success. The most notable are outlined below.

1. Geography

Cleveland benefited greatly from the natural barriers that our downtown provided during the 2016 RNC. These natural barriers provided assistance to law enforcement and most-notably included Lake Erie (north), United States Route 90 (south /east) and the Cuyahoga River (west). These barriers also helped to create a more compact downtown footprint which included the primary points at which individuals exercised their First Amendment rights (Public Square, intersection of E. 4<sup>th</sup> & Prospect and Willard Park) as well as all three of the major venues utilized for official RNC functions – Huntington Bank Convention Center, North Coast Harbor and Quicken Loans Arena.

2. Staffing

Adequate numbers of law enforcement staffing provided an environment where Cleveland Public Safety officials were able to ensure that the Event Zone was staffed both efficiently and effectively to meet the scope of activities anticipated for the 2016 RNC.

3. Coordinated Operations

During the planning phases of the RNC, it was decided early on that the coordination of all departments and divisions conducting operations during the week of the convention would be coordinated through the City of Cleveland's EOC. By consolidating all the decision-makers into one central facility, the City of Cleveland benefited from enhanced situational awareness and greater coordination for incidents requiring multi-disciplinary response.

4. Lessons Learned From Past Notable Events

Over the last 10 years, the City of Cleveland has played host to a number of large-scale events that required multi-disciplinary coordination. Some of the most notable include the annual St. Patrick's Day Parade, 2012 Marine Week, 2014 Gay Games and the 2016 NBA Championship Parade. Throughout each of these events, lessons were learned and applied in both the planning and operation phases. That approach allowed Cleveland to put forth its best and most coordinated effort for the first NSSE held in the State of Ohio.

**(PAGE LEFT INTENTIONALLY BLANK)**





CITY OF CLEVELAND  
Mayor Frank G. Jackson

## **Administration (Mayor's Office)**

### **Description of RNC Mission/Area of Responsibility:**

The City of Cleveland Mayor's Office was responsible for coordinating all of the high level multi-agency planning leading up to the RNC week. This included bidding for the convention, coordinating local and national stakeholder agencies, and acting as a liaison between the various groups involved with putting on the convention. The Mayor's Office, along with USSS, also convened large-scale meetings with the Cleveland business community to explain the impact of the convention on their day to day business activities.

### **Description of Administration's (Mayor's Office) Planning Process from Cleveland's 2008 Unsuccessful RNC bid to the 2016 RNC Successful Bid Award:**

The City of Cleveland unsuccessfully bid for the 2008 RNC which began the process toward the 2016 RNC. A team led by Valarie McCall, Chief of Government & International Affairs from the Mayor's Office, studied the unsuccessful 2008 bid and looked at best practices and how we could increase Cleveland's attractiveness for conventions of such a large scale. As part of the continuing effort to build up to a national political convention, the City of Cleveland bid for, and won, the award to host the 2014 International Gay Games. After the award of the Gay Games, the City of Cleveland bid a second time for a major political nominating convention, submitting a bid for the 2012 Democratic National Convention.

Again, neither convention was awarded to Cleveland. At this point, the Mayor's Office refocused and studied the structural issues related to why neither convention was awarded. These issues included downtown issues such as not enough hotel rooms and lack of a new convention center. All of this was taken into account when putting together the bid for the 2016 RNC. Another factor that helped Cleveland land the 2016 RNC was that Chief Valarie McCall was a member of the Democratic National Committee and studied their best practices.

### **Description of Administration's (Mayor's Office) Planning Process from Cleveland's Award of the 2016 RNC to July 14, 2016:**

Shortly after the July 8, 2014, announcement awarding the 2016 RNC to the City of Cleveland, Chief Valarie McCall worked to create a local Host Committee that would handle the fundraising local match to host the RNC and branding for the local portion of the convention. The Host Committee was made up of members of the business, philanthropy, and government sectors.

The Host Committee worked with the Committee on Arrangements (COA), which was a similar group, but put together by the Republican National Committee and led by Jeff Larson. These two groups worked with the City of Cleveland and our other local, state, and federal partners on everything from conference logistics to planning traffic flow.

### ***Agencies Coordinated in Planning Process***

<b>City of Cleveland (Internal)</b>	<b>County, State, Federal, Private (External)</b>
Mayor's Office	2016 RNC Host Committee
Mayor's Office of Capital Projects	2016 RNC Committee on Arrangements
Department of Economic Development	Cleveland Cavaliers
Division of EMS	Cleveland Indians
Division of Fire	Federal Bureau of Investigation (FBI)
Division of Information Technology Services	Greater Cleveland Regional Transit Authority
Division of Police	Ohio Department of Transportation (ODOT)
Office of Emergency Management	Showcall Inc.
Planning Department	United States Secret Service (USSS)
Public Works Department	

### ***Committees / Working Groups / Meetings***

#### **Special Events Committee**

This was the largest omnibus group that Chief Valarie McCall convened during this time. The meetings were kind of a "catch all" when people could bring up any issue they were having in the planning process. This ranged from permitting processes for mobile vendors to modifying the build-out plans for Quicken Loans Arena when the Cleveland Cavaliers NBA Finals Series went to seven games and construction had to be delayed.

#### **Transportation Committee**

This committee was convened by the Mayor's Office as well and was tasked with planning transportation routes and flows for the 30+ buses of Convention Delegates and attendees that would be in and out of Quicken Loans Arena every day of Convention Week. The main routes planned were from the Quicken Loans Arena to the hotels delegates were staying at. Additional routes included from the hotels and Quicken Loans Arena to large events like the welcome ceremony at the East 9<sup>th</sup> St. pier.

#### **RNC Business Impact Committee**

This committee was unique in the fact that it was the first time ever that the USSS included members of the local business community in the Convention planning process. USSS Agents Ron Rowe and Timothy Lea were instrumental in this aspect and the meetings were very well received. There were seven of these meetings and there were 100-300 attendees at each meeting.

Alex Lackey, Government and International Affairs Coordinator for the Mayor's Office and Chief Valarie McCall handled the planning and organization for these meetings. These large-scale, invite-only meetings were to discuss the impact that the RNC would have on day-to-day business activities in Cleveland. These meetings allowed business owners to ask questions directly to USSS Agents Ron Rowe and Timothy Lea about issues like parking, security perimeters, and how the security vetting process would affect normal life.

Another important fact to note was that members of the media were not allowed to attend these meetings. This allowed for more candid question and answer sessions between the USSS, City of Cleveland officials and Cleveland's business community attendees.

There was a lot of concern around the security perimeter and whether or not their employees would be able to get to work. Another concern from the business community was whether or not customers would be able to access/patronize their businesses during the RNC. Overall, the RNC Business Impact Committee hosted over 1,400 unique attendees over seven meetings leading up to the RNC.

These Business Impact Subcommittee meetings were the first of their kind to be held during the preparation phase of an NSSE and the City of Cleveland received a large amount of positive feedback from the business community as a result.

### ***Legislation/MOUs/Contracts***

The City of Cleveland Mayor's Office sponsored a piece of legislation (Ordinance No. 880-14) through Cleveland City Council that was ultimately passed on July 16, 2014. This omnibus legislation granted City of Cleveland departments or divisions the authority to spend dollars or resources, encroach into the right-of-way, allocate staff, or enter into agreements with third-party agencies without waiting to pass a piece of legislation for each of these individual items. The RNC Omnibus Approval Legislation greatly sped up the planning and implementation process for the convention by pre-empting the need for legislative approvals for operational planning actions.

A copy of Ordinance No. 880-14 (a.k.a. RNC Omnibus Legislation) can be found in **Appendix 3 – RNC Omnibus Legislation**.

### ***Plans Developed***

During the planning phase leading up to the 2016 RNC, the Mayor's Office played a role in the development of many plans that would help shape operations during the entirety of the convention. Some of the most notable are included the Official Parade Route, Vendor Permitting, Transportation Plan and the overarching Parking Plan.

### **Positive Actions Identified During Planning Process:**

1. The early start to the planning process led by the Mayor's office prevented last minute confusion.
2. All of the partner agencies were familiar with each other and their corresponding work styles by the time the convention came.
3. The large-group planning meetings brought other issues to light that existed outside of the RNC and that needed addressed, this was a good thing.
4. The large-scale Business Impact Committee Meetings helped alleviate concerns of the business community about any adverse effects of the RNC on their day-to-day operations.

### **Opportunities For Improvement During Identified Planning Process:**

1. Clearer delineation of roles and responsibilities between agencies.
2. Start meeting with stakeholder groups as soon as possible during the process to build trust and open communication about issues that may arise.
3. Develop a proactive rather than reactive communications plan for the media coverage.

## **Description of Administration's (Mayor's Office) Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Overview***

The primary responsibility of the Mayor's Office during the RNC was to staff Mayor Jackson at any events he was speaking at or attending during the week. This included the first night of the RNC at Quicken Loans Arena when Mayor Jackson delivered his welcome message to guests to Cleveland. Within this main responsibility, members of the Mayor's Office had different specific roles throughout the week that will be detailed further below.

### ***Staffing***

Mayor Jackson attended numerous events during the week including delivering the welcome address at Quicken Loans Arena for the RNC Delegates. He also attended media and safety briefings throughout the week. Mayor Jackson met with members of the individual delegations and gave personal tours of his office as a show of hospitality and welcome. During the week, Mayor Jackson also worked lock step with the Division of Police to ensure all attendees were safe.

Members of the Mayor's Office including Tracy Anderson and Beth Zietlow-DeJesus were stationed at the Emergency Operations Center (EOC) and the Joint Information Center (JIC) respectively during RNC operations.

Alex Lackey, Government and International Affairs Coordinator for the Mayor's Office, staffed the Official Speaker's Platform on Cleveland Public Square and worked to coordinate operations with members of the Division of Assessment & Licenses. Anyone, regardless of message or affiliation, could register and speak for 30 minutes on a stage with a large sound amplification system and address the gathered crowd. This outlet for expression helped diffuse a lot of potentially negative situations between protestors and attendees.

### ***Documentation/Reporting***

During this time, members of the Mayor's Office remained very fluid and as such there weren't any real standing items that required daily documentation. Members of the office kept in touch with each other and other staff members with cellular phones and handheld radios.

### ***Meetings/Briefings***

There were two media news conferences per day held by the City of Cleveland to update the community and members of the media about any notable events during that day. There were a number of impromptu meetings during the week internally to discuss rapidly evolving circumstances as they came up. These were mostly closed meetings with sensitive information being shared.

### **Positive Actions Identified During RNC Operations:**

1. Daily press briefings with the Mayor, Police Chief and others helped to dispel any misinformation and kept the community and media informed.

2. The business community was satisfied and informed about the proceedings from the Business Impact Committee meetings. Any issues that arose were dealt with quickly based on the strength of relationships built during the meetings.
3. The Speaker's Platform on Public Square allowed demonstrators to express their message in a lawful and non-destructive manner. It was very well received by participants and attendees.
4. There were a large number of public and private organizations working together during the week to pull off the convention successfully. These relationships worked well because of the extensive time in the planning process where everyone got to know each other and develop familiarity.

#### **Opportunities For Improvement Identified During RNC Operations:**

1. A shared calendar of where everyone was stationed may have been helpful, but it also may have been impossible for safety and confidentiality reasons.
2. The time required at safety checkpoints was variable. This wasn't anyone's fault. It was more a function of the length of lines for each event/location.
3. A badge or identifying lanyard for members of our larger planning/organizational group may have been helpful to quickly identify people in crowds.

#### **Recommendations To Future Host Cities:**

1. Create an RNC Business Impact Subcommittee and open it up to members of the local business community to assuage their concerns about the convention's impact on day-to-day business operations and to make the planning process more transparent.
2. If you have an overarching department like City of Cleveland Mayor's Office, it is important to have the staff members dispersed all over the footprint during convention operations. This provides a more comprehensive view of any issues that may arise in the field and allows a broader line of communication.
3. Begin the transportation planning process for Delegate buses and parade routes as soon as possible. However, be aware that they may have to change at the last minute because of security intel.

**(PAGE LEFT INTENTIONALLY BLANK)**

## **Airports (Burke Lakefront/Hopkins International)**



### **Description of RNC Mission/Area of Responsibility:**

The Department of Port Control coordinated and facilitated the smooth, orderly and safe arrival and departure of Republican National Convention delegates, staff and media, including but not limited to providing and coordinating enhanced security for delegates and VIP's; providing ground transportation services; escorts; customer service guidance and direction; responses to media inquiries; and, internal and external communications.

### **Description of Airports (Burke Lakefront/Hopkins International) Planning Process from Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Overview***

The Department of Port Control, which includes both Burke Lakefront Airport (BKL) and Hopkins International Airport (CLE), commenced preparations for the RNC in 2015. One advantage realized was that airport staff, including the Interim Director – Fred Szabo met RNC staff members on a regular basis during multiple visits during the selection process. Once Cleveland was selected as the convention location, RNC staff members met with members of both airports' staff during visits which were extremely valuable in preparations. Port Control leadership had the ability to gain insight into their expectations and experiences at other airports.

#### ***Meetings***

Airport staff participated in numerous meetings during the past year. Of the United States Secret Service (USSS) subcommittees formed in anticipation of the RNC, the airports actively participated in two of them - Airport Subcommittee, which was co-chaired by Interim Director Szabo and the Air Domain Security Subcommittee.

Well into the planning process, the airport recognized the fact that there was a need to hold weekly internal RNC Coordination meetings at CLE in order for our community, which included tenants and staff, to discuss specific operational and security issues in detail. In the months preceding the convention, members of the RNC Host Committee and Committee on Arrangements (COA) met on three different occasions at CLE for detailed briefings. Airport staff also participated in all RNC Special Events Committee meetings as well as all EOC briefings that were held.

CLE convened numerous meetings with the airlines and other tenants in order to initially develop and subsequently improve plans to accommodate all aspects of handling the large volume of passengers. Airlines, concessions and other tenants increased staff and services to accommodate passengers.

#### ***Facilities Use***

The Department of Public Safety expressed a need to staff an incoming equipment and supplies processing location for all their RNC related supplies. Since the Airport's D Concourse was recently vacated by United Airlines, a portion of the concourse was dedicated to this function. Supplies and materials were delivered by truck to this location and distributed to the Department of Public Safety. Safety staff were issued Hopkins access credentials in order for them to operate this facility on a daily basis.

## ***Areas Of Focus***

It became apparent that the critical areas of focus included ground transportation, security, aviation services and support and command and control.

### Ground Transportation

Ground transportation was a major area of concern based on the estimated 65,000 visitors expected to travel to Cleveland for the 2016 RNC. CLE has a Ground Transportation Section that contracted with a nationally-known special event management coordinator who had worked at other RNC events and Super Bowls. Their expertise and direction was invaluable.

CLE conducted several conversations beginning in 2015, one year prior to the RNC. These conversations held between the Department of Port Control (DPC) and the Cleveland Division of Police (CDP) went a long way in developing a base plan. However, it became evident that we would not be able to finalize a plan until we meet with the COA.

The first meeting with the COA was on June 2, 2016. At that time it was discovered that all attendees of the RNC were responsible for their own transportation from both CLE and BKL to the convention site. Initial information from the COA put a heavy emphasis on the utilization of tour buses for transportation. Taxis, rideshare, limos and the mass transportation options present from the Greater Cleveland Regional Transit Authority (GCRTA) were to be used as secondary modes of transportation.

Ground Transportation needed to coordinate with the following agencies during the planning process: CDP, Federal Bureau of Investigation (FBI), Central Intelligence Agency (CIA), United States Customs and Border Patrol (CBP) and the Transportation Security Administration (TSA).

Based on initial information given by the COA, CLE was able to identify what assets were needed and formulate a comprehensive plan. The main part of the CLE plan centered on keeping all modes of transportation at a location offsite until needed. This decision eliminated roadway capacity/space issues. Also key to this plan was the development of backup plans for all modes of transportation.

Once plans were formulated, one key factor that was missing was experienced personnel needed to dispatch and monitor the flow of traffic. It was decided to bring in a company, Game Day, on board which had extensive experience and expertise with events such as the Super Bowl, Special Olympics along with the previous political convention held in 2012 in Tampa, FL.

Shortly before the RNC, the Committee on Arrangements (COA) informed CLE personnel that recent data showed there would not be a heavy focus on tour bus activity as originally thought. Participants of the convention would be using taxis, rideshare, limos and the options present from GCRTA. CLE immediately implemented backup plans and increased the capacity for the modes of transportation that were to be used.

### Cleveland Division of Police - Airport Unit

The Cleveland Division of Police - Airport Unit worked closely with the Cleveland Division of Police in order to develop and implement an overall airport security plan at both airports (BKL and CLE). The airports worked closely with the USSS, FBI, TSA, FAA, U.S. Customs and Border Protection and airline security.



Airport staff participated in countless meetings with all these agencies as well as the airlines and airport tenants during the planning process.

Airport leadership reached out to other airports that hosted the RNC in the past and had discussions with RNC security staff members. The major concerns included dignitary protection and escort procedures, the physical security of both airports during the event, and the development of a plan to deal with protestors, demonstrators and potential disruptions on airport property. A protocol was implemented for VIP logistical support to include members of United States Congress, governors, foreign dignitaries, delegates and others.

Security planning for the 2016 RNC began in earnest after the 2015 holiday season. The USSS Airport Subcommittee met in the afternoon of October 14, 2015, with an initial briefing on expectations for CLE and BKL. Based on assumptions taken from that meeting, a meeting was coordinated for the morning of January 8, 2016 where a committee was formed involving law enforcement and security officials at CLE. The following agencies were involved:

- Airport Rescue and Fire Fighting
- Airport Security Manager
- Cleveland Division of Police
- Federal Air Marshal Service
- Federal Bureau of Investigations
- Homeland Security Investigations
- Transportation Security Administration
- United States Secret Service

Discussions included the following matters:

- Coordinating the officers flying armed
- Coordination with multiple federal, state and local agencies
- Movement of protected individuals through TSA checkpoints
- Security and transportation of protected individuals
- Transportation issues
- TSA requirements

Each facet under consideration led to further issues involving the entire Port Control Section. Ground transportation, operations, Fixed Base Operations (FBO), Federal Aviation Authority (FAA) all had a part in the discussion. A coordinator was named and the airport committee grew. Issues that were discussed and strategies created included funding, requisitions, equipment, establishment of an airport EOC, makeovers, volunteers, additional staffing, RNC requests, among numerous other items. Eventually, other committees like the COA and Host Committee required weekly meetings also.

Numerous security briefings were held by the FBI, Airport Liaison Agent (ALA) and other associates for airport employees and airlines. A special breakout session was held by Cleveland Division of Police and the FBI for JetBlue. Aircraft Rescue & Firefighting (ARFF) held several tabletop exercises to practice the Airport Comprehensive Security Plan at CLE and BKL. The security plan and transportation plans were updated throughout the process. Orientation meetings were held with the USSS to describe the Relationship with the MACC and other Command Centers including CLE and the City of Cleveland EOC.

## ***Burke Lakefront Airport***

Upon announcement that Cleveland was awarded the RNC, several USSS subcommittees were formed. One of the subcommittee's was the Airspace Security committee that involved coordination between BKL, FBI, USSS, USCG, DHS, TSA, CBP, Cleveland Division of Police's Aviation Unit, Air Traffic Control and ground service handlers. The only agency that required a Cooperative Use Agreement was the USCG for the land east of Aviation High School and 100 reserved spaces in the parking lot for them to conduct their operation.

Due to the nature of the conference, the Security Plan and FAA Certification Manual were reviewed and determined no changes were to be made to either plan. An FAA Form 7460-1 (Notice of Proposed Construction or Alteration) was submitted to the FAA Great Lakes Region and Airports District Office depicting an aircraft parking plan that was approved for the closure of Runway 6R/24L for overflow parking. With the TFR the FAA and Secret Service imposed on the airport, the Runway was not needed, but the plan was in place.

A list of phone numbers for key personnel on-call 24 hours a day were exchanged between agencies in the event of an incident. There were no incidents that occurred during the week. Law Enforcement personnel established at the airport were issued a city radio for 24-hour communication with City operations.

### **Positive Actions Identified During Planning Process:**

1. Weekly progress meeting with staff and stakeholders.
2. Continual communication with internal and external partners.
3. Presence of federal agency staffing with previous convention experience.
4. Cooperation between airport ops, airlines, business development, ground transportation, law enforcement agencies involved and the TSA. Cross-department and division communication lines established that didn't previously exist.
5. Planning process allowed departments and divisions to address deficiencies that would have otherwise been lower priority.
6. Adequate assets (lots) that allowed us to keep major forms of transportation off the upper and lower roadway.
7. Presence of experienced personnel to keep things flowing without blocking the roadway system.
8. Flexibility and second stage planning was formulated to allow for last minute changes.
9. USSS Subcommittees shared information with each other as the plan progressed.
10. Unprecedented manpower support from federal, state and local law enforcement.
11. Provided a great test for cyber security and command center activities that may apply to other facility and airline incidents.
12. Partnering agencies worked together to develop a security plan that was effective.
13. Created and furnished VIP lounge areas on all three concourses at CLE.
14. Rented Cushman carts, vans for VIP process.
15. BKL developed a significant security footprint to allow for multiple agencies to function and operate safely and securely.

16. BKL developed an aircraft parking plan to ensure the safe and efficient aircraft arrivals and departures.

**Opportunities For Improvement Identified During Planning Process:**

1. Start planning process immediately and establish timelines for project completion.
2. Dedicate full time law enforcement personnel one year out with no other commitments.
3. Staffing of the CLE Command Center could have been balanced more effectively.
4. Better coordination with RNC Transportation Committee and COA related to airport logistics
5. Travel to other airports for key personnel to speak with agencies who have already taken part in an event like the RNC to review lessons learned.
6. Cross-committee communication improvements. There was significant overlap between the MACC and CICC subcommittees and other subcommittees. Limited ability to communicate with other subcommittees
7. Ensure that funding was available to purchase supplies needed to support operational needs of the airport. Examples of these items include, but are not limited to: safety gear, office supplies, personal protective equipment, etc.
8. Communication tests throughout the planning process at Burke Lakefront Airport. Examples of these items include, but are not limited to: radios, paging system, cell phones, email communications.
9. Consider including additional volunteer training sessions.
10. Create organizational charts with all contact information for key players.
11. Provide a list of 24-hour emergency contacts to each participating agency.

## **Description of Airports (Burke Lakefront/Hopkins International) Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Overview***

Both airports implemented command centers which operated during flight activity hours to monitor and address changing conditions on a real time basis. The command centers were staffed by airport staff, federal and local law enforcement, airlines and tenants. Security camera views of key airport locations were available on a video display during operational hours. Approximately 4,500 federal and local law enforcement officers travelled through CLE and a plan to accommodate their logistical needs while flying armed was executed. All dignitaries were met upon arrival, escorted through security, placed in secure holding areas and seamlessly connected to their ground transportation. Several additional police officers from Cleveland and other municipalities were assigned to the Airport.

At BKL, RNC arrivals commenced on July 14, 2016 and continued thru July 21, 2016. Due to the Federal Aviation Administration (FAA) and USSS's imposed temporary flight restrictions, the total number of aircraft operations was 228. This number is lower than what the administration believed would be utilizing the airport on a normal basis (estimated 450). This drop in use is directly attributed to TFR placed on the area around airport. Throughout the entirety of the RNC week, BKL serviced a total number of 3,122 customers. In addition, BKL was home to 18 RNC support helicopters from various federal agencies and local medical facilities in addition to three media helicopters.

Social media comments from a variety of sources were displayed in real time in order to monitor passenger feedback. Communications were maintained with the MACC and City of Cleveland EOC throughout the event. Both CLE and BKL conducted daily status meetings to monitor and enhance service delivery. On July 22, 2016, an airport representative was dispatched to the City of Cleveland EOC to provide real time condition updates.

### ***Ground Transportation***

The only reactive item needed during the RNC was the implementation of an operational plan for the rideshare program. This plan was put in place as soon as we realized how popular rideshare actually was. The operational plan remains in place today in anticipation of City Council passing legislation allowing the Airport to charge a per trip fee for this service. CLE, as it relates to ground transportation, encountered no major problems during the RNC.

### ***Division of Police - Airport Unit***

The Cleveland Division of Police's Airport Unit participated extensively throughout the entirety of the RNC. The fulfillment of normal duties which entail providing travelers a safe environment were completed and a bevy of additional duties were executed. These duties included, but were not limited to: motorcade coordination/sweeps/secure for VIPs, additional patrols of terminals and the addition of Patrols of IX Center (MACC) and the Volunteer Parking area. These duties required coordination with the OSHP, United States Capitol Police and multiple other state and federal agencies for both the arrival and departure of VIPs.

Several procedural changes occurred as well. These included enhanced departure methods for large state patrol contingents and new procedures created with TSA for multiple departures of armed federal and state officers.

Due to the complexity and enhanced scope of operations, multiple staffing changes were required to ensure safety operations met the enhanced requirements. These included:

- Addition of 18 patrol officers and two sergeants to roadways (18 Cleveland, 2 Amherst) and ingress/egress to airport (22 hour coverage).
- Staffing of a 24-hour rapid response car (two officer team with patrol rifle).
- Assignment of Legacy canine teams from other jurisdictions for 20 hour coverage of terminal.
- Assignment of Federal Air Marshal Visual Intermodal Prevention and Response (VIPR) team to Ticketing Level.
- Establishment of Greater Cleveland Regional Transportation Authority (GCRTA) Police on Rapid Level.
- Protection of critical infrastructure (ARFF, Fuel Depot) by Ohio National Guard.
- Establishment of 24-hour ATF bomb squad response team at Cleveland Division of Police's Bomb Squad.

### ***Burke Lakefront Airport Agency Support/Collaboration***

Over the course of RNC operations, BKL worked with many agencies to provide the best level of service, while also ensuring that the proper level of security was maintained for the NSSE hosted in Cleveland. Some of these agencies, with responsibilities, are chronicled below.

- Department of Homeland Security (DHS) - Homeland Security provided air assets, as well as personnel to assist in supporting the airport.
- Federal Bureau of Investigation (FBI) - The FBI maintained a significant presence during the RNC week. BKL staff and FBI staff developed an operation footprint for their personnel.
- Transportation Security Administration (TSA) - The TSA provided aircraft and customer screening support for our departing customers.
- U.S. Army - The Army also provided air assets as well as personnel.
- U. S. Coast Guard (USCG) -The USCG provided air assets in addition to personnel and other equipment (watercraft support). Due to the location of the airport on the lake, it was ideal to house USCG watercraft support equipment.
- U.S. Customs and Border Patrol (CBP) - CBP maintained air support assets, personnel at BKL, in addition to other assets to support the RNC.
- United States Secret Service (USSS) - USSS maintained an operations office at the airport for the duration of the RNC.

### **Positive Actions Identified During RNC Operations:**

1. All planning for this event worked. Other than the rideshare program no reactive actions needed to be taken during the RNC.
2. Continual monitoring and immediate reaction to events in real time.
3. CLE tenants expanding service hours and products to customers.
4. Extensive customer service with ambassadors, directional signage, live entertainment and free giveaways.

5. Passenger and vehicular traffic flow was well managed.
6. VIP dignitary process was well planned.
7. Brought on contracted service for ground transportation process.
8. Command center and agency coordination was excellent.
9. Airport coordination with tenants, TSA and airlines was excellent.
10. Donation of Smart Carts for RNC attendees.
11. Changing of CLE parking lots to assist with more traffic due to RNC travelers.
12. CLE provided a large amount of volunteers to assist with welcoming guests and helping with directions.
13. CLE was over prepared and ready for various situations.
14. Coordination and communication with partnering agencies was solid throughout the event.

### **Opportunities For Improvement Identified During RNC Operations:**

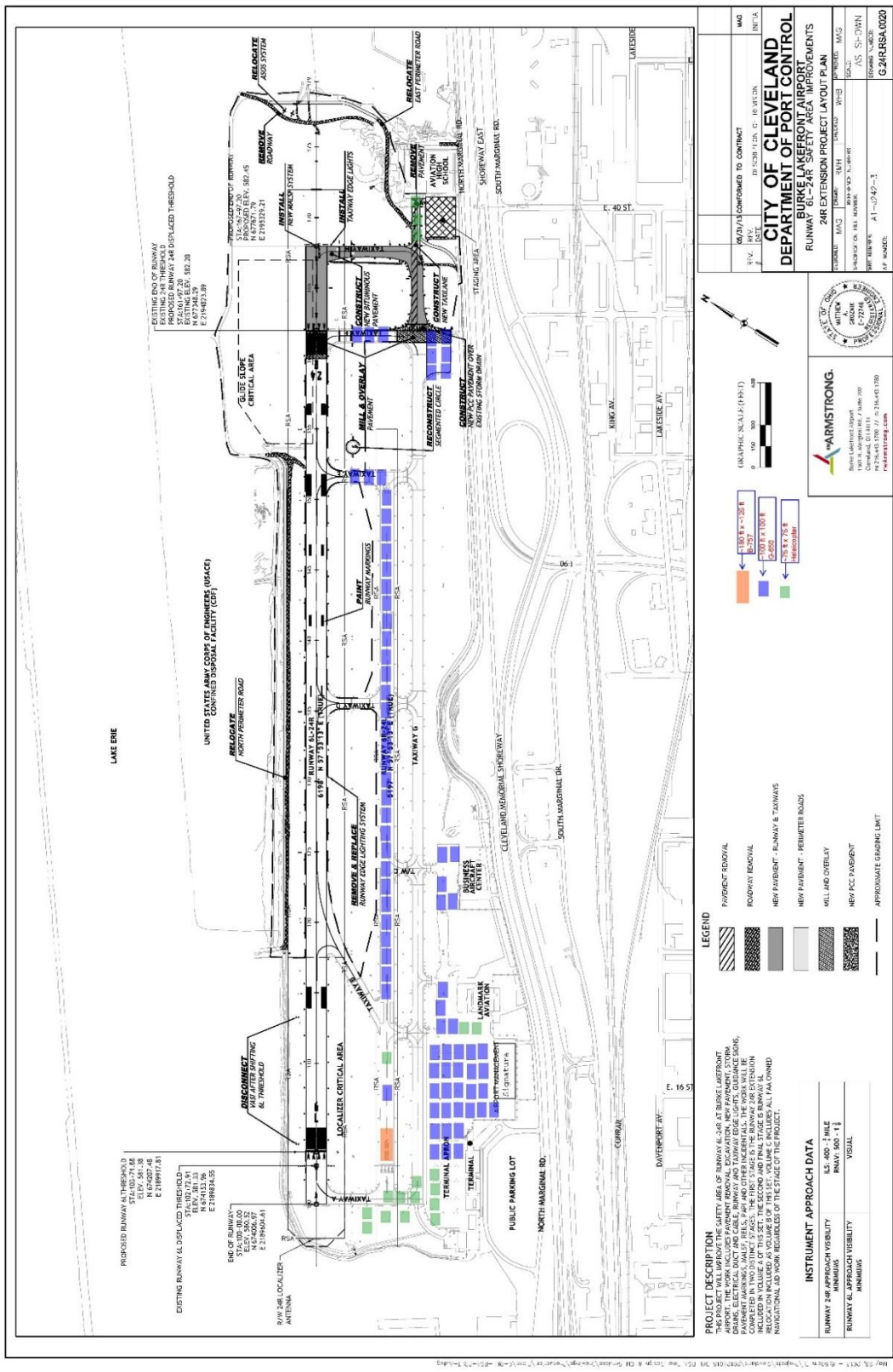
1. Notice from the COA regarding the modes of transportation being used by participants of the event
2. Obtain more detailed information from the RNC regarding ground transportation needs.
3. Enhanced communications between USSS subcommittees. Considerable duplication of discussion and effort.
4. Match volunteer support with peak passenger periods. Coordination could have been improved.
5. The Southwest Airlines computer failure cancelled several flights during the outbound travel day. Although approximately 500 passengers out of 21,000 who travelled that day were affected, the media continually focused on that aspect to the exclusion of an otherwise flawless operation.
6. City of Cleveland email inbox sizes must be expanded for key players. As video and presentation programs grow in size, and multiple revisions may be required, mailbox limitations may be met in a matter of weeks.
7. Enhance sharing of information or representation from all entities in meetings. Host Committee should have more contact with the both Airports further in advance of the 2016 RNC.
8. Provide a list of personnel to airport command centers of who was on duty each day.
9. Develop fueling stations for out-of-state agencies requiring fuel for their equipment.

### **Recommendations to Future Host Cities:**

1. Start the planning process and develop Committees immediately. Request written reports within six months of challenges that past host cities experienced during their convention.
2. Anticipate and concentrate on the total customer friendly experience. That is the experience that passengers will remember.
3. Take full advantage of TSA and other Federal Agency experts in convention logistical planning.
4. Build a cooperative relationship and establish communications with every agency using your facilities.
5. Clearly identify modes of transportation that will be used by the events participants and identify all assets needed in order to make sure the airports roadway system is in a constant state of flow.

6. Clearly identify where all modes of transportation are located and have people in place that have knowledge of the airport available to assist incoming event participants. Hold all event traffic at an off-site location until it is needed.
7. Understand that with Rideshare, a new paradigm in delegate transportation has been created at airports.
8. Work with airside event personnel in order to identify when flights will arrive.
9. Recommend airports review TFR's before they are published and fully understand the impact of TFR's to the host airport.
10. Develop an aircraft parking plan in place prior to the commencement of convention week.
11. Make sure key personnel are qualified for the job responsibilities need to be performed.
12. Admit your failings and realize that tracking everything from personnel, to equipment to volunteers is an absolute necessity. With Microsoft Office and similar programs there is no excuse for not being prepared or having information at your fingertips at a second's notice.

# Attachment A – BKL Airport Parking Plan

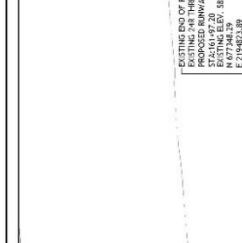


**PROPOSED RUNWAY ALTITUDE**  
 STA 100+70.00  
 STA 100+75.00  
 STA 100+80.00  
 STA 100+85.00  
 STA 100+90.00  
 STA 100+95.00  
 STA 100+100.00  
 STA 100+105.00  
 STA 100+110.00  
 STA 100+115.00  
 STA 100+120.00  
 STA 100+125.00  
 STA 100+130.00  
 STA 100+135.00  
 STA 100+140.00  
 STA 100+145.00  
 STA 100+150.00  
 STA 100+155.00  
 STA 100+160.00  
 STA 100+165.00  
 STA 100+170.00  
 STA 100+175.00  
 STA 100+180.00  
 STA 100+185.00  
 STA 100+190.00  
 STA 100+195.00  
 STA 100+200.00  
 STA 100+205.00  
 STA 100+210.00  
 STA 100+215.00  
 STA 100+220.00  
 STA 100+225.00  
 STA 100+230.00  
 STA 100+235.00  
 STA 100+240.00  
 STA 100+245.00  
 STA 100+250.00

**EXISTING RUNWAY ALTITUDE**  
 STA 100+70.00  
 STA 100+75.00  
 STA 100+80.00  
 STA 100+85.00  
 STA 100+90.00  
 STA 100+95.00  
 STA 100+100.00  
 STA 100+105.00  
 STA 100+110.00  
 STA 100+115.00  
 STA 100+120.00  
 STA 100+125.00  
 STA 100+130.00  
 STA 100+135.00  
 STA 100+140.00  
 STA 100+145.00  
 STA 100+150.00  
 STA 100+155.00  
 STA 100+160.00  
 STA 100+165.00  
 STA 100+170.00  
 STA 100+175.00  
 STA 100+180.00  
 STA 100+185.00  
 STA 100+190.00  
 STA 100+195.00  
 STA 100+200.00  
 STA 100+205.00  
 STA 100+210.00  
 STA 100+215.00  
 STA 100+220.00  
 STA 100+225.00  
 STA 100+230.00  
 STA 100+235.00  
 STA 100+240.00  
 STA 100+245.00  
 STA 100+250.00

**LEGEND**

- PAVEMENT REMOVAL
- ROADWAY REMOVAL
- NEW PAVEMENT - RUNWAY & TAXIWAYS
- NEW PAVEMENT - PERIMETER ROADS
- MILL AND OVERLAY
- NEW PCC PAVEMENT
- APPROXIMATE GRADING LIMIT



**PROJECT DESCRIPTION**  
 THIS PROJECT WILL IMPROVE THE SAFETY AREA OF RUNWAY 6L, 24R AT BURKE LAKEFRONT AIRPORT. THE WORK INCLUDES PAVEMENT REMOVAL, EXCAVATION, NEW PAVEMENT, STORM DRAINAGE, MILL AND OVERLAY, NEW PCC PAVEMENT, NEW PAVEMENT, STORM DRAINAGE, AND OTHER NECESSARIES. THE WORK WILL BE CONDUCTED IN VOLUMES A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z. THE SECOND AND FINAL STAGE OF CONSTRUCTION WILL BE CONDUCTED IN VOLUME Z. THE SECOND AND FINAL STAGE OF CONSTRUCTION WILL BE CONDUCTED IN VOLUMES OF THE SET. VOLUME Z INCLUDES ALL MAINTENANCE AREAS, STORM DRAINAGE, AND WORK AREAS OF THE STAGE OF THE PROJECT.

**INSTRUMENT APPROACH DATA**

RUNWAY 24R APPROACH VISIBILITY	LS, 400 - 2 MILE
RUNWAY 6L APPROACH VISIBILITY	RWAY, 500 - 1 1/2 VISUAL
AMBIGUOUS	VISUAL

DATE	10/21/21	APPROVED TO CONTRACT	10/21/21
DRAWN	W.M.	DATE	10/21/21
CHECKED		DATE	
PROJECT	CITY OF CLEVELAND DEPARTMENT OF PORT CONTROL BURKE LAKEFRONT AIRPORT RUNWAY 6L - 24R SAFETY AREA IMPROVEMENTS		
SCALE	AS SHOWN	DATE	10/21/21
PROJECT NO.	G24R RSA 0020	DATE	10/21/21
PROJECT NAME	24R EXTENSION PROJECT LAYOUT PLAN	DATE	10/21/21
PROJECT LOCATION	12500 W. 125th ST. CLEVELAND, OH 44116	DATE	10/21/21
PROJECT NUMBER	A1-10/21-1	DATE	10/21/21
PROJECT SHEET	G24R RSA 0020	DATE	10/21/21

ARMSTRONG  
 Surveying & Planning, Inc.  
 7500 Rockwell Road, Suite 100  
 Cleveland, OH 44131  
 Phone: (216) 441-1000  
 Fax: (216) 441-1001  
 www.armstrongsurveys.com



## Assessments & Licenses (Permitting/Transportation/Street Vendors)



CITY OF CLEVELAND  
Mayor Frank G. Jackson

### Description of RNC Mission/Area of Responsibility:

Pre-RNC, the Division of Assessments and Licenses (“Division”) was responsible for receiving, processing and distributing permits for street obstructions, closures and moves; within the Central Business District and throughout the City proper that had impact on the Convention. The Division was responsible for receiving, processing, approving and distributing location permits for food and street vendors within designated areas within the Central Business District. During this time, the Division organized and facilitated the cross-departmental planning meetings for First Amendment Activity, Food and Street Vendors. Participants in the planning included Law, Police, Public Health and Capital Projects.

The Division organized and led an internal cross-departmental permitting team comprised of Public Works, Building & Housing, Capital Projects, City Planning, Fire, Police, Public Health and Bureau of Traffic. This team was responsible for a coordinated application intake, review, and response and/or permit issuance of a myriad of Convention–related activities for Committee on Arrangement, Host Committee, media, businesses, organizations and groups. The Division was responsible for receiving, processing, scheduling and notification for First Amendment Activity during the Convention. This activity was specific to the Official Parade Route (Lorain-Carnegie Bridge), the Official Speaker’s Platform (Public Square) and Official Park Use (Willard Park and Perk Plaza). The Division managed this through an automated process which included online submission capability as well as an electronic review and response in Accela. Finally, the Division was also responsible and jointly worked with Cleveland Hopkins International Airport to increase capacity and availability of taxicabs during the Convention.

During the week of RNC Operations, the Division jointly managed and staffed alongside Public Works’ Office of Special Events, the Official Parade Route, Official Speakers’ Platform and the Official Park Use. This included pre-RNC First Amendment Activity. In addition to these permitting functions, pursuant to City of Cleveland Codified Ordinances, the Division was tasked with enforcement of taxicabs and street vendors within the Central Business District.

### Description of Assessments & Licenses’ (Permitting / Transportation / Vending) Planning Process from Cleveland’s Award of the 2016 RNC to July 14, 2016:

#### *Permitting*

##### FOOD & STREET VENDORS

Division of Assessments & Licenses’ senior management, Licenses & Permits and compliance teams conducted an analysis of Tampa and Charlotte RNC Reporting November 2014. Bi-Weekly Special Event Planning meetings began in July 2015 with the following Agencies: Building & Housing, Capital Projects, Public Health, Public Safety and Public Works. Having conducted a series of internal business process meetings, inventory was secured specific to the RNC in November 2015. Licenses & Permits created an RNC Vendor Waiting List in July 2015 to capture inquiries, compile mailing list and facilitate Public Records Requests. In preparation for the RNC welcome event, Public Health, Division of Fire and Division of Assessments & Licenses met in January 2016 for the purpose of streamlining the permitting process for existing and guest food operators. Construction and Vending limitations were finalized and disseminated in March 2016. In April 2016 internal meetings with Capital Projects, Public Safety and Division of Assessments & Licenses commenced dedicated to finalizing designated vending zones specific to placement of temporary vendors and relocation of annual vendors.

## STREET PERMITS

Kept track of all applications submitted and/or permits issued during the RNC time period (January 1 - August 1, 2016). Weekly and daily monitoring was required for all applications. From June 1<sup>st</sup> to August 1<sup>st</sup>, prior to processing any obstruction, closure or move applications for the Central Business District and designated surrounding areas, all applications within this scope were submitted for review and signoff by the Assistant Commissioner. This included both needed and impacted projects by/for RNC events. This began with the immediate area of Public Square and expanding to the Central Business District.

### ***Street Vendors***

In the beginning of the planning phase, monthly meetings were attended to discuss the mandates that were required of the City of Cleveland as a whole. These meetings were attended by employees of various public service agencies to brainstorm ideas on the most effective means of hosting a successful Convention. Topics of discussion during these meetings were security, public safety, and access limitations in or near the Central Business District before, during, and after the Convention.

The monthly meetings evolved into bi-weekly meetings within the Division of Assessments and Licenses to delve into the specifics of the City Service Agreement for the Convention. The purpose of these meetings, attended only by Divisional personnel, was to develop strategies on how to deal with licenses and/or permits issued and enforced by the Division.

The first step of plan development was to inform the currently licensed Street Vendors of the Convention and notify them of the security, public safety, and access limitations that were in the planning stages in the downtown Cleveland area for the period of July 1 – July 31, 2016. The correspondence clearly stated that standard operations and/or locations may be modified to account for any restrictions/limitations imposed for the RNC and that any restrictions/limitations imposed for the Convention superseded current operating procedures.

After the street vendors were notified of the impending changes, additional meetings were held with employees of various outside agencies in addition to other departments/divisions within the City of Cleveland. These meetings identified vending areas for the Convention, the required licensing and permitting of the vendors, the specific times that vendors would be permitted to operate, and the impact that the vendors would have on pedestrian travel and safety precautions within the Central Business District.

As a result of the meetings, specific zones were created for the sale of general merchandise and food. Food carts with propane tanks were also relocated for safety precautions. Working with the Law Department and the Mayor's Office of Capital Projects, Temporary Rules and Regulations were created in order to govern the behavior of the vendors for the RNC.

### ***Transportation***

In the beginning of the planning phase, monthly meetings were attended to discuss the mandates that were required of the City of Cleveland as a whole. These meetings were attended by employees of various public service agencies to brainstorm ideas on the most effective means of hosting a successful convention. Topics of discussion during these meetings were security, public safety, and access limitations in or near the Central Business District before, during, and after the Convention. The monthly meetings evolved into bi-weekly meetings within the Division of Assessments and Licenses to delve into the specifics

of the City Service Agreement for the Convention. The purpose of these meetings, attended only by Divisional personnel was to develop strategies on how to safely transport the citizens and visitors to attending the RNC.

The first step of plan development was to inform the currently licensed taxicab operators of the Convention and notify them of the security, public safety, and access limitations that were in the planning stages in the downtown Cleveland area for the period of July 1 – July 31, 2016. The correspondence clearly stated that standard operations and/or locations may be modified to account for any restrictions/limitations imposed for the RNC and that any restrictions/limitations imposed for the Convention superseded current operating procedures.

After the taxicab operators were notified of the impending changes, the Division met with Cleveland Hopkins International Airport personnel to discuss inbound and outbound transportation plans on providing sufficient taxicabs at the airport for the beginning and ending of the Convention. As a result of these meetings with divisional personnel, plans were put in place to allow for the licensing of temporary taxicab operators and vehicles to ensure that sufficient transportation options were available. All vehicles allowed to temporarily operate during the Convention were properly licensed and outfitted with decals indicating the prices, the passenger Bill of Rights, and the company operating the vehicles.

Additional divisional meetings were held to discuss the involvement of surrounding municipalities in transporting the delegates and attendees staying in their areas. These meetings also involved creating a plan on ensuring that the taxicabs and taxicab operators were both neat and clean and that the operators offered our citizens and visitors an exceptional level of customer service.

During the last weeks before the RNC, divisional personnel detailed the licensing and permitting requirements that would be required of the potential influx of temporary and new drivers. This information was communicated out to the current taxicab company owners with the specific instructions on how to apply.

#### **Positive Actions Identified During Planning Process:**

1. Established and created a tracking spreadsheet for permitting purposes.
2. Established filing system for RNC closures.
3. Legend provided of closures not to be approved for specific streets.
4. Reviewing on weekly and daily basis of applications.
5. Preprinted notifications for closures to be issued with permits regarding limitations during RNC.
6. Deadlines imposed and met.
7. Subject matter experts from each department available during the planning process.
8. Frequent meetings with strategic agendas.
9. Street vendors were limited to three specific zones instead of being spread out throughout the Central Business District.
10. The Division of Assessments and Licenses was prepared to accommodate the delegates and attendees of the convention.
11. Cleveland Hopkins International Airport was in agreement with the plans put in place by the Division of Assessments and Licenses.

### **Opportunities For Improvement Identified During Planning Process:**

1. Lead time (90 to 180 days) for training for overall process.
2. Designated staff for RNC and normal business process of applications and permits.
3. Time allotted to conduct comprehensive research.
4. Training and testing.
5. Contingency plans.
6. Survey proposed vending zones to ensure that the areas would be beneficial for the vendors.
7. Educate and explain to the customers the vending areas, processes, and rules for operating during the Convention (new vendors to the City of Cleveland).
8. The departments/divisions that worked together to create the vending areas, processes, and rules for operating also work together to enforce the regulations during the convention.
9. Have dedicated police personnel to assist with the enforcement of street vendors.
10. Legislation to encompass equal or similar licensing requirements for all for-hire vehicles and operators within the City of Cleveland.

## **Description of Assessments & Licenses' (Permitting / Transportation / Vending) Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Permitting***

Licenses and Permits dedicated specific personnel to process and track construction street closure permits, filming closure permits, oversized-super load permits and officially-speaker's platform and parade permits. In May 2016, applications to vend were made available to the public. Prior to the RNC, a final internal meeting with the compliance team was held to confirm the number of slots allotted for each zone. A manual log was created to record each applicant's assignment. Mailing was sent 30 days prior to the event to existing vendors on temporary re-location. Final mailing and email notification was sent two weeks prior to the event to those on the waiting list.

### ***Street Vendors***

During the week of the RNC, Investigators from the Division of Assessments and Licenses patrolled the Central Business District to ensure that all street vendors were operating in accordance to the Rules and Regulations. Investigators also responded to citizen and business complaints regarding street vendors operating outside of the zones and without the proper licenses.

### ***Transportation***

During the week of the Republican National Convention, Investigators from the Division of Assessments and Licenses patrolled the Central Business District to ensure that all taxicab vehicles and operators were operating in accordance to Codified Ordinance Chapter 443 and the Taxicab Rules and Regulations.

### **Positive Actions Identified During RNC Operations:**

1. Ability to distribute clients permits in a timely manner.
2. Sufficiently able to disclose current and up-to-date information regarding closures.
3. Organization of staffing and planning.
4. Staffing met needs and expectations.

### **Opportunities For Improvement Identified During RNC Operations:**

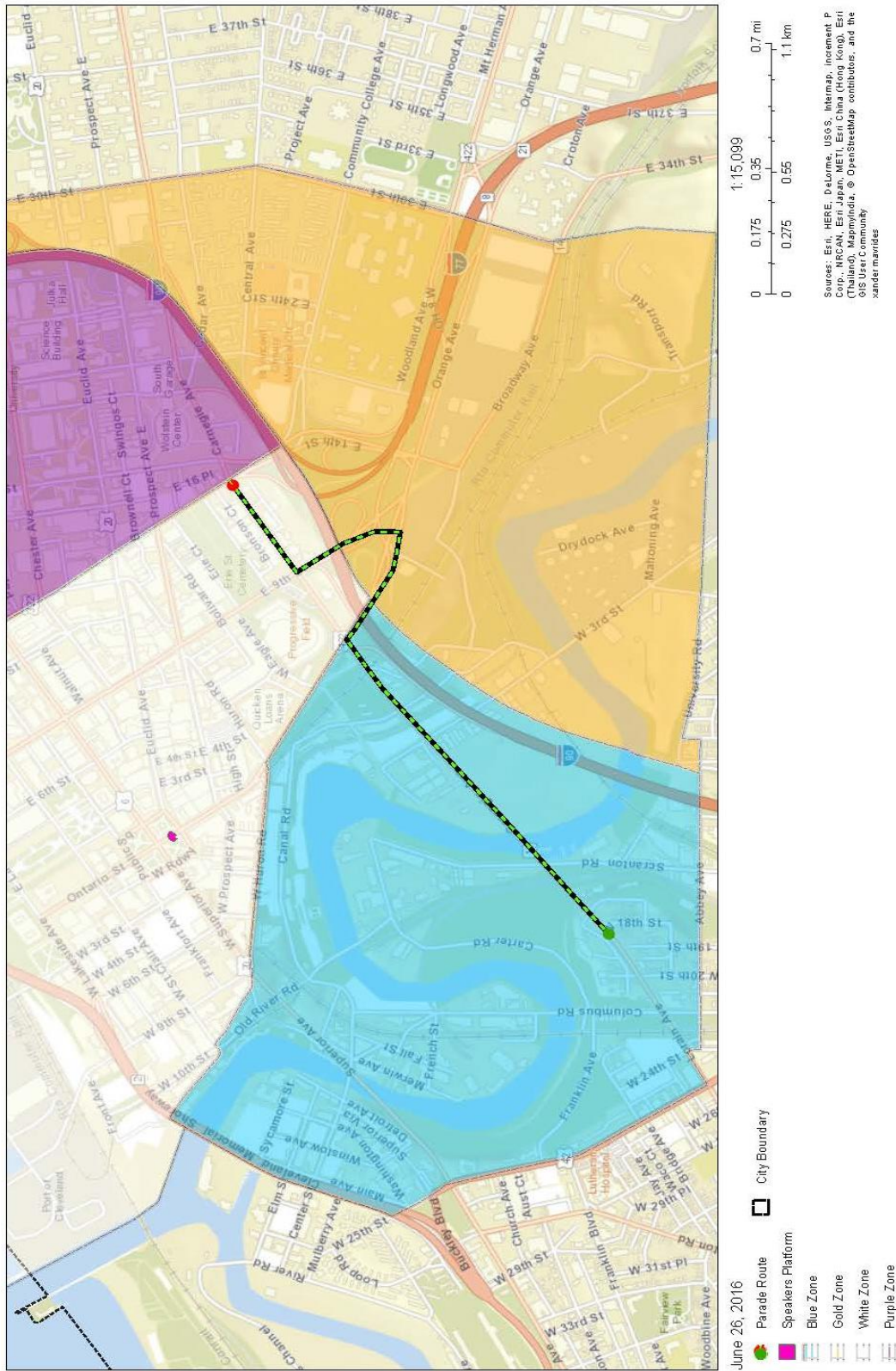
1. Start earlier in planning process.
2. Communications with the clients/ vendors – Tip Line and or Help Desk
3. Timing in terms of execution and deployment
4. Testing and training.
5. Technology.
6. Survey proposed vending zones to ensure that the areas would be beneficial for the vendors.
7. Have dedicated police personnel to assist with the enforcement of street vendors. There was a lack of police involvement in Street Vendor enforcement.
8. Involve mobility options for enforcement personnel (golf carts, Segway's, etc.)
9. Define dedicated stands for taxicab use only within the Convention area.
10. Lack of police involvement in illegal for-hire activity

### **Recommendations To Future Host Cities:**

1. Start planning process early.
2. Ensure all involved parties are kept in constant communication and informed of current status of the process.
3. Be flexible to all process and needs to both the clients and other departments
4. Be willing to work, revise and develop processing plans on a continual basis.
5. Allot adequate time for research and analysis.
6. Copious meetings with subject matter experts.
7. Technology specific to automating processes.
8. Allow the Street Vendors to operate in an area with high foot traffic or eliminate Street Vendor options altogether.
9. Have a dedicated police officer to assist enforcement personnel or access to the police department in the event an officer is required.
10. Have a dedicated area in the licensing office to educate prospective vendors on the vending areas, processes, and rules for operating during the convention.
11. Dedicate a staging area of all for-hire vehicles. Do not allow for-hire vehicles to loiter.
12. Have a dedicated police officer to assist enforcement personnel or access to the police department in the event an officer is required.

# Attachment A – Established Vending Zones Maps



## Parade Route / Speakers Platform



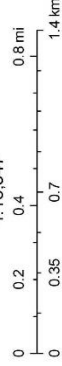
# Mobile Vending Zones



May 24, 2016

-  Mobile Vending Routes
-  City Boundary

1:18,347

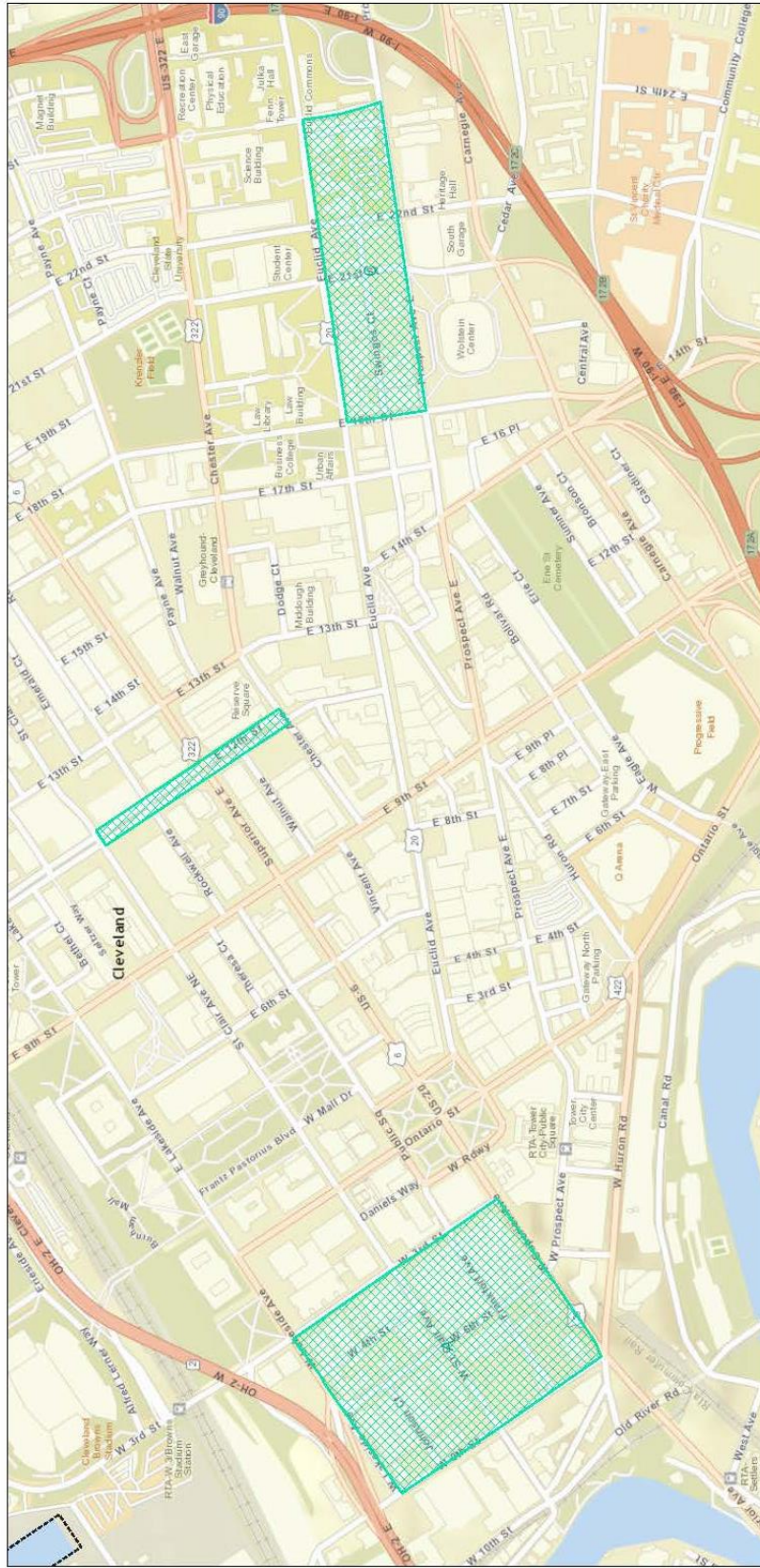


**CITY OF CLEVELAND**  
Mayor Frank C. Jackson



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), Swisstopo, © OpenStreetMap contributors, and the GIS User Community



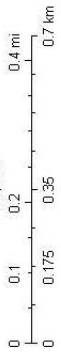
# Vending Zones



May 24, 2016

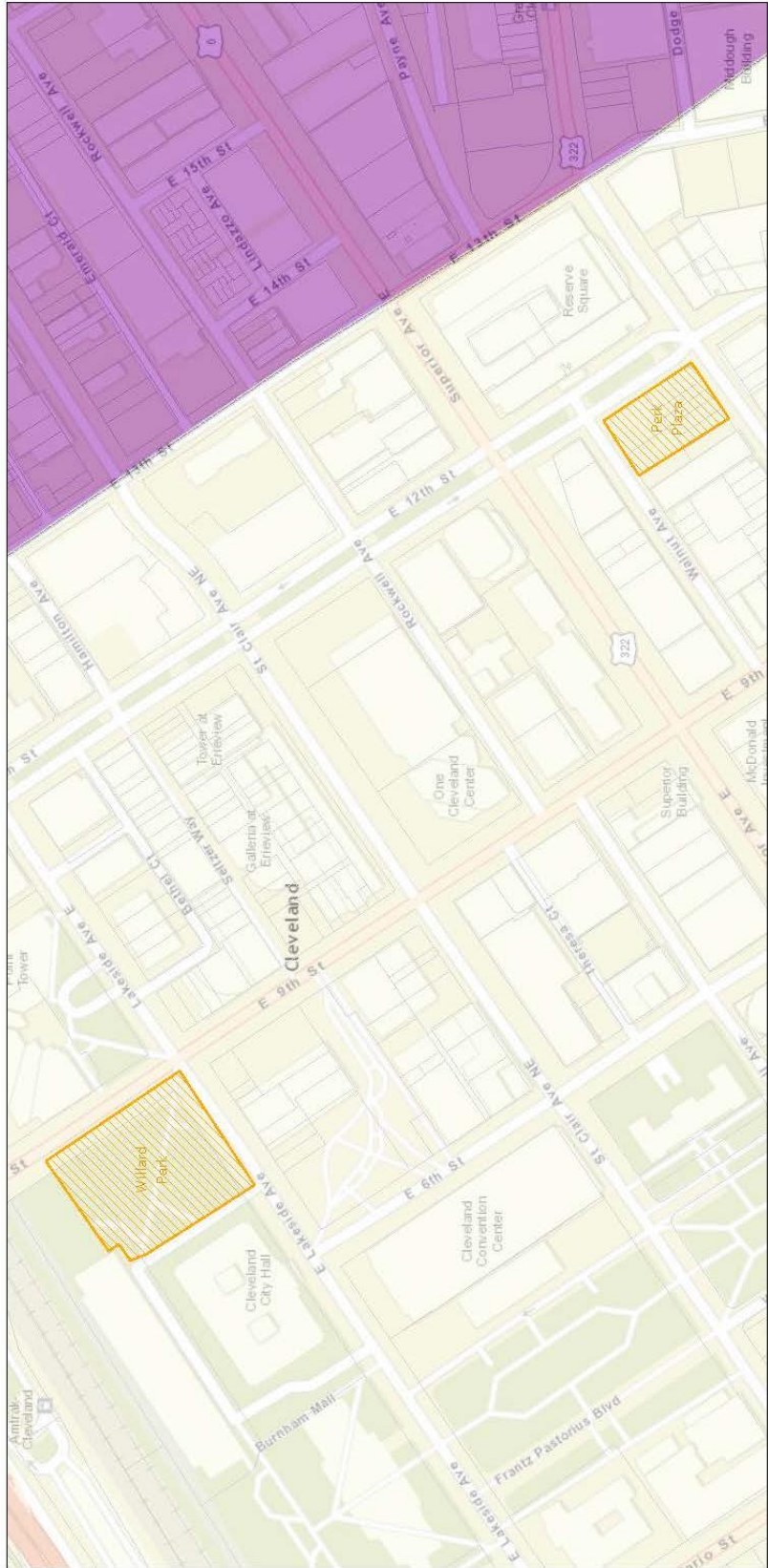
-  Vending Zones
-  City Boundary

1:9,173



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri China (Beijing), Swisstopo, © OpenStreetMap contributors, and the GIS User Community

# Permitted Park Use



- June 26, 2016
- Public Installations
  - Blue Zone
  - Gold Zone
  - White Zone
  - Purple Zone
  - City Boundary
  - Parcels

1:3,775

0 0.045 0.09 0.18 mi

0 0.05 0.1 0.2 km

Sources: Esri, HERE, DeLorme, USGS, Intermap, Inetmap, P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



CITY OF CLEVELAND  
Mayor Frank G. Jackson

**OFFICIAL PERMIT AND REGISTRATION APPLICATION  
2016 REPUBLICAN NATIONAL CONVENTION  
FOR DATES OF JULY 18 THROUGH JULY 21**



CITY OF CLEVELAND  
Mayor Frank G. Jackson

With regard to First Amendment activity during the Republican National Convention in Cleveland, Ohio, the City of Cleveland has two goals: (1) to respect and protect the First Amendment rights of our citizens and visitors; and (2) to preserve the peace, provide public safety, and ensure an enjoyable convention experience for all.

The City has designated a route for parades and marches to be used during the Convention dates of July 18 – 21, 2016. The City will also establish a Speakers Platform, a location where City-provided microphones and amplification equipment will be available to individuals and groups wishing to express their opinions.

This application process must be used to request use of the Official Parade Route and Park Use, as well as registration for use of the Official Speakers Platform. This application will be open until 5:00pm Eastern Standard Time on Friday, July 08, 2016 or until all available time slots have been filled.

**Application Guidelines:**

- Groups/Individuals will be allowed to submit one application for one activity for each day that has available time slots
- All time slots will be filled on a first come, first serve basis
- When all time slots for a day have been filled, the day will close. The City will not maintain a waiting list

**ATTACHMENT B – Permit Application**





**OFFICIAL PERMIT AND REGISTRATION APPLICATION  
2016 REPUBLICAN NATIONAL CONVENTION  
FOR DATES OF JULY 18 THROUGH JULY 21**



CITY OF CLEVELAND  
Mayor Frank G. Jackson

Only one activity, date and time per application will be accepted. Applications submitted with more than one activity, date and time selected will not be processed and will be returned to applicant.

1. **Select One Date:**  Monday, July 18  Tuesday, July 19  Wednesday, July 20  Thursday, July 21
2. **Select One Activity Box and Requested Time:**

**Official Parade Route**

**Requested Time**  
**Monday, July 18 - Parades limited to 60 minutes scheduled each hour starting at 2:00pm ending at 5:00pm.**  
 2:00pm-3:00pm  3:00pm-4:00pm  4:00pm-5:00pm  
**Tuesday through Thursday, July 19-21 - Parades limited to 60 minutes scheduled each hour starting at 9:00am ending at 2:00pm.**  
 9:00am-10:00am  10:00am-11:00am  11:00am-12:00pm  12:00pm-1:00pm  1:00pm-2:00pm

**OR**

**Official Speakers Platform** Speakers: Platform limited to 30 minutes scheduled every 30 minutes starting at 9:30am ending at 6:30pm.

**Requested Time**  
 9:30am-10:00am  10:15am-10:45am  11:00am-11:30am  11:45am-12:15pm  12:30am-1:00pm  1:15pm-1:45pm  
 2:00pm-2:30pm  2:45pm-3:15pm  3:30pm-4:00pm  4:15pm-4:45pm  5:00pm-5:30pm  5:45pm-6:15pm

**OR**

**Park Use** Designated space for public art displays and public gatherings. Permits required for all public art displays. Park Use is limited to 9:30am-9:00pm.

Perk Plaza  Willard Park

3. **Approximate Number of Participants:** \_\_\_\_\_ **ADA Accommodations:** Y  N
4. **Name of Event/Request:** \_\_\_\_\_
5. **Web address of Organization/Individual:** \_\_\_\_\_
6. **Organization/Individual Submitting Request:** \_\_\_\_\_
7. **Address:** \_\_\_\_\_ City \_\_\_\_\_ ST \_\_\_\_\_ Zip \_\_\_\_\_
8. **Phone/Cell Phone:** \_\_\_\_\_ **Fax:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**SIGNED ACKNOWLEDGMENT**

Permit holder acknowledges having read rules and agrees to abide by all conditions of the application and the regulations governing the use of space.

**Applicant Printed Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Signature of Applicant:** \_\_\_\_\_ **Date:** \_\_\_\_\_



**OFFICIAL PERMIT AND REGISTRATION APPLICATION  
2016 REPUBLICAN NATIONAL CONVENTION  
FOR DATES OF JULY 18 THROUGH JULY 21**



CITY OF CLEVELAND  
Mayor Frank G. Jackson

**OFFICE USE ONLY**

**Permit or Registration Number LUEU16-**

**Who needs to apply for a permit?**

**Official Parade Route Permit**

The Official Parade Route shall be the only parade route permitted in the Event Zone effective beginning at 2:00pm Eastern Standard Time on July 18, 2016 and terminating at 2:00pm Eastern Standard Time on July 21, 2016. In the event the RNC is extended, then the effective period of the Official Parade Route shall also extend to coincide with the dates of the RNC. However, the term for the Official Parade Route shall not extend beyond July 21, 2016. Unless otherwise stated herein, an Official Parade Route permit shall be required when any person, entity, group or organization desires to engage in, participate in, conduct, host or otherwise hold a parade in the Event Zone during the aforementioned dates.

**Park Use - Public Art Installation Permit**

Park Use are designated gathering spaces within City parks where approved objects can be displayed as well as individuals or groups may assemble. Hours of operation are from 9:30am - 9:00pm Eastern Standard Time, July 18-21, 2016. Permits are required for all public art displays.

**Who needs to register?**

**Official Speakers' Platform Registration**

Official Speakers' Platform is a stage located within the Public Viewing Area, limited to 30 minutes per speaker with amplified sound. Hours of operation are from 9:30am - 6:30pm Eastern Standard Time, July 18-21, 2016. Registration for the Official Speakers' Platform is located at the Division of Assessments and Licenses on a first come first serve basis.

**Why do you need a permit or to register?**

The City of Cleveland wants to accommodate as many groups as possible during this convention period and provide for an enjoyable experience for all our residents and guests. To ensure proper scheduling and planning, applicants are asked to estimate the number of people attending.



CITY OF CLEVELAND  
Mayor Frank G. Jackson

**OFFICIAL PERMIT AND REGISTRATION APPLICATION  
2016 REPUBLICAN NATIONAL CONVENTION  
FOR DATES OF JULY 18 THROUGH JULY 21**



CITY OF CLEVELAND  
Mayor Frank G. Jackson

**How do I apply for a permit or register?**

Applications should be submitted online (<https://ca.permitcleveland.org/Public/>), mailed, or delivered in person to the following address:

Division of Assessments and Licenses  
City of Cleveland/Cleveland City Hall  
601 Lakeside Avenue, Room 122  
Cleveland, Ohio 44114  
DALLicenses@city.cleveland.oh.us

**When will I find out if my application for a permit is approved or registration was accepted?**

The City of Cleveland will notify people of the status of their reservation application in a timely manner by mail or email.

**What are the hours of the Division of Assessments and Licenses?**

The Office is open Monday through Friday, 8:00am - 5:00pm Eastern Standard Time.

**What are the fees associated with an Official Speakers' Platform, Official Parade Route or Park Use permit for the Republican National Convention?**

There is no fee for an Official Speakers' Platform, Official Parade Route or Park Use Permit.

**Where can I find the permit/registration application?**

Permit/registration applications can be obtained on the City's web site at [www.cleveland.oh.us](http://www.cleveland.oh.us) or be applied for online at <https://ca.permitcleveland.org/Public/>.

**Can I apply for a parade or public park use permit that is not the Official Parade Route or designated Park Use spaces?**

Yes

**Who should I call with questions regarding the process?**

For questions regarding applications, contact (216) 664-2067 or email at [DALLicenses@city.cleveland.oh.us](mailto:DALLicenses@city.cleveland.oh.us).

**Media inquiries should be directed to the Mayor's Office of Communication by email at [communication@city.cleveland.oh.us](mailto:communication@city.cleveland.oh.us)**

## ATTACHMENT C – Schedule of Permitted Activities



### **CITY OF CLEVELAND**

Department of Public Works  
500 Lakeside Avenue  
Cleveland, Ohio 44114  
(216) 664-2484

#### Special Event Zone Activity Record List as of 7/12/2016

##### Special Event Zone Official Parade

###### **Activity Date: 7/18/2016**

LUEU16-00099

TIM SELATY SR, AMERICAFIRSTMOVEMENT.COM,

██████████, SPRING, TX, 77832

Special Event Zone: Official Parade

14:00 - 15:00

Participants: 5000 / ADA Accommodations: No

LUEU16-00132 (APPLICATION DENIED/ APPLICANT-LAW-SAFETY AGREEMENT)

TOM BURKE, THE COALITION TO STOP TRUMP,

██████████, GRAND RAPIDS, MI, 49503

Special Event Zone: Official Parade

12:00-1:30PM RALLY- MALL A USE/ SIDEWALK PROCESSION TO PUBLIC SQ – RALLY-MALL A

Participants: 5000 / ADA Accommodations: No

LUEU16-00290

MARGARET MARTIN, IRAQ VETERANS AGAINST THE WAR,

██████████, NEW YORK, NY, 10038

Special Event Zone: Official Parade

15:00 - 16:00

Participants: 50 / ADA Accommodations: No

LUEU16-00318 (NOT OFFICIAL PARADE ROUTE)

LAWRENCE BRESLER, ORGANIZE OHIO,

██████████ CLEVELAND, OH, 44113

Regular Parade: Alternate Route

15:00 - 16:00

Participants: 5000 / ADA Accommodations: No/ RALLY IN PRIV LOT – 65<sup>TH</sup> & SUPERIOR

LUEU16-00332

LENORE KALOM,

██████████ PARMA, OH, 44129

Special Event Zone: Official Parade

16:00 - 17:00

Participants: 9 / ADA Accommodations: No

**Activity Date: 7/19/2016**

LUEU16-00160

BRYAN HAMBLEY, STAND TOGETHER AGAINST TRUMP MARCH,

██████████ COLUMBUS, OH, 43215

Special Event Zone: Official Parade

13:30 - 14:30

Participants: 5000 / ADA Accommodations: No

LUEU16-00333

LENORE KALOM,

██████████ PARMA, OH, 44129

Special Event Zone: Official Parade

12:00 - 13:00

Participants: 9 / ADA Accommodations: No

LUEU16-00352

CONNER O'MALLEY, CONNER O'MALLEY

██████████ BROOKLYN, NY, 11222

Special Event Zone: Official Parade

09:00 - 10:00

Participants: 1 / ADA Accommodations: No

**Activity Date: 7/20/2016**

LUEU16-00334

LENORE KALOM, ,

██████████ PARMA, OH, 44129

Special Event Zone: Official Parade

11:00 - 12:00

Participants: 9 / ADA Accommodations: No

**Activity Date: 7/21/2016**

LUEU16-00158

BRYAN HAMBLEY, STAND TOGETHER AGAINST TRUMP MARCH

██████████ COLUMBUS, OH, 43215

Special Event Zone: Official Parade

13:30 - 14:30

Participants: 5000 / ADA Accommodations: No



LUEU16-00335  
LENORE KALOM,  
[REDACTED] PARMA, OH, 44129  
Special Event Zone: Official Parade  
12:00 - 13:00  
Participants: 9 / ADA Accommodations: No

LUEU16-00350  
ALEXANDRA COE, GREAT LAKES REGION FOR JOHNSON WELD  
[REDACTED] SARASOTA, FL, 34232  
Special Event Zone: Official Parade  
10:00 - 11:00  
Participants: / ADA Accommodations: No

**Special Event Zone Park Use**

**Activity Date: 7/18/2016**

LUEU16-00039  
GAYE LUB, GAYE LUB  
[REDACTED] SAINT HELENA, CA, 94574  
Special Event Zone: Park Use  
WILLARD PARK - PUBLIC ART DISPLAY  
Participants: 6 / ADA Accommodations: No

LUEU16-00053  
SUSAN MURNANE, LWV GREATER CLEVELAND,  
[REDACTED] CLEVELAND, OH, 44113  
Special Event Zone: Park Use  
WILLARD - VOTER REGISTRATION  
Participants: 4 / ADA Accommodations: No

LUEU16-00138  
Margaret Rice, Food Not Bombs Lake County and East Side Cleveland,  
[REDACTED] Willoughby, OH, 44094  
Special Event Zone: Park Use  
WILLARD - DISTRIBUTION OF FOOD AND WATER  
Participants: 10 / ADA Accommodations: No

LUEU16-00139  
Thomas Moran, THOMAS MORAN,  
██████████ Fenton, MI, 48430  
Special Event Zone: Park Use  
PERK PLAZA - DISPLAY (2) 7' BANNERS  
Participants: 4 / ADA Accommodations: No

LUEU16-00150  
Brad Borke, CLEVELAND BAPTIST CHURCH,  
██████████ Brooklyn, OH, 44144  
Special Event Zone: Park Use  
WILLARD PARK - WILLARD PARK  
Participants: 15 / ADA Accommodations: No

LUEU16-00155  
Andrew Purchin, Andrew Purchin, Artist,  
██████████ Cruz, CA, 95060  
Special Event Zone: Park Use  
WILLARD PARK - [HTTP://WWW.ANDREWPURCHIN.COM/PROJECTS/2016-PILGRIMAGE-REPUBLICAN-NATIONAL-CONVENTION-AND-DEMOCRATIC-NATIONAL-CONVENTION](http://www.andrewpurchin.com/projects/2016-pilgrimage-republican-national-convention-and-democratic-national-convention)  
Participants: / ADA Accommodations: No

LUEU16-00171  
KEITH MCHENRY, FOOD NOT BOMBS  
██████████, EL PRADO, NM, 87529  
Special Event Zone: Park Use  
PERK PLAZA - FOOD NOT BOMBS  
Participants: 100 / ADA Accommodations: Yes

LUEU16-00174  
MELANIE LETTICH, REVOLUTION BOOKS,  
██████████, CLEVELAND HEIGHTS, OH, 44118  
Special Event Zone: Park Use  
WILLARD PARK - PUBLIC ART/TABLE  
Participants: 5 / ADA Accommodations: No

LUEU16-00175  
MELANIE LETTICH, REVOLUTION BOOKS  
██████████, CLEVELAND HEIGHTS, OH, 44118  
Special Event Zone: Park Use  
PERK PLAZA - PUBLIC ART/TABLE

Participants: 5 / ADA Accommodations: No

LUEU16-00189  
MARGARET BRIDGES, THE ONE CAMPAIGN,  
[REDACTED] WASHINGTON, DC, 20005  
Special Event Zone: Park Use  
WILLARD - ONE VOTE '16  
Participants: 400 / ADA Accommodations: No

LUEU16-00190  
MARGARET BRIDGES, THE ONE CAMPAIGN,  
[REDACTED] WASHINGTON, DC, 20005  
Special Event Zone: Park Use  
PERK PLAZA - ONE VOTE '16  
Participants: 400 / ADA Accommodations: No

LUEU16-00205  
GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,  
[REDACTED] YOUNGSTOWN, OH, 44503  
Special Event Zone: Park Use  
PERK PLAZA - VICTORY FOR THE VALLEY  
Participants: 4 / ADA Accommodations: No

LUEU16-00206  
GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,  
[REDACTED] YOUNGSTOWN, OH, 44503  
Special Event Zone: Park Use  
WILLARD - VICTORY FOR THE VALLEY  
Participants: 4 / ADA Accommodations: No

LUEU16-00293  
Spencer Snygg, Silent Monkeys,  
[REDACTED] Allentown, PA, 18102  
Special Event Zone: Park Use  
WILLARD - BANNER PLACEMENT  
Participants: 2 / ADA Accommodations: No

LUEU16-00298  
Spencer Snygg, Silent Monkeys,  
██████████ Allentown, PA, 18102  
Special Event Zone: Park Use  
PERK - BANNER PLACEMENT  
Participants: 4 / ADA Accommodations: No

LUEU16-00327  
Joann Beach, DML Film,  
██████████, La Jolla, CA, 92038  
Special Event Zone: Park Use  
WILLARD PARK, PERK PLAZA - ART DISPLAYS & GATHERING  
Participants: 15 / ADA Accommodations: No

**Activity Date: 7/19/2016**

LUEU16-00140  
Thomas Moran, THOMAS MORAN,  
██████████, Fenton, MI, 48430  
Special Event Zone: Park Use  
PERK PLAZA - DISPLAY (2) 7' BANNERS  
Participants: 4 / ADA Accommodations: No

LUEU16-00144  
Margaret Rice, Food Not Bombs Lake County and East Side Cleveland,  
██████████ Willoughby, OH, 44094  
Special Event Zone: Park Use  
WILLARD - WE NEED SPACE TO SET UP A TABLE AND CANOPY, IN ORDER TO DISTRIBUTE  
FREE VEGAN FOOD AND WATER TO DEMONSTRATORS AND OTHERS.  
Participants: 10 / ADA Accommodations: No

LUEU16-00151  
Brad Borke, CLEVELAND BAPTIST CHURCH,  
██████████, Brooklyn, OH, 44144  
Special Event Zone: Park Use  
WILLARD PARK - WILLARD PARK  
Participants: 15 / ADA Accommodations: No

LUEU16-00154  
Andrew Purchin, Andrew Purchin, Artist  
██████████ Santa Cruz, CA, 95060  
Special Event Zone: Park Use

WILLARD PARK - PUBLIC ART

Participants: / ADA Accommodations: No

LUEU16-00162

GAYE LUB, GAYE LUB,

██████████ SAINT HELENA, CA, 94574

Special Event Zone: Park Use

WILLARD - PUBLIC ART DISPLAY

Participants: 6 / ADA Accommodations: No

LUEU16-00172

KEITH MCHENRY, FOOD NOT BOMBS,

██████████ EL PRADO, NM, 87529

Special Event Zone: Park Use

PERK PLAZA - FOOD NOT BOMBS

Participants: 100 / ADA Accommodations: Yes

LUEU16-00176

MELANIE LETTICH, REVOLUTION BOOKS,

██████████ CLEVELAND HEIGHTS, OH, 44118

Special Event Zone: Park Use

WILLARD - PUBLIC ART/TABLE

Participants: 5 / ADA Accommodations: No

LUEU16-00177

MELANIE LETTICH, REVOLUTION BOOKS,

██████████ CLEVELAND HEIGHTS, OH, 44118

Special Event Zone: Park Use

PERK PLAZA - PUBLIC ART/TABLE

Participants: 5 / ADA Accommodations: No

LUEU16-00191

MARGARET BRIDGES, THE ONE CAMPAIGN,

██████████ WASHINGTON, DC, 20005

Special Event Zone: Park Use

PERK PLAZA - ONE VOTE '16

Participants: 400 / ADA Accommodations: No

LUEU16-00196  
SUSAN MURNANE, LWV GREATER CLEVELAND,  
████████████████████ CLEVELAND, OH, 44113

Special Event Zone: Park Use  
WILLARD - VOTER REGISTRATION  
Participants: 4 / ADA Accommodations: No

LUEU16-00207  
GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,  
████████████████████, YOUNGSTOWN, OH, 44503

Special Event Zone: Park Use  
PERK PLAZA - VICTORY FOR THE VALLEY  
Participants: 4 / ADA Accommodations: No

LUEU16-00208  
GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,  
████████████████████, YOUNGSTOWN, OH, 44503

Special Event Zone: Park Use  
WILLARD - VICTORY FOR THE VALLEY  
Participants: 4 / ADA Accommodations: No

LUEU16-00299  
Spencer Snygg, Silent Monkeys  
████████████████████ Allentown, PA, 18102

Special Event Zone: Park Use  
PERK - BANNER PLACEMENT  
Participants: 4 / ADA Accommodations: No

LUEU16-00302  
Spencer Snygg, Silent Monkeys,  
████████████████████ Allentown, PA, 18102

Special Event Zone: Park Use  
WILLARD - BANNER PLACEMENT  
Participants: 4 / ADA Accommodations: No

LUEU16-00328  
Joann Beach, DML Film,  
████████████████████ La Jolla, CA, 92038

Special Event Zone: Park Use  
WILLARD PARK & PERK PLAZA - ART DISPLAY & PUBLIC GATHERING

Participants: 15 / ADA Accommodations: No

LUEU16-00344

KATHLEEN WOODRUFF, MAKING CHANGE AT WALMART,

████████████████████, CHICAGO, IL, 60657

Special Event Zone: Park Use

PERK -

Participants: 15 / ADA Accommodations: No

LUEU16-00345

KATHLEEN WOODRUFF, MAKING CHANGE AT WALMART,

████████████████████, CHICAGO, IL, 60657

Special Event Zone: Park Use

WILLARD -

Participants: 15 / ADA Accommodations: No

**Activity Date: 7/20/2016**

LUEU16-00146

Margaret Rice, Food Not Bombs Lake County and East Side Cleveland,

████████████████████ Willoughby, OH, 44094

Special Event Zone: Park Use

WILLARD - WE NEED SPACE TO SET UP A TABLE AND CANOPY TO DISTRIBUTE FOOD AND WATER TO PROTESTERS AND OTHERS.

Participants: 10 / ADA Accommodations: No

LUEU16-00152

Brad Borke, CLEVELAND BAPTIST CHURCH,

████████████████████ Brooklyn, OH, 44144

Special Event Zone: Park Use

WILLARD PARK - WILLARD PARK

Participants: 15 / ADA Accommodations: No

LUEU16-00163

GAYE LUB, GAYE LUB,

████████████████████ SAINT HELENA, CA, 94574

Special Event Zone: Park Use

WILLARD - PUBLIC ART DISPLAY

Participants: 6 / ADA Accommodations: No

LUEU16-00165

SHIRLEY PHELPS-ROPER, WESTBORO BAPTIST CHURCH, 785-554-0127

██████████, TOPEKA, KS, 66604  
Special Event Zone: Park Use  
PERK PLAZA - RELIGIOUS DEMONSTRATION  
Participants: 5 / ADA Accommodations: No

LUEU16-00173  
KEITH MCHENRY, FOOD NOT BOMBS,  
██████████, EL PRADO, NM, 87529  
Special Event Zone: Park Use  
PERK PLAZA - FOOD NOT BOMBS  
Participants: 100 / ADA Accommodations: Yes

LUEU16-00178  
MELANIE LETTICH, REVOLUTION BOOKS,  
██████████ CLEVELAND HEIGHTS, OH, 44118  
Special Event Zone: Park Use  
PERK PLAZA - PUBLIC ART/TABLE  
Participants: 5 / ADA Accommodations: No

LUEU16-00179  
MELANIE LETTICH, REVOLUTION BOOKS,  
██████████ CLEVELAND HEIGHTS, OH, 44118  
Special Event Zone: Park Use  
WILLARD - PUBLIC ART/TABLE  
Participants: 5 / ADA Accommodations: No

LUEU16-00193  
MARGARET BRIDGES, THE ONE CAMPAIGN,  
██████████ WASHINGTON, DC, 20005  
Special Event Zone: Park Use  
PERK PLAZA - ONE VOTE '16  
Participants: 400 / ADA Accommodations: No

LUEU16-00197  
SUSAN MURNANE, LWV GREATER CLEVELAND,  
██████████, CLEVELAND, OH, 44113  
Special Event Zone: Park Use  
WILLARD - VOTER REGISTRATION  
Participants: 4 / ADA Accommodations: No



LUEU16-00209  
GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,  
████████████████████, YOUNGSTOWN, OH, 44503  
Special Event Zone: Park Use  
PERK PLAZA - VICTORY FOR THE VALLEY  
Participants: 4 / ADA Accommodations: No

LUEU16-00210  
GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,  
████████████████████, YOUNGSTOWN, OH, 44503  
Special Event Zone: Park Use  
PERK PLAZA - VICTORY FOR THE VALLEY  
Participants: 4 / ADA Accommodations: No

LUEU16-00222  
Andrew Purchin, Andrew Purchin, Artist,  
████████████████████ Santa Cruz, CA, 95060  
Special Event Zone: Park Use  
WILLARD PARK -  
Participants: 1 / ADA Accommodations: No

LUEU16-00292  
ANDY PRIEST, SUCCESSION AMENDMENT,  
████████████████████, CLEVELAND, OH, 44134  
Special Event Zone: Park Use  
PERK PLAZA -  
Participants: 1 / ADA Accommodations: No

LUEU16-00300  
Spencer Snygg, Silent Monkeys,  
████████████████████ Allentown, PA, 18102  
Special Event Zone: Park Use  
PERK PLAZA - BANNER PLACEMENT  
Participants: 4 / ADA Accommodations: No

LUEU16-00303  
Spencer Snygg, Silent Monkeys,  
████████████████████ Allentown, PA, 18102  
Special Event Zone: Park Use  
WILLARD - BANNER PLACEMENT

Participants: 4 / ADA Accommodations: No

LUEU16-00329

Joann Beach, DML Film,

██████████, La Jolla, CA, 92038

Special Event Zone: Park Use

WILLARD PARK & PERK PLAZA - PUBLIC ART DISPLAYS & PUBLIC GATHERING

Participants: 15 / ADA Accommodations: No

LUEU16-00346

KATHLEEN WOODRUFF, MAKING CHANGE AT WALMART,

██████████, CHICAGO, IL, 60657

Special Event Zone: Park Use

PERK -

Participants: 15 / ADA Accommodations: No

LUEU16-00347

KATHLEEN WOODRUFF, MAKING CHANGE AT WALMART,

██████████, CHICAGO, IL, 60657

Special Event Zone: Park Use

WILLARD -

Participants: 15 / ADA Accommodations: No

**Activity Date: 7/21/2016**

LUEU16-00147

Margaret Rice, Food Not Bombs Lake County and East Side Cleveland,

██████████, Willoughby, OH, 44094

Special Event Zone: Park Use

WILLARD - WE NEED SPACE FOR A TABLE AND CANOPY TO DISTRIBUTE FOOD AND WATER TO PROTESTERS AND OTHERS.

Participants: 10 / ADA Accommodations: No

LUEU16-00153

Brad Borke, CLEVELAND BAPTIST CHURCH,

██████████, Brooklyn, OH, 44144

Special Event Zone: Park Use

WILLARD PARK - WILLARD PARK

Participants: 15 / ADA Accommodations: No

LUEU16-00164

GAYE LUB, GAYE LUB,

P [REDACTED] SAINT HELENA, CA, 94574

Special Event Zone: Park Use

WILLARD - PUBLIC ART DISPLAY

Participants: 6 / ADA Accommodations: No

LUEU16-00166

SUSAN SCHNUR, PEOPLE FIGHT BACK CENTER/MARCH AGAINST RACISM,

[REDACTED], CLEVELAND, OH, 44121

Special Event Zone: Park Use

WILLARD - ARTISTIC EXPRESSION

Participants: 250 / ADA Accommodations: No

LUEU16-00180

MELANIE LETTICH, REVOLUTION BOOKS,

[REDACTED], CLEVELAND HEIGHTS, OH, 44118

Special Event Zone: Park Use

WILLARD - PUBLIC ART/TABLE

Participants: 5 / ADA Accommodations: No

LUEU16-00181

MELANIE LETTICH, REVOLUTION BOOKS

[REDACTED] CLEVELAND HEIGHTS, OH, 44118

Special Event Zone: Park Use

PERK PLAZA - PUBLIC ART/TABLE

Participants: 5 / ADA Accommodations: No

LUEU16-00198

SUSAN MURNANE, LWV GREATER CLEVELAND,

[REDACTED], CLEVELAND, OH, 44113

Special Event Zone: Park Use

WILLARD - VOTER REGISTRATION

Participants: 4 / ADA Accommodations: No

LUEU16-00211

GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,

[REDACTED], YOUNGSTOWN, OH, 44503

Special Event Zone: Park Use

PERK PLAZA - VICTORY FOR THE VALLEY

Participants: 4 / ADA Accommodations: No

LUEU16-00212  
GUY COVIELLO, YOUNGSTOWN WARREN REGIONAL CHAMBER FOUNDATION,  
████████████████████, YOUNGSTOWN, OH, 44503  
Special Event Zone: Park Use  
WILLARD PARK - VICTORY FOR THE VALLEY  
Participants: 4 / ADA Accommodations: No

LUEU16-00223  
Andrew Purchin, Andrew Purchin, Artist,  
████████████████████, Santa Cruz, CA, 95060  
Special Event Zone: Park Use  
WILLARD PARK -  
Participants: 1 / ADA Accommodations: No

LUEU16-00301  
Spencer Snygg, Silent Monkeys,  
████████████████████, Allentown, PA, 18102  
Special Event Zone: Park Use  
PERK PLAZA - BANNER PLACEMENT  
Participants: 4 / ADA Accommodations: No

LUEU16-00330  
Joann Beach, DML Film,  
████████████████████, La Jolla, CA, 92038  
Special Event Zone: Park Use  
WILLARD PARK & PERK PLAZA - PUBLIC ART DISPLAYS & PUBLIC GATHERINGS  
Participants: 15 / ADA Accommodations: No

LUEU16-00348  
KATHLEEN WOODRUFF, MAKING CHANGE AT WALMART,  
████████████████████, CHICAGO, IL, 60657  
Special Event Zone: Park Use  
15 -  
Participants: / ADA Accommodations: No

LUEU16-00349  
KATHLEEN WOODRUFF, MAKING CHANGE AT WALMART,  
████████████████████, CHICAGO, IL, 60657  
Special Event Zone: Park Use  
WILLARD -

Participants: 15 / ADA Accommodations: No

**Special Event Zone Speakers Platform**

**Activity Date: 7/18/2016**

LUEU16-00149  
Rose Hamid, ROSE HAMID,  
████████████████████ Charlotte, NC, 28270  
Special Event Zone: Speakers Platform  
11:45 - 12:15  
Participants: 1 / ADA Accommodations: No

LUEU16-00159  
BRYAN HAMBLEY, STAND TOGETHER AGAINST TRUMP MARCH,  
████████████████████ COLUMBUS, OH, 43215  
Special Event Zone: Speakers Platform  
17:00 - 17:30  
Participants: 100 / ADA Accommodations: No

LUEU16-00167  
KATHY COLEMAN, IMPERIAL WOMEN COALITION,  
████████████████████ UNIVERSITY HEIGHTS, OH, 44118  
Special Event Zone: Speakers Platform  
09:30 - 10:00  
Participants: 20 / ADA Accommodations: No

LUEU16-00168  
KATHY COLEMAN, IMPERIAL WOMEN COALITION,  
████████████████████ UNIVERSITY HEIGHTS, OH, 44118  
Special Event Zone: Speakers Platform  
12:30 - 13:00  
Participants: 50 / ADA Accommodations: No

LUEU16-00182  
SCOTT HURLEY, SCOTT ROGER HURLEY,  
████████████████████ CLEVELAND, OH, 44111  
Special Event Zone: Speakers Platform  
10:15 - 10:45  
Participants: 1 / ADA Accommodations: No

LUEU16-00185

JEFF RUSNAK, BRING BACK OHIO,  
████████████████████ CLEVELAND, OH, 44115  
Special Event Zone: Speakers Platform  
17:45 - 18:15  
Participants: 8 / ADA Accommodations: No

LUEU16-00201  
AL PORTER, BLACK ON BLACK,  
████████████████████, CLEVELAND, OH, 44110  
Special Event Zone: Speakers Platform  
11:00 - 11:30  
Participants: 25 / ADA Accommodations: No

LUEU16-00215  
LAVITTA MURRAY, MILLION WOMEN MARCH CLEVELAND/ CARL STOKES BRIGADE,  
████████████████████ CLEVELAND, OH, 44103  
Special Event Zone: Speakers Platform  
13:15 - 13:45  
Participants: 20 / ADA Accommodations: No

LUEU16-00228  
KATHY BERTA, LADY PARTS JUSTICE,  
████████████████████ CLEVELAND, OH, 44115  
Special Event Zone: Speakers Platform  
15:30 - 16:00  
Participants: 1 / ADA Accommodations: No

LUEU16-00234  
JEFF RUSNAK, JEFF RUSNAK,  
████████████████████ CLEVELAND, OH, 44115  
Special Event Zone: Speakers Platform  
16:15 - 04:45  
Participants: 10 / ADA Accommodations: No

LUEU16-00341  
CONNER O'MALLEY, CONNER O'MALLEY,  
████████████████████ BROOKLYN, NY, 11222  
Special Event Zone: Speakers Platform  
14:00 - 14:30  
Participants: 1 / ADA Accommodations: No

**Activity Date: 7/19/2016**

LUEU16-00134  
SHIRLEY PHELPS-ROPER, WESTBORO BAPTIST CHURCH,  
██████████ TOPEKA, KS, 66604  
Special Event Zone: Speakers Platform  
17:00 - 17:30  
Participants: 5 / ADA Accommodations: No

LUEU16-00170  
VALERIE ROBINSON, VALERIE ROBINSON,  
██████████ CLEVELAND HEIGHTS, OH, 44118  
Special Event Zone: Speakers Platform  
12:30 - 13:00  
Participants: 20 / ADA Accommodations: No

LUEU16-00186  
JEFF RUSNAK, BRING BACK OHIO,  
██████████, CLEVELAND, OH, 44115  
Special Event Zone: Speakers Platform  
11:45 - 12:15  
Participants: 6 / ADA Accommodations: No

LUEU16-00203  
AL PORTER, BLACK ON BLACK,  
██████████ CLEVELAND, OH, 44110  
Special Event Zone: Speakers Platform  
13:15 - 13:45  
Participants: 25 / ADA Accommodations: No

LUEU16-00221  
KHALID SAMAD, PEACE IN THE HOOD,  
██████████ CLEVELAND, OH, 44122  
Special Event Zone: Speakers Platform  
10:15 - 10:45  
Participants: 20 / ADA Accommodations: No

LUEU16-00224  
DON BRYANT, GREATER CLEVELAND IMMIGRATION NETWORK,  
██████████, CLEVELAND, OH, 44113  
Special Event Zone: Speakers Platform  
16:15 - 16:45  
Participants: 20 / ADA Accommodations: Yes

LUEU16-00230  
GAVIN JENKINS, GAVIN JENKINS,  
██████████, PITTSBURGH, PA, 15213  
Special Event Zone: Speakers Platform  
17:45 - 18:15  
Participants: 1 / ADA Accommodations: No

LUEU16-00231  
ROSIE PALFY, THE FORGOTTEN VETERANS  
██████████ PARMA, OH, 44129  
Special Event Zone: Speakers Platform  
14:45 - 15:15  
Participants: 1 / ADA Accommodations: Yes

LUEU16-00235  
KATHY BERTA, LADY PARTS JUSTICE,  
██████████, CLEVELAND, OH, 44115  
Special Event Zone: Speakers Platform  
09:30 - 10:00  
Participants: 1 / ADA Accommodations: No

LUEU16-00236  
JEFF RUSNAK, PATRIOTIC MILLIONAIRES,  
██████████, WASHINGTON, DC, 20007  
Special Event Zone: Speakers Platform  
11:00 - 11:30  
Participants: 10 / ADA Accommodations: No

LUEU16-00295  
Spencer Snygg, Silent Monkeys,  
██████████ Allentown, PA, 18102  
Special Event Zone: Speakers Platform  
14:00 - 14:30



Participants: 2 / ADA Accommodations: No

LUEU16-00336  
DONNA WOODS

██████████ EUCLID, OH, 44123

Special Event Zone: Speakers Platform

12:30 - 13:00

Participants: 1 / ADA Accommodations: No

**Activity Date: 7/20/2016**

LUEU16-00161

BRYAN HAMBLEY, STAND TOGETHER AGAINST TRUMP MARCH,

██████████ COLUMBUS, OH, 43215

Special Event Zone: Speakers Platform

17:45 - 18:15

Participants: 100 / ADA Accommodations: No

LUEU16-00187

JEFF RUSNAK, BRING BACK OHIO

██████████ CLEVELAND, OH, 44115

Special Event Zone: Speakers Platform

14:00 - 14:30

Participants: 6 / ADA Accommodations: No

LUEU16-00199

TONI ROZSHAEGYI, CODE PINK WOMEN FOR PEACE,

██████████ CLEVELAND, OH, 44109

Special Event Zone: Speakers Platform

11:00 - 11:30

Participants: 20 / ADA Accommodations: No

LUEU16-00219

GREG COLERIDGE, NE OHIO AMERICAN FRIENDS SERVICE COMMITTEE,

██████████ CUYAHOGA FALLS, OH, 44221

Special Event Zone: Speakers Platform

17:00 - 17:30

Participants: 100 / ADA Accommodations: Yes

LUEU16-00225  
DON BRYANT, CLEVELAND PEACE ACTION,  
████████████████████ CLEVELAND, OH, 44113  
Special Event Zone: Speakers Platform  
11:45 - 12:15  
Participants: 17 / ADA Accommodations: Yes

LUEU16-00232  
ROSIE PALFY, A NATION IN CRISIS: LAW ENFORCEMENT AND MENTAL HEALTH REFORM,  
██████████████████ PARMA, OH, 44129  
Special Event Zone: Speakers Platform  
14:45 - 15:15  
Participants: 1 / ADA Accommodations: Yes

LUEU16-00240  
KATHY BERTA, LADY PARTS JUSTICE,  
████████████████████, CLEVELAND, OH, 44115  
Special Event Zone: Speakers Platform  
13:15 - 13:45  
Participants: 1 / ADA Accommodations: No

LUEU16-00243  
JEFF RUSNAK, PATRIOTIC MILLIONAIRES,  
████████████████████, WASHINGTON, DC, 20007  
Special Event Zone: Speakers Platform  
10:15 - 10:45  
Participants: 10 / ADA Accommodations: No

LUEU16-00287  
REV. PAMELA PINKNEY-BUTTS, PINKNEY BUTTS USA 2016,  
██████████████████, CLEVELAND, OH, 44108  
Special Event Zone: Speakers Platform  
12:30 - 13:00  
Participants: 1 / ADA Accommodations: No

LUEU16-00291  
Eric Putzig, GO WEST TO JAPAN,  
██████████████████ Cleveland Heights, OH, 441181108  
Special Event Zone: Speakers Platform  
16:15 - 16:45  
Participants: 1 / ADA Accommodations: No

LUEU16-00296  
Spencer Snygg, Silent Monkeys, 6462096726  
██████████ Allentown, PA, 18102  
Special Event Zone: Speakers Platform  
15:30 - 16:00  
Participants: 2 / ADA Accommodations: No

LUEU16-00315  
NOAH BLOCK-HARLEY, QUIET AMERICAN REVIEW, 508-641-7627  
██████████ RIDGEWOOD, NY, 11385  
Special Event Zone: Speakers Platform  
09:30 - 10:00  
Participants: 3 / ADA Accommodations: No

**Activity Date: 7/21/2016**

LUEU16-00141  
Justin Longwell, JUSTIN LONGWELL,  
██████████ Oberlin, OH, 44074  
Special Event Zone: Speakers Platform  
17:45 - 18:15  
Participants: 1 / ADA Accommodations: No

LUEU16-00188  
JEFF RUSNAK, BRING BACK OHIO, 216-325-0921  
██████████, CLEVELAND, OH, 44115  
Special Event Zone: Speakers Platform  
17:00 - 17:30  
Participants: 6 / ADA Accommodations: No

LUEU16-00213  
PIERRE NAPPIER, , 216-662-7924  
██████████ MAPLE HEIGHTS, OH, 44137  
Special Event Zone: Speakers Platform  
12:30 - 13:00  
Participants: / ADA Accommodations: No

LUEU16-00220  
GREG COLERIDGE, NE OHIO AMERICAN FRIENDS SERVICE COMMITTEE, 330-928-2301  
██████████, CUYAHOGA FALLS, OH, 44221  
Special Event Zone: Speakers Platform

15:30 - 16:00

Participants: 100 / ADA Accommodations: Yes

LUEU16-00233

JEFF RUSNAK, PATRIOTIC MILLIONAIRES, 216-325-0921

██, WASHINGTON, DC, 20007

Special Event Zone: Speakers Platform

13:15 - 13:45

Participants: 10 / ADA Accommodations: No

LUEU16-00237

KATHY BERTA, LADY PARTS JUSTICE, 2163250922

██ CLEVELAND, OH, 44115

Special Event Zone: Speakers Platform

11:00 - 11:30

Participants: 1 / ADA Accommodations: No

LUEU16-00280

PAUL J. CRISTALLO, PAUL J. CRISTALLO, 4404785262

██ CLEVELAND, OH, 44103

Special Event Zone: Speakers Platform

11:45 - 12:15

Participants: 1 / ADA Accommodations: No

LUEU16-00289

Frances Mentch, Save the South Euclid-Lyndhurst Mansion Library, 2165772224

██ Cleveland Heights, OH, 44118

Special Event Zone: Speakers Platform

16:15 - 16:45

Participants: 3 / ADA Accommodations: No

LUEU16-00297  
Spencer Snygg, Silent Monkeys, 6462096726  
██████████ Allentown, PA, 18102  
Special Event Zone: Speakers Platform  
14:00 - 14:30  
Participants: 2 / ADA Accommodations: No

LUEU16-00319  
JOSE LOAYZA, ILLEGALS FOR TRUMP, 801-381-4612  
██████████ SALT LAKE CITY, UT, 84111  
Special Event Zone: Speakers Platform  
14:45 - 15:15  
Participants: 5 / ADA Accommodations: No

LUEU16-00322  
MICHAEL BOZIK, MICHAEL BOZIK, 440.729.4700  
██████████ CHESTERLAND, OH, 44026  
Special Event Zone: Speakers Platform  
10:15 - 10:45  
Participants: 1 / ADA Accommodations: No

LUEU16-00343  
CONNER O'MALLEY, CONNER O'MALLEY, 773-858-2133  
██████████ BROOKLYN, NY, 11222  
Special Event Zone: Speakers Platform  
09:30 - 10:00  
Participants: 1 / ADA Accommodations: No

**(PAGE LEFT INTENTIONALLY BLANK)**

## **Building Security Unit (Cleveland Division of Police)**



### **Description of RNC Mission/Area of Responsibility:**

#### **DESCRIPTION OF RNC MISSION/AREA OF RESPONSIBILITY:**

The Building Security Unit (BSU) was tasked with providing for the physical security of three critical facilities which were identified as being vital to operations of both RNC and City functions of a day-to-day nature not related to the RNC. The facilities identified were:

1. Cleveland City Hall (601 Lakeside Ave., Cleveland, OH 44114)
2. Cleveland Division of Police Headquarters (1300 Ontario St., Cleveland, OH 44113)
3. Emergency Operations Center (205 W. St. Clair Ave., Cleveland, OH 44113)

Physical security entailed more than just guarding the doors. It was a process of identifying accessibilities, vulnerabilities and developing mitigation processes. It further entailed identifying perimeters of areas of responsibility and developing procedures for access into the controlled areas. Staffing plans needed to be identified as well as static and active positions for monitoring of the secured areas.

### **Description of Building Security Unit's Planning Process from Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Agencies Coordinated In Planning Process***

<b>City of Cleveland</b>	<b>County, State, Federal, Private</b>
Office of Professional Standards	Ohio National Guard (ONG)
Office of Emergency Management	Cuyahoga County Sheriff's Office (CCSO)
Department of Finance - Taxation	United States Secret Service (USSS)
Division of Corrections	Federal Emergency Management Agency (FEMA)
Division of EMS	
Division of Fire	

#### ***Meetings Attended/Hosted***

On February 1, 2016, Lt. Daniel Ross was assigned as the Officer in Charge of (what would subsequently be identified as) the Building Security Unit by Deputy Chief Edward Tomba. At this meeting:

- The critical facilities were identified
- Preliminary supervisory selections were made for each of the critical facilities
- Areas of operations were identified
- Perimeter areas were identified
- RNC-related activities in proximity to the critical facilities were identified

On February 5, 2016, an initial planning meeting was held at the Emergency Operations Center (EOC) with the initially identified supervisors. Also present were representatives from the Cleveland Office of Emergency Management (EOC Manager Alex Pellom) and the Cleveland Division of Police's Bureau of Homeland Security. After that point, meetings for purposes of updating the supervisors were held on a bi-weekly basis during the months of February – April 2016. From mid-April until early May 2016, because of scheduling conflicts resulting from supervisors primary duties, no meetings were held. From May through mid-June, bi-weekly meetings were held. In mid-June, meetings were conducted on a weekly basis.

In order to facilitate the planning process and then implement the plans, coordination was made with several agencies. After receiving the initial assignment, the OIC conferred with representatives of FEMA who were in Cleveland to conduct Field Force Training. Their guidance was sought because of their experience in dealing with issues and conditions involved in high profile events in which civil disturbances were expected and/or occurred. A discussion with members of the U.S. Secret Service was held in order to ascertain the proximity of protected venues to the critical facilities. This conference was for purposes of maintaining routine access as well as expedited movement in case of emergency.

As part of our evaluation process, it was decided that overwatch of the EOC building was required due to its proximity to an unsecured location which allowed immediate access to its roof. We entered into a usage agreement with the owner/operators of the Standard Building, which is located at Ontario and St. Clair (southwest corner), and which allowed clear view of the roofline of the Standard Building. Coordination was required with the management team at the Standard Building for access to the facility, which was undergoing renovation, as well as prepare the officers and others that would be staffing these positions.

During the course of our planning sessions, individualized plans of deployment were developed for each facility. These plans included deployment of personnel to fixed and roving posts, access control (keys, elevator lockouts, and alternative access), mitigation and emergency responses. Staffing plans were then developed based upon areas of identified weaknesses in the perimeters of each facility.

### ***Staffing Considerations***

As the planning processes were ongoing, manpower was augmented through an allocation of Ohio National Guard (ONG) personnel. The ONG officers and non-commissioned officers were involved in the planning process from the time the Building Security Unit was notified of their allocation. This included providing them with copies of our policies and procedures, tours of all of the facilities involved and involvement in the development of operational plans. It should be noted that the ONG personnel were to be utilized in a controlled manner and if in proximity to the general public, they were to be under the immediate supervision of a police officer. This was based upon their rules of engagement as well as State of Ohio law. Additionally, the ONG personnel were not military police and as a result their knowledge of police based activities was extremely limited.

### ***Communications Used***

Communications and exchanges were conducted through email and through face-to-face meetings. Physical walk through of the facilities were conducted with all members of the supervisory team. Additionally, through the efforts of Assistant Director of Public Safety Laura Palinkas, Building Security was assigned its own talk group for utilization during the actual RNC. Cell phones were issued approximately one week prior to the commencement of operations.

We conducted physical security assessments of each of the facilities assigned. Weaknesses and areas of hazard were identified and plans were made to ensure that hazards were mitigated or that areas of accessibility were monitored.

### **Positive Actions Identified During The Planning Process:**

1. Interactions with agencies and offices that do not normally occur were facilitated.



2. Physical security reviews of the facilities identified weaknesses and hazards that transcend RNC activities
  - a. Rooftop problems and issues on 205 W. St. Clair Ave. were identified.
  - b. City Hall access and fire hazards were identified.
  - c. Police Headquarters access issues and other physical hazards were identified.
3. A relationship with the Ohio National Guard was established.
4. Enhanced understanding of the principles of physical security amongst personnel who do not normally have to consider the ramifications of poor security on mission accomplishment.

**Opportunities For Improvement Identified During Planning Process:**

1. Assignment of supervisors was delayed. Some supervisors were assigned and then withdrawn or assignments changed and then changed back.
2. Exchanges of policies between agencies will facilitate training and understanding of capabilities and limitations.
  - a. *See note pertaining weapons policy in RNC Operations Portion.*
3. Establishment of manpower and manning during the planning process, prior to 24 hours before operation commencement is beneficial.
4. Identification of specific areas and zone of operations would facilitate planning (identification of hard zones adjacent to our operational areas).

## **Description of Building Security Unit's Actions Taken During RNC Operations (July 15-22, 2016)**

During the period of RNC operations, no additional meetings or exercises were conducted. Coordination was maintained with the operational personnel from the USSS, Cuyahoga County Sheriff's Department and the Ohio National Guard. Coordination with the USSS was made to ensure the ability to move selected vehicles and personnel through the secured sites of the Huntington Bank Convention Center, which was being used for media throughout the week. The management of the Standard Building conducted an expedited training period at the commencement of the operations for the safety of personnel assigned.

Coordination was maintained with the Cleveland Department of Public Works for the placement and erection of barricades around all three buildings of which the Building Security Unit's scope of work encompassed. Public Works was also of great assistance in providing for water-filled jersey barriers for fixed posts. These provided additional support for barricades already in place. This aforementioned jersey barrier deployment was not anticipated at the time of the original plan and was added during the operational set up.

Maintaining operational rosters was difficult due to the delay in assignment of personnel, the initial lack of assigned personnel and having to rely on personnel from operational units working overtime hours to ensure the minimal staffing levels. Additionally, many of the posts and patrol areas identified during the initial planning process had to be abandoned. This resulted in the B shift supervisors (6 p.m. – 6 a.m.) having to develop the daily rosters for personnel based upon what was anticipated, not what was known.

Activities with the ONG personnel proved to be somewhat challenging. It is important to note that the day-to-day activities of the guardsmen themselves were not a challenge, but rather the smooth and equitable interaction between the Cleveland Division of Police and the Ohio National Guard. As a result of the billeting arrangements for the ONG contingent, their hours of operations had to be altered. This resulted in the shift change for the ONG occurring approximately midway between the operational periods.

Additionally, for approximately the first six operational periods, the ONG personnel were in a position where the personnel assigned to the A Shift (6 a.m. – 6 p.m.) were not in a position to be served a hot meal, due to the feeding arrangements at their billeting facility. This is the situation that necessitated the shift change. Additionally, it was noted above that there should be an exchange of orders, plans and other pertinent information. In this instance, the operational plans and rules that the Guardsmen were required to operate under by their Chain of Command was not provided, which resulted in a misunderstanding. This confusion was specifically exemplified during a series of events dealing with their rules pertaining to firearms.

### ***Operational Communications***

A communications criteria was set up through which all units and posts were able to communicate via radio on a designated channel. Each supervisor was equipped with a City of Cleveland issued cell phone. Sufficient 800 MHz radios were obtained to provide each ONG Officer / non-commissioned officer with a radio. All communications to the EOC were made either through Lt. Dan Ross or the acting officer in charge, or through a designated supervisor to reduce the input to the EOC as well as keeping the immediate chain of command informed.

Plans and operational areas had to be further altered when personnel had to be relinquished to staff other operational areas, reducing a minimal staff even further. This resulted in an even further reliance on Ohio National Guard and reduced the ratio of officer to ONG personnel supervision.

### ***Equipment***

Each officer maintained their respective Personal Protective Equipment (PPE) at their duty positions and maintained accountability of all items. Some of the equipment for some of the officers did need to be set up during the operational period; this probably should have been taken care of prior to commencement of operations. National Guard PPE was not equivalent to Cleveland Division of Police. They did not have PPE that was designed or intended for the threats we could have potentially faced. One example was the lack of protection for extremities or face shields for their helmets. This would have required Guardsmen to take a position behind officers in the event of a confrontation or breach.

### **Positive Actions During RNC Operations:**

1. There were no breaches of physical security at any of the three critical sites under the Building Security Unit's scope of work.
2. There were no injuries reported to any of the assigned personnel at any of the three critical sites.
3. Information was rapidly moved up and down the chain and disseminated in a timely manner.
4. Officers were kept informed of developments and were able to be fluid in their responses and deployments.

### **Opportunities For Improvements Identified During RNC Operations:**

1. Not having policies exchanged prior to the RNC resulted in the respective Chains-of-Command having to deal with a situation that may not have evolved with prior understandings of ground rules.
2. All personnel need to understand that a situation is fluid and subject to change.
3. Practice of equity between organizations will facilitate mission accomplishment. Even if they are not "your people", treating everyone the same will result in a committed work group.

### **Recommendations To Future Host Cities:**

1. Assign work groups and supervisors as soon as possible to allow for planning and training.
2. Exchange policies, procedures, rules and guidelines between partner agencies as soon as possible to allow for incorporation into the training and planning process.
3. Establish parity between partner agencies/organizations.
4. Utilize non-governmental assets if available. In this instance, the assistance of a private property owner was critical in maintaining the physical security of one of the sites.
5. Ensure that the logistics are worked out before the operations starts.
6. Don't underestimate the need for physical security of sites.
7. Start the planning process early enough for repairs to be made to facilities.
  - a. In the budget process, allocate money to make the repairs as needed.
8. Being proactive and blocking access, with a relatively lower risk of physical harm to anyone, is much better than reacting to an intruder and in increased risks of physical harm to people and facilities.
9. Critical sites are that for a reason. Lack of security and hardening of these sites will undercut other planning efforts.

**(PAGE LEFT INTENTIONALLY BLANK)**



## **Corrections**

### **Description of RNC Mission/Area of Responsibility:**

The Division of Correction is responsible for the care, custody, safety, booking, processing, transportation, housing, medical, meals and court appearances of all individuals' arrested during the RNC. It was the goal of the Division to ensure due process of those arrested and booked into our jails. To make certain all arrests were booked, processed and made their first court appearance in accordance with State of Ohio Minimum Jail Standards and Court mandates.

### **Description of Division of Correction's Planning Process from Cleveland's award of the 2016 RNC to July 14, 2016:**

The Division of Correction began the planning process early in 2015 by first evaluating our daily jail population and the availability of open bed space. We looked at available space in the Annex building located in Highland Hills and re-activating district jails throughout the City of Cleveland. The Division also met on numerous occasions with representatives from Cuyahoga County Jail. These meetings included Cuyahoga County's Director of Regional Corrections, the Cuyahoga County Sheriff and other key staff members. As a result of these meetings, the City of Cleveland contracted with Cuyahoga County Jail to provide 200 additional guaranteed beds. The contract included 24/7 booking and processing at the Cuyahoga County jail.

In addition, the Division also contracted with Geauga County Jail for additional bed space of 30-50 beds. This space was utilized to house current Division of Correction inmates and gave the Division the capability to clear out additional on-site beds for RNC arrests. We increased in house medical service at both the House of Corrections (HOC) and Central Processing Unit (CPU) locations, this was done through our existing medical service provider and ensured 24/7 inmate medical services during the RNC.

### ***Staffing***

To ensure proper staffing we implemented two separate 12-hour shifts during the week of the RNC with employee days off cancelled. This was important for the safety of employees and inmates alike. This allowed the Division to fill additional positions not normally staffed during the course of normal business.

### ***Meetings***

Numerous meetings were attended with internal and external jail partners to ensure a smooth and efficient booking and housing plan. These partners included the Municipal and Common Plea courts, Municipal and County prosecutor's office, Clerk of Courts, Bailiff's, Central Charging, third floor charging unit. During these multiple meetings we discussed the work flow for mass arrests, booking, charging and court procedures, housing, transportation, etc. The Division also conducted and participated in at least six table top exercises pertaining to mass arrests and each departments or divisions responsibility.

### ***Trainings***

Commissioner David Carroll attended civil disturbance executive level training hosted by the Department of Homeland Security and FEMA. Commissioner Carroll and Jail Manager Lisa Scafidi were members of the USSS Civil Disturbance Subcommittee. During the tenure of attendance in this subcommittee, both Carroll and Scafidi participated in numerous tabletop exercises and many discussions on mass arrests, including our responsibilities during the event.

### ***Plans Developed For The RNC***

Several plans and policies were implemented for operations during the RNC. An emergency deployment/operations plan was created to address how the Division of Correction would handle mass arrests. It was anticipated that we would receive up to 1,500 or more arrests during the week. This plan included inmate housing locations, the booking and processing procedure, paper work flow, what and when housing locations would be activated and in what order, as well as ensuring 24/7 medical coverage at both main booking locations.

The Division of Correction also re-structured the pre-booking form which is utilized in the field by the arresting agency. The form was simplified and required only essential information needed to properly book in any RNC arrests. This adjustment was made to help with efficiency during the booking process. The adjusted form was also specific to RNC arrests only in order to aid tracking purposes of all arrests during the RNC. This RNC arrest designation was also captured into our jail management system for future public records request, statistical information and internal tracking.

Policy and Divisional Notices were created and posted with changes from the normal 8-hour day to a 12-hour shift during the week of the RNC. Vacations were not allowed the week prior and the week of the RNC, also days off were cancelled during the week of the RNC to ensure proper staffing for safety and efficiency purposes. This was done months in advance to give employees ample advanced notice to prepare and make any needed personal arrangements. Division of Correction also negotiated with collective bargaining units, as needed, pertaining to the change of any shift schedules, vacations and days off.

After a contract for use of the Cuyahoga County jail was completed to assist with 24/7 booking and housing, it became necessary to create a tracking and paperwork flow of those arrests the county was responsible for booking and housing. This was beneficial in many ways as the Cuyahoga County Jail utilizes a different jail management system than the Division of Correction. It was imperative to have access to all pertinent information related to arrests booked and housed at the Cuyahoga County jail. This information was needed for the scheduling of court dockets, the charging and releasing by the arresting agency, bond information, in order to ensure due process in a timely manner and for all other tracking purposes.

### ***Purchases***

Through grant funding, the Division of Correction purchased items that would be essential if mass arrests occurred. A policy regarding the distribution, tracking and use of this equipment was created and implemented. This was a requirement under the grant funding and essential for the auditing process. Items listed below went above and beyond what would be in normal Division of Correction supply.

- Inmate transport vans
- Inmate mattresses
- Inmate blankets
- Portable floor beds
- Disposable shower towels
- Flex cuffs
- Spit socks

- Cell phones
- Digital Cameras

**Positive Actions Identified During Planning Process:**

1. The cooperation and willingness of all involved to work together to accomplish a successful RNC.
2. Receiving needed equipment for the Division through the grant.
3. Meeting and making new contacts that can assist or be beneficial for future events.
4. The experience of learning how to plan for such a massive event.

**Opportunities For Improvement Identified During Planning Process:**

1. Too many repetitive meetings between different groups.
2. Not having enough personnel to assist with the planning of RNC projects, policies, events, etc.

## **Description of Division of Correction's Actions Taken During RNC Operations (July 15-22, 2016)**

During the week of the RNC the Division of Correction staffed the Emergency Operation Center (EOC) 24/7. This was done to ensure any important decisions could be made immediately and that resources could be allocated properly in the event of mass arrests. This also kept us in constant contact with all of our partners involved in the RNC.

There were only 24 arrests throughout the entirety of the RNC. This was unprecedented when compared to past Republican National Conventions, Democratic National Conventions or summits. The Division of Correction followed plans and policies that were implemented to ensure that the due process of those arrested was efficient and done in a timely manner as per judicial orders.

### **Positive Actions Identified During RNC Operations:**

1. Low number of arrests
2. Being well prepared through planning and policies
3. Having sufficient staffing, housing and booking locations
4. Team work by all staff and employees

### **Opportunities For Improvement Identified During RNC Operations:**

None

### **Recommendations to Future Host Cities:**

1. Prepare for mass arrests above and beyond any normal intake operations.
2. Ensure that all internal and external jail partners are included in the planning process, including but not limited to: Prosecutors Office, Courts, Public Defenders, Arresting agencies, Bailiffs, State Jail Inspector.
3. Have jail or holding facilities inspected by the local health and fire inspectors prior to event, this will help with any litigation or complaints filed during or after event.
4. Make sure policies are in place and updated if needed.
5. Ensure sufficient staffing levels during event.
6. Ensure sufficient housing or bed space in the event of mass arrests.



# Emergency Management



CITY OF CLEVELAND  
Mayor Frank G. Jackson

## Description of RNC Mission/Area of Responsibility:

Pre-RNC, the Office of Emergency Management (OEM) was tasked with facilitating the coordination of all departments and divisions into one common operating picture and ensuring that the City’s Emergency Operations Center (EOC) was both staffed and prepared. This preparation included the implementation of Incident Command System (ICS), developing and facilitating training on ICS, establishing a Credentialing Guide for 205 W. St. Clair, serving as the liaison for GIS and identifying required staffing from both internal and external disciplines to ensure all EOC needs would be met. During the week of RNC, OEM was responsible for managing and working in the EOC.

## Description of Cleveland Office of Emergency Management’s Planning Process from Cleveland’s Award of the 2016 RNC to July 14, 2016:

### Agencies Coordinated In Planning Process

City of Cleveland (Internal)	County, State, Federal, Private (External)
Division of EMS	AMEC Foster Wheeler ( <i>IMAT Assistance</i> )
Division of Fire	American Red Cross
Division of Licensing & Assessments	Cleveland State Police
Division of Police	Cuyahoga County OEM
Finance Department	Cuyahoga Metropolitan Housing Authority Police
Law Department	Cuyahoga County Prosecutor’s Office
Mayor’s Office of Communication	Cuyahoga County Sheriff’s Office
NE Ohio Regional Fusion Center	DCHSEMA ( <i>IMAT Assistance</i> )
Public Utilities Department	DHS – Health & Human Services
Public Works Department	DHS – Protective Security Advisors
Public Health Department	FBI
	FEMA
	First Energy
	GCRTA Police
	GCRTA Systems
	Knowledge Center ( <i>Software</i> )
	NWS – Cleveland
	Ohio Department of Transportation
	Ohio EMA
	Ohio National Guard
	Ohio State Highway Patrol
	United States Coast Guard
	United States Secret Service

### Changes In The EOC

Starting in June 2015, a plan was developed that would require multiple changes throughout the Office of Emergency Management in order to facilitate an effective and efficient response to the event that would encompass the largest scope of responsibility the City of Cleveland had ever undertaken. These revisions

to the EOC, for the sake of this report, have been divided up into three categories: Structural, Organizational/Culture, and Software.

### Structurally

Planning for structural upgrades began in Fall 2015. Prior operations such as Gay Games (2014) and International Children’s Games (2004) shaped the technological purchases, but when analyzing the scope of events that would require monitoring during the entirety of the convention, it became apparent very quickly that an upgrade of both displays and computers was needed in order to effectively manage the incident. While many small issues were addressed, the two biggest upgrades came in the replacement of the virtual desktop thin clients with individual PCs for each station and the replacement of two standard definition projectors that were used to display information throughout the EOC Main Floor with a 16-screen high definition video wall. There were also minor upgrades completed in the Joint Information Center (JIC) and the EOC Conference Room.

### **BEFORE**



### **AFTER**



### Organizationally

Starting in Summer 2015, the Cleveland Office of Emergency Management began the implementation of NIMS ICS to the Emergency Operations Center in an effort to bring together all disciplines into a coordinated operational plan that would enhance situation awareness and operational efficiency. The first event during which the new system of operations was utilized was the August 6, 2015, Republican Presidential Primary Debate held at Quicken Loans Arena. This debate enabled the multiple divisions of

the Department of Public Safety, in addition to the Office of Emergency Management, to unify and produce a multi-discipline Incident Action Plan (IAP) and be integrated into an ICS organizational chart.

This organizational change, first started in June 2015, proved to be the foundation of all operational planning amongst the different entities for 2016 RNC. During the planning, EOC Manager Alex Pellom worked to facilitate a plan that would incorporate over 30 different agencies into one comprehensive plan based on national best practices.

### Software

The City of Cleveland uses the situational awareness software known as Knowledge Center to serve as a platform to ensure the common operational picture is received and understood by all stakeholders and responders working throughout the incident whether that is in the field or in the EOC. In order to enable users to more efficiently sort through the expected overload of data that would be documented, a new layout of Knowledge Center's log function was created. This enhancement allowed users of to view information on either a macro (by event/section) or micro (branch/unit) level depending on information needed at any given time.

### **EOC Staffing**

During initial planning, it became apparent that the level of staffing needed in the EOC for the duration of the incident would be larger than any other activation ever planned for in the City of Cleveland. With the installation of ICS serving as the baseline for positions, OEM was able to coordinate with our partners (internal and external) to fill out the Operations Section relatively easily.

The Finance Section planning was handled almost exclusively by the Cleveland Finance Department, which presented no issues from either a staffing or planning standpoint. Staffing was drawn from the City of Cleveland Finance Department and the Department of Public Utilities Finance staff. All Finance Section duties and training were completed internally prior to the first day of the Cleveland EOC activation. Finance Section positions were outlined as Finance Section Chief, Compensation/Claims Unit, Procurement Unit, and Time Unit.

The Logistics Section was organized by the Cleveland Division of Police. The scope of this section for 2016 RNC encompassed material needs of first responders (food, water, equipment, etc.) and radio communications. In order to ensure a response to multi-disciplinary requests, Logistics staffing was bolstered by the addition of a dedicated Division of Fire representative.

The Planning Section was organized by the Cleveland Office of Emergency Management and was planned to consist of the following: Planning Section Chief, Documentation Unit, GIS Unit, Resources Unit, Situation Unit and one Technical Specialist (Knowledge Center).

In order to facilitate the dissemination of situational awareness, a plan was developed that would require the Planning Section to complete Situation Reports on the hour during the "busiest times" and an Incident Action Plan every operational period (12 hours). EOC Manager Alex Pellom reached out to colleagues Tim Spriggs and Director Chris Geldart of Washington D.C. Homeland Security and Emergency Management Agency (DCHSEMA) regarding the utilization of their Type III Incident Management Assistance Team (IMAT), all at no cost to the City of Cleveland.

DCHSEMA agreed to send a 12-member IMAT that would be coordinated by Clay Pacheco of AMEC Foster-Wheeler. This team reported to the Cleveland EOC for initial briefing on July 16, 2016 and began work on July 17 at 0600. The total number of IMAT team members scheduled to assist: DCHSEMA – 12, AMEC Foster Wheeler – 3.

## ***Trainings Involved In/Coordinated***

### *External Training/Exercises*

The City of Cleveland Office of Emergency Management served as the main facilitator for the planning and coordination related to multiple external trainings/exercises leading up to the 2016 Republican National Convention.

1. FEMA L912: Complex Coordinated Attack - The IEMC: Preparing Communities for a Complex Coordinated Attack (CCA) sponsored by FEMA is a training initiative designed to improve the ability of local jurisdictions to prepare for, protect against, and respond to complex coordinated attacks. The purpose of this course is to provide a no-consequence environment where participants from multiple disciplines can discuss and analyze the local, state, regional and Federal capabilities required to respond to an attack involving coordinated assaults against multiple targets. Through briefings, case studies, facilitated discussions, and planning workshops, participants work through a community-specific attack scenario to identify gaps in their current plans as well as mitigation strategies.

This training was conducted on December 7-10, 2015, at the Cuyahoga Community College's Advanced Technology Training Center. The four-day training incorporated over 50 attendees from multiple agencies at the local, state and federal levels.

2. Multi-Jurisdictional Improvised Explosive Device Security Planning Program – The Multi-Jurisdiction Improvised Explosive Device Security Planning (MJIEDSP) Program is a systematic process that fuses counter-improvised explosive device (C-IED) capability analysis, training, and planning to enhance urban IED prevention, protection, mitigation, and response capabilities across disciplines. The MJIEDSP helps to identify roles, responsibilities, and capability gaps, and to optimize limited resources within a multi-jurisdictional area.

The MJIEDSP Program works to limit the resource strain on the jurisdictions that host the series; however, coordination with DHS – Office of Bombing Prevention (OBP) and several meetings are required to facilitate the MJIEDSP Program. The MJIEDSP Program consists of an Initial Planning Meeting and three workshops: the First Responder workshop; Bomb Squad/SWAT Interoperability workshop; and Senior Executive workshop.

This training program also allowed Department of Public Safety divisions to work with numerous private partners in preparation for the RNC. Those partners included: Rock & Roll Hall of Fame, Playhouse Square, Great Lakes Science Center, Horseshoe Casino (now dba Jack Casino), First Merit Convention Center and Forest City.

This training was conducted on February 23-24, 2015, at the Cuyahoga Community College's Advanced Technology Training Center. The two-day training incorporated attendees from multiple agencies at the local, state and federal levels. Each session focused on different aspects

of counter-IED response. The first session dealt with first responders generally and the second session was designed to be more SWAT/Bomb Squad centric.

3. Consequence Management Subcommittee Tabletop Exercise (TTX) – This FEMA Region V TTX was hosted by Cleveland Clinic at their Beachwood facility and encompassed a scenario that used a terrorist’s release of Anthrax during the 2016 Republican National Convention as the prevailing scenario. This scenario required follow up on issues including the use of Strategic National Stockpile (SNS), mass prophylaxis and coordinating response activities.

This was a one-day exercise that incorporated over attendees from multiple different agencies from local, state and federal levels. There were over 40 active participants and dozens of observers present throughout the entirety of the exercise.

### *Internal Training/Exercises*

1. ICS Forms Class – With the new incorporation of ICS into the EOC, EOC Manager Alex Pellom developed an ICS Forms class to introduce the basic forms that responders would be using moving forward for both RNC and future activations. It consisted of a two-hour class that was held on the first Thursday of each month from February to June 2016. This class offering facilitated 110 attendees during these sessions.
2. EOC Functional Exercises – One week prior to the EOC activation for 2016 RNC, Cleveland OEM held two short Functional Exercises (FUNEX) that were intended to test the EOC Floor function with the staff members who would be sitting in the specific positions for both A Shift and B Shift. These separate A & B Shift exercises occurred on July 8, 2016 and lasted approximately one hour each session.
3. Knowledge Center Software Training – In order to better facilitate the use of the City of Cleveland’s situational awareness software (Knowledge Center), Cleveland OEM coordinated with Knowledge Center to bring an in-depth training class to Cleveland over the course one full week. This week-long availability was divided into 10 sessions with one occurring from 9 a.m. to 11 a.m. (A) and the other spanning 1 p.m. to 3 p.m. (B). These sessions allowed users to become more comfortable with their surroundings in Knowledge Center prior to the RNC and allowed for housekeeping items (password, misspelled names, group memberships, etc.) to be managed prior to activation. Training was attended by 129 people and held at the Cleveland EOC.

### **Meetings**

Throughout the planning process, the Office of Emergency Management was engaged in multiple sets of meetings in order to coordinate and disseminate information pertinent to RNC operations and planning.

#### City of Cleveland Meetings

1. City of Cleveland Mayor’s Office
2. Credentialing
3. CodeRED (Mass Notification)
4. Department of Public Safety
5. External Communication (Mayor’s Office – Communications)

### United States Secret Service Meetings

1. Business Impact Subcommittee
2. Communications Subcommittee
3. Consequence Management Subcommittee
4. Crisis Management Subcommittee

### Other Meetings

1. BioWatch
2. Central Business District Meeting
3. Cuyahoga County Emergency Services Advisory Board (CCESAB)

### **Positive Actions Identified During Planning Process:**

1. Served as a great catalyst for implementation of ICS
2. Multiple partnerships on the regional, state, national stage forged through attendance at planning meetings/conferences.
3. Development of Knowledge Center to meet EOC needs and shadow ICS Organization.
4. Building out a Hospital Group
5. Incorporating private partners in the EOC
6. Assigning EOC Liaisons for each operational division used by Law Enforcement
7. Bringing in an outside IMAT to assist in Planning Section duties

### **Opportunities For Improvement Identified During Planning Process:**

1. Development of process and procedures should have started far before any USSS subcommittee meetings took place.
2. Roles of local EOC/JIC not clarified at beginning.
3. Full-time OEM staff numbers (2) made the planning process and attendance at meetings difficult, as multiple meetings and tasks were occurring at once.
4. Increase training to all disciplines to heighten awareness of both Safety Officer and Liaison Officer positions.
5. Not having a GIS staff member in the Department of Public Safety caused undue hardship and strain on partner city agencies when maps were needed hastily.
6. Better outline Hospital Group Supervisor duties at the beginning of the process.
7. Logistics Section was not planned to accommodate a large incident.

## Description of Emergency Management's Actions Taken During RNC Operations (July 15-22, 2016)

### Overview

The Cleveland EOC opened to a Full Level Activation at 6 a.m. on July 15, 2016. This activation level remained constant until 12:30 p.m. on July 22, 2016 when the EOC was demobilized shortly after the Republican Nominee for President of the United States Donald Trump departed from Cleveland via air transportation. The EOC was operational for 14 full operational periods (12 hours) and one final abbreviated operational period (6.5 hours) prior to demobilization.



### Staffing

With NIMS as a foundational base, staffing for the 2016 RNC in the Cleveland EOC was implemented. The Incident Organization Chart and EOC Floor Seating Chart are attached for review in **Attachment A – ICS 207 Incident Organization Chart** and **Attachment B – EOC Floor Seating Chart** respectively.

#### Command Staff

The Command Staff for this event consisted of the following positions:

- Unified Command
  - Cleveland Police, Cleveland Fire, Cleveland EMS
- Public Information Officer
- Liaison Officers
  - Business/RNC Liaison
  - Neighborhoods Liaison
- EOC Manager

(Note: No Safety Officer was identified throughout the planning process or staffed throughout the RNC.)

#### Legal

In order to provide efficient and accurate information to first responders and other decision makers, the EOC incorporated the legal community from both the City of Cleveland and Cuyahoga County into the EOC

footprint. Staffing consisted of employees from the following organizations: Cleveland Law Department, City of Cleveland Prosecutor's Office and the Cuyahoga County Prosecutor's Office.

### Operations Section

The Operations Section, which was staffed by more than 30 individuals throughout the duration of the 2016 Republican National Convention, consisted of the following positions:

1. Operations Section Chief (*Cleveland Division of Police*)
2. EMS Branch Director (*Cleveland Division of EMS*)
  - a. EMS Dispatcher(s)
3. Fire Branch Director (*Cleveland Division of Fire*)
  - a. Fire Dispatcher(s)
4. Health & Medical Branch Director (*Cleveland Department of Public Health*)
  - a. Hospital Group (*Multiple hospital representatives + Center For Health Affairs*)
5. Law Enforcement Branch (*Cleveland Division of Police + Agency Representatives*)

#### Cleveland Division of Police

- a. Law Enforcement Dispatcher(s)
- b. City of Cleveland Camera Operator
- c. House of Corrections
- d. White Zone Liaison
- e. Traffic Liaison
- f. Blue/Gold Zone Liaison
- g. Purple Zone/Lodging/Public Safety Central Liaison

#### External Agency Representatives

- h. Cuyahoga Metropolitan Housing Authority (CMHA) Police
  - i. Cleveland State University Police
  - j. Cuyahoga County Sheriff's Office (CCSO)
  - k. Federal Bureau of Investigation (FBI)
  - l. Ohio National Guard
  - m. Ohio State Highway Patrol
6. Public Works Branch Director (*Cleveland Department of Public Works*)
  7. Transportation Branch Director (*GCRTA Systems*)
    - a. Transportation Police (*GCRTA Police*)
    - b. Ohio Department of Transportation (*Agency Representative*)
  8. Utilities Branch (*Cleveland Department of Public Utilities*)
    - a. First Energy (*Agency Representative*)

Other operational resources on the EOC Floor were as follows: DHS – Health & Human Services (HHS), Federal Emergency Management Agency (FEMA) Ohio Emergency Management Agency (OEMA), and Cuyahoga County Office of Emergency Management Agency (CCOEM).



### Logistics Section

The Logistics Section was staffed from the commencement of the EOC activation on July 15, 2016 and remained staffed through July 22, 2016. The Supply Unit was tasked with fulfilling resource requests for items/goods from EOC representatives as submitted on ICS Form 213RR. The Supply Unit responded to various resource requests during the 2016 RNC.

The Communications Unit provided support for the radio communications of the entire event and was positioned under the Logistics Section and stationed in the EOC for the duration of the activation.

Positions staffed in the EOC included: Logistics Section Chief, Communications Food Unit, and Supply Unit (Police/Fire).

### Finance Section

The Finance Section was staffed from the commencement of the EOC activation on July 15, 2016 and remained staffed through July 22, 2016. Staffing for this section differed from others. During the planning process, it was determined that the staffing would be scheduled on a three-shift basis (A, B, C) with each shift constituting an eight-hour work day.

Positions staffed in the EOC included: Finance Section Chief, Compensation/Claims Unit, Procurement Unit and Time Unit.

### Planning Section

The Planning Section was staffed from the commencement of the EOC activation on July 15, 2016 and remained staffed through July 22, 2016. For the first four operational periods, the Planning Section consisted only of a Planning Section Chief and Situation Unit Leader. Upon the arrival of the DC HSEMA IMAT, full Planning Section capabilities were realized beginning at 6 a.m. on Sunday July 17, 2016. An onsite Technical Specialist from Knowledge Center maintained a presence 12 hours each day in order to assist with technical issues pertaining to the software as well as adding users and resetting passwords.

During the activation, the Planning Section was responsible for the following items:

1. *Production of Situational Reports (SITREPs)*
  - a. July 15/16 – One SITREP every 3 hours.
  - b. July 17 (Starting at 1200) – July 22 (0200)
    - i. 1200 – 0200 – 1 per hour.
    - ii. 0200-1200 – 1 every 2 hours.
    - iii. July 22 (0200) through demobilization - Distribution will be 1 every 3 hours
  - c. Total number of SITREPs produced – 91
  
2. *Production of Incident Action Plans (IAPs)*
  - a. IAPs were produced once every operational period beginning on July 15, 2016 at 6 a.m.
  - b. Total number of IAPs produced - 14
  - c. IAPs included the following:
    - i. Cover Page (signed by Unified Command),
    - ii. ICS 202 – Incident Objectives

- iii. ICS 203 – Organization Assignment List
- iv. ICS 204s – Assignment List (Note: Completed for each branch/division/group in operations)
- v. ICS 205 – Incident Radio Communications Plan
- vi. ICS 206 – Medical Plan
- vii. ICS 207 – Incident Organization Chart (See **Attachment A – ICS 207 Incident Organization Chart**)
- viii. ICS 208 – Safety Message/Plan
- ix. National Weather Service Spot Forecast
- x. Maps (Operational Zones, Parade Route/Speakers Platform, First Aid Village, etc.)
- xi. Planned/Permitted Events
- xii. EOC Seating Chart (See **Attachment B - EOC Floor Seating Chart**)

### 3. *Documentation Of The Incident*

- a. Compilation of final documents (examples)
  - i. Master IAP copies (signed by Unified Command)
  - ii. Situation Reports
  - iii. Original Signed Resource Requests (ICS 213RR)
  - iv. Attendance Sign In/Out Forms

Positions staffed in the EOC included: Planning Section Chief, Deputy Planning Section Chief, Documentation Unit, GIS Unit, Resources Unit, Situation Unit, Technical Specialist.

### ***Meetings/Briefings***

Throughout the entirety of the activation, the Cleveland EOC operated under a modified Planning P which incorporated the following meetings: Operations Briefings, Command & General Staff Meetings and Tactics Meetings. Each meeting was conducted once per operational period (12 hours 0600-1800 & 18000-0600) with the exception of the Command & General Staff Meeting (held at 1000 each day). This planning cycle can be view in **Attachment C – Planning P**.

### **Positive Actions Identified During RNC Operations:**

1. Activating the EOC two days prior to the start of RNC-related events was a very good decision. This allowed various kinks to be worked out prior to convention commencement.
2. Unified command worked
3. Agency buy-in exceeded expectations.
4. Additional staffing proved to be a significant difference maker in the Planning Section.
5. Information sharing amongst the agencies in the EOC was at an all-time high.
6. The presence of a Knowledge Center representative on the EOC floor was very helpful.
7. Good communications between EOC and people in the field (outside the hard zone).
8. The EOC’s ability to pull up video and audio was extremely helpful. This technological addition provided greater situational awareness to all three rooms (EOC Floor, EOC Conference Room, Joint Information Center)
9. Operational briefings were informative and allowed staff to come together.
10. Common operating picture for the overall event was great – even at all the various locations (City EOC, County EOC, IOC, MACC).

11. Having legal representatives in the EOC plan proved to be beneficial on multiple occurrences.
12. Radio communications – surprising lack of issues for such an extremely large event.
13. Logistics, and the new resource tracking procedures, did a great job. No real issues when the process was followed. Unfortunately not all agencies or representatives followed as planned.
14. Public Works was very responsive – both in the field and in making 205 St. Clair function comfortably.

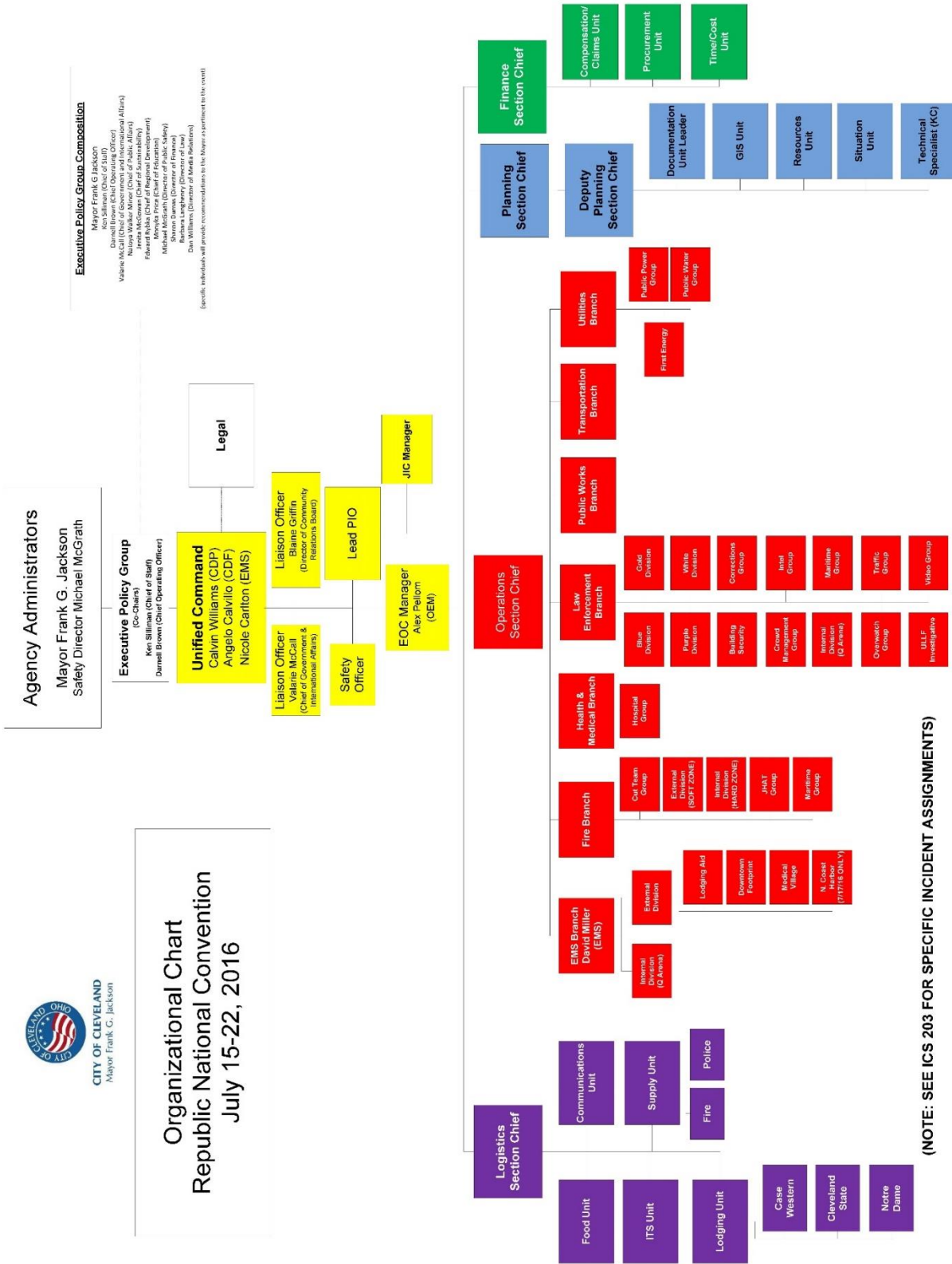
#### **Opportunities For Improvement Identified During RNC Operations:**

1. Identify a Safety Officer to serve as a lead for safety operations of all operations.
2. One copier on the EOC Floor was not adequate for the needs of the workers.
3. The lack of intelligence (NEORFC, FBI) presence in EOC was not helpful and created new challenges.
4. Communication issues between the City of Cleveland EOC, the MACC, and the IOC. No clear expectations were communicated.
5. There was some confusion over use of radio communications with MACC. This should have been addressed during planning. As witnessed in prior events, intelligence sharing over the radio was a bit of a problem. Too many people were getting intelligence that should have been limited in distribution.
6. Office of Radio Communications should have been brought in earlier in the planning process.
7. Many MACC and IOC personnel requested KC log-ins very late in the process and did not receive training.
8. In future EOC activations, closed-caption should be available on at least one television. This would increase awareness. Images on the monitors alone do not depict the full scope of what is occurring.
9. There were duplicate Knowledge Center entries. Different people were updating the same thing. Additionally, some events were never updated or closed out, so it was unclear if the situation was still active.
10. Limited parking created issues. Street parking created confusion amongst attendees

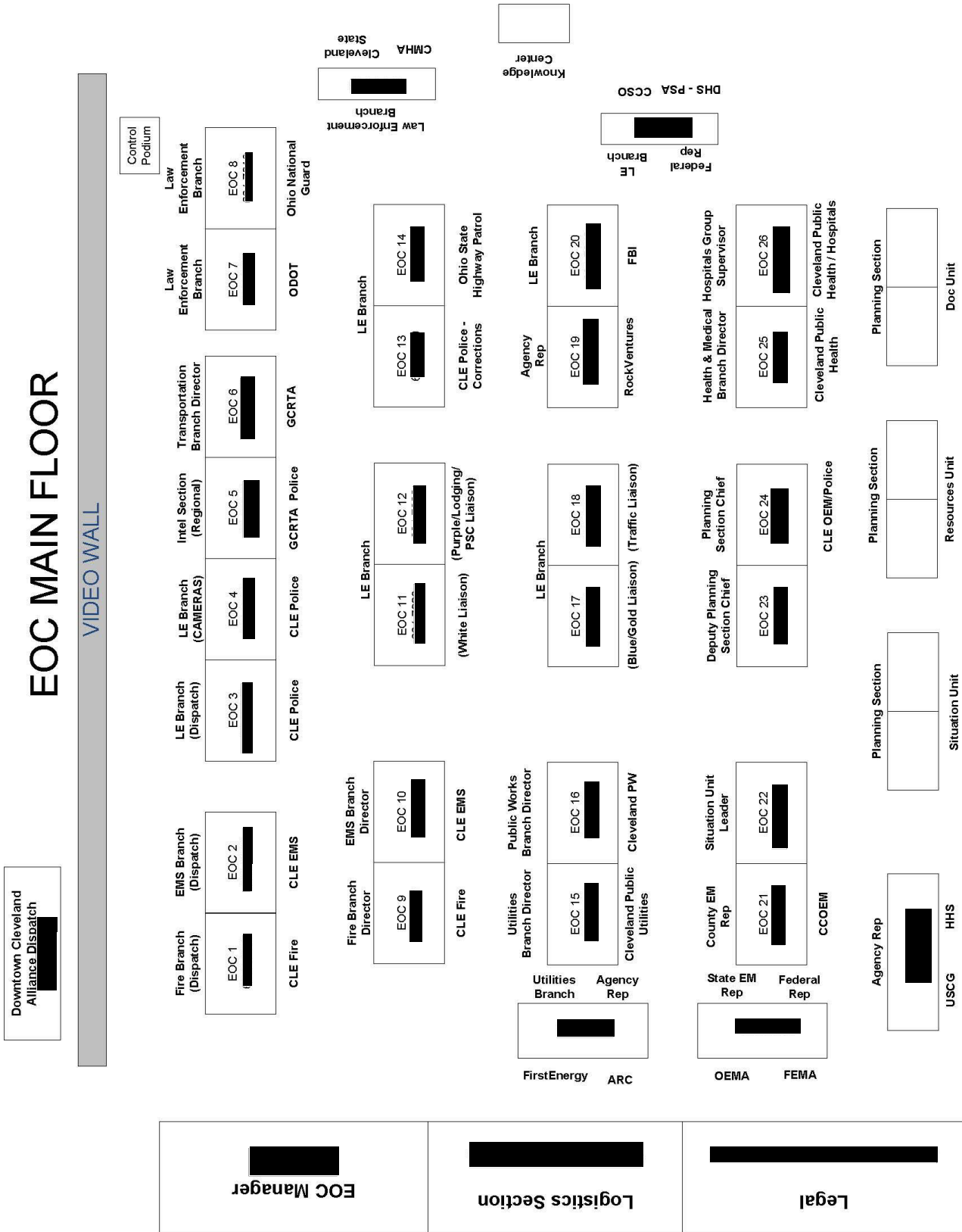
#### **Recommendations To Future Host Cities:**

1. Activate your EOC 1-2 days prior to the convention beginning. This will allow unforeseen kinks to be worked out prior to “game time”.
2. If staffing is a potential issue in your Emergency Operations Center, consider bringing in an IMAT to assist in managing the incident or a specific function.
3. Invite a representative from your software vendor to be present throughout the duration of your EOC’s activation. This presence enabled the EOC Manager and other staff members to concentrate on their incident-related responsibilities.
4. Request, repeatedly if necessary, to acquire maps produced by federal agencies so that everyone is planning on the same sheet of music. They are available.
5. Clear up any confusion pertaining to USSS credentialing early in the planning process.

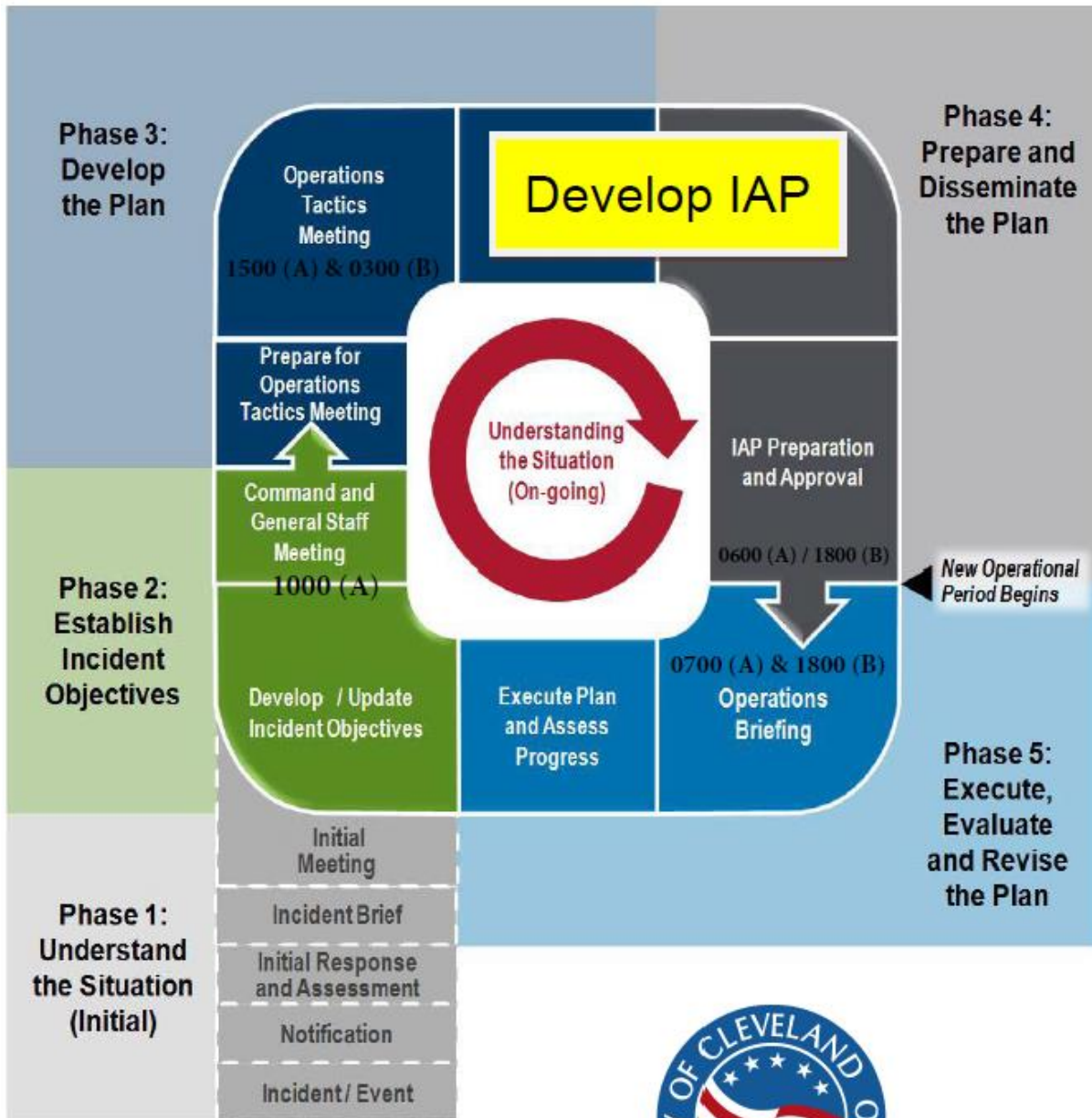
# Attachment A – ICS 207 Incident Organization Chart



# Attachment B – EOC Floor Seating Chart



## Attachment C – Planning P



**CITY OF CLEVELAND**  
Mayor Frank G. Jackson

## Emergency Medical Service (EMS)



### **Description of RNC Mission/Area of Responsibility:**

The Cleveland Division of Emergency Medical Service had two primary missions during the operational periods of the 2016 Republican National Convention.

1. Maintain a full complement of ambulances in order to respond promptly to medical emergencies and provide quality pre-hospital medical care to the neighborhoods and residents of the city of Cleveland.
2. Provide quality pre-hospital medical care for all visitors to the city of Cleveland for the Republican National Convention and all associated events.

Additionally, the Cleveland Division of Emergency Medical Service, as written in the City Service Agreement for the 2016 Republican National Convention, between the City of Cleveland and the Cleveland 2016 Host Committee, Inc., Section 5.3. Emergency Medical Services:

“Shall provide, or cause to be provided City EMS Services as follows: (a) as required by the Convention Security Plan; (b) first aid stations in or around the Convention Complex in such number and at such locations, with such staff as necessary to service a special event of the size and nature of the Convention as reasonably determined by the City in consultation with the Host Committee and the RNC; (c) emergency medical services on a twenty-four (24) hour basis throughout the Convention Period for the benefit of the Convention. The City shall, in consultation with the Host Committee and the RNC, determine the number and location of any such emergency medical services personnel and the scope of such emergency medical services; and (d) as required by an emergency medical plan (the “Emergency Medical Plan”) prepared by the City in consultation with the Host Committee and the RNC, and subject to RNC approval, which shall be implemented in coordination with the Host Committee and the RNC.”

### **Description of Cleveland Division of Emergency Medical Service’s Planning Process from Cleveland’s Award of the 2016 RNC to July 14, 2016:**

The Cleveland Division of Emergency Medical Service was the lead agency for the delivery of pre-hospital medical service during the 2016 Republican National Convention; providing medical cover to delegates, visitors, public safety and law enforcement partners. The 2016 Republican National Convention was the largest scope of responsibility that the Division of Emergency Medical Service had ever undertaken. In order to adequately meet the pre-hospital medical needs for the 2016 RNC, a collaborative effort involving the medical community was essential to the development of the RNC 2016 Emergency Medical Plan.

#### ***Agencies Coordinated in Planning Process***

<b>City of Cleveland (Internal)</b>	<b>County, State, Federal, Private (External)</b>
Office of Emergency Management	2016 RNC Committee on Arrangements
Public Power	2016 RNC Host Committee
Department of Finance	American Medical Response
Department of Law	Cleveland Hospital System’s CMOs
Department of Public Health	Donald Marten’s & Sons Ambulance
Department of Public Safety - Admin	Ohio Department of Health
Department of Public Utilities	Ohio Hospital Association
Department of Public Works	Rustbelt Street Medics

Division of Corrections	Federal Bureau of Investigation (FBI)
Division of Fire	Department of Homeland Security
Division of Police	Cuyahoga County Medical Examiner's Office
Division of Water	Center for Disease Control
Mayor's Office	Federal Emergency Management Agency (FEMA)
Mayor's Office of Communications	United States Secret Service (USSS)
	Ohio National Guard
	Ohio EMA
	Salvation Army
	Department of Health and Human Services
	Cuyahoga County Department of Public Health
	United States Coast Guard
	Environmental Protection Agency
	Cuyahoga County Fire Chief's Association
	Veteran's Affairs

### ***Committees / Working Groups / Meetings***

Committees, working groups and other meetings were held to facilitate coordination and disseminate information pertinent to RNC operations and planning.

- USSS Executive Steering Committee
- USSS Health and Medical Sub-Committee (Sub-Committee Co-Chair)
- USSS Civil Disturbance Sub-Committee
- USSS Consequence Management Sub-Committee
- USSS Crowd Management Sub-Committee
- USSS Dignitary / VIP Protection Sub-Committee
- USSS Fire / Life Safety / Hazmat Sub-Committee
- USSS Interagency Communication and Technology Infrastructure Sub-Committee
- USSS Logistics and Operations Sub-Committee
- USSS Public Information Sub-Committee
- USSS Training Sub-Committee
- USSS Venues Sub-Committee
- Health and Medical Working Group with Cleveland Hospital Systems CMOs
- Cleveland Public Safety Planning Working Group
- Local Public Health Working Group
- Cuyahoga County Fire Chief's Association Meetings
- Cuyahoga County Emergency Services Advisory Board (CCESAB)
- Cleveland Special Events Committee



## ***Training & Exercises***

The Cleveland Division of Emergency Medical Service participated in training exercises with planning agencies. Additionally, the Cleveland Division of Emergency Medical Service employees received updates to trainings previously provided as well as additional training in preparation of the 2016 RNC.

### *Exercises*

- FEMAL912: Complex Coordinated Attack
- BioWatch Tabletop Exercise (TTX)
- Cleveland EOC Functional Exercise
- MJIED Executive Workshop
- MJIED First Responder Workshop
- USSS 2016 RNC Senior Level Tabletop
- USSS 2016 RNC MACC Exercise
- USSS 2016 RNC Operations-Level Tabletop Exercise

### *Training*

1. Emergency Management Institute (EMI) Independent Study (IS) National Incident Management (NIMS)/Incident Command System (ICS) Courses:
  - IS-700.a-National Incident Management System NIMS, An Introduction
  - IS-100.b-Introduction to Incident Command System, ICS-100
  - IS-200.b-ICS for Single Resources and Initial Action Incident
  - IS-800.b-National Framework, An Introduction
2. Ohio's Emergency Management Agency (EMA) in collaboration FEMA/EMI
  - ICS-300-Intermediate ICS for Expanding Incidents
  - ICS-400-Advanced ICS
3. Independent Delivery Authorized by the Federal Emergency Management Agency (FEMA) Center for Domestic Preparedness
  - MGT-300-Field Force Command And Planning or
  - MGT-300-1-Field Force Command: Executive Course
  - AWR-160-1- Standardized Awareness Authorized Training (SAT-2) Program, Train-the-Trainer
    - PER-200 Field Force Operations
    - PER-206 Technical Emergency Response Training
    - PER-267 Emergency Medical Operations for CBRNE Incidents
    - PER-900 Hands on Training for BCRNE Incidents
4. Active Shooter Training
  - Provided by Cleveland Division of Police
5. Radiological Material Detection
  - Provided by WestShore Hazardous Material & Technical Rescue Team

6. Improvised Explosive Devices
  - Provided by Cleveland Division of Police
7. ICS Forms Class
  - Provided by Cleveland OEM
8. Knowledge Center Software Training
  - Provided by Cleveland OEM

### ***MOUs/Contracts***

The Cleveland Division of Emergency Medical Service developed and executed a Memorandum of Understanding between:

- The City of Cleveland and the Cleveland Clinic, MetroHealth System and University Hospitals.
- The City of Cleveland and Cleveland Association of Rescue Employees (CARE).

The Cleveland Division of Emergency Medical Service developed and executed Professional Service Contracts between:

- The City of Cleveland and Donald Martens & Sons.
- The City of Cleveland and American Medical Response.

### ***Plans Developed***

The planning process started by reaching out to the communities that hosted previous conventions. Planning documents were eventually received that offered some assistance with the health and medical planning aspects of the convention. It was apparent from the beginning that every city handled the health and medical plans differently. The realization was that this was our city, and as experts in providing medical coverage for the City of Cleveland, planning would branch from that expertise.

Internal discussions focused on global medical coverage as well as specific venue coverage. A framework was drawn as to the medical assets required to meet the needs. Existing relationships with the Cleveland hospital systems were vital for the extensive medical coverage that was provided during the 2016 Republican National Convention. From the beginning of the planning process, EMS wanted to showcase Cleveland's renowned hospital systems and provide unprecedented medical services to the delegates, visitors and law enforcement partners.

It is important to note that the City Service Agreement between the City of Cleveland and the Host Committee played an important role in planning. This agreement placed responsibility on the Cleveland Emergency Medical Service to provide medical coverage during the convention. The Cleveland Division of Emergency Medical Service started planning before the actual United States Secret Service (USSS) sub-committees were in place and meeting on a regular basis. The USSS subcommittee chairs were not responsible for writing any plans. They were there to provide assistance and guidance on what the USSS will approve in order to meet the needs of the NSSE. The concept was difficult for some sub-committee members to understand, that it was the responsibility of the each sub-committee member to rely on their individual city (or other entity) current standard operating procedures, policies, plans and protocols in their specific area of expertise to create the 2016 RNC specific plan.

The Cleveland Division of Emergency Medical Service developed and executed plans as an integral part of providing pre-hospital medical care.

- RNC 2016 Emergency Medical Plan as part of the USSS Health and Medical Plan
- Divisional Notice RNC1-2016 2016 Republican National Convention Supervisory Cart Usage
- Divisional Notice RNC2-2016 2016 Republican National Convention Advanced Life Support Ambulance Service Directive
- Divisional Notice RNC3-2016 2016 Republican National Convention Air Purifying Respirator
- General Order 4.65 Responses to Active Shooter Incidents
- Divisional Notice 41-2016 Schedule During Republican National Convention
- Divisional Notice 42-2016 Republican National Convention information
- Divisional Notice 43-2016 Demobilization – Republican National Convention
- Divisional Notice 51-2016 Republican National Convention (RNC) Grant Purchased Vehicles and Equipment
- First Aid Station Surveillance Forms

### ***Plans Updated***

The Cleveland Division of Emergency Medical Service updated plans as an integral part of providing pre-hospital medical care during the 2016 Republican National Convention.

- General Order RNC 4.01 2016 Republican National Convention – SET Unit Operations and Guideline.
- Employees updated Department of Public Health Name, Address and Personal History Form for distribution of medical countermeasures.

### ***Inventory Process***

The Cleveland Division of Emergency Medical Service worked cooperatively with the Department of Public Safety and the Division of Purchases and Supplies to procure the necessary medical supplies and medical equipment for providing pre-hospital medical care during the 2016 Republican National Convention.

The Cleveland Division of Emergency Medical Service requested and received the following items from the 2016 RNC National Special Security (NSSE) grant:

- UTV Patient Transport Vehicles (7)
- Electronic Patient Care reporting devices (15)
- Power cots and accessories (10)
- Extrication kits (10)
- Cardiac monitor kits (15)
- AED kits (18)
- ALS kits (30)
- Jump kits (30)
- Oxygen kits (30)
- Intubation kits (30)

- Power suction kits (7)
- IO kits (7)
- Immobilization kits (11)
- Eye wash (2400)
- Gloves
- Disposable linens
- Decontamination supplies
- Gas masks/uniforms/outerwear
- Private Ambulance Company Professional Service Contract
- Golf cart lease (4)
- Medical waste disposal contract
- Medical oxygen tank rental
- Portable radio rentals
- Cellular telephone rentals (first aid stations staffed by hospital partners)

The delay in the grant release as well as the requirements set forth by the Bureau of Justice Affairs (BJA), who served as the grant administrators, created challenges for the procurement staff. Items were procured, received and properly inventoried and entered into the electronic inventory program (Operative IQ). These items were secured in a separate and locked storage room once received by the Department of Public Safety.

**Positive Actions Identified During Planning Process:**

1. Collaboration and cooperative planning by Cleveland Hospital Systems. As part of the medical planning, EMS hosted bi-weekly meetings with the Chief Medical Officers; other attendees included 2016 Host Committee and Public Safety. Their engagement during the planning process was critical to providing quality pre-hospital and event medical care during the event.
  - a. The first ever delegate “Nurse On-Call” line was developed during the meeting. The Nurse On-Call line was available for all delegates and their families during the 2016RNC.
  - b. All areas of medical care were covered during the 2016 RNC, including dental emergencies, for which there were two during the convention. Due to the preplanning, prompt care was provided.
2. Cooperative planning of regional, state and federal agency partners, ensuring that all aspects of providing medical coverage were covered.
3. RNC Operations Video - The Cleveland Division of Fire coordinated a public safety video providing an overview of the RNC operations for public safety employees to review for their situational awareness of RNC events and plans.
4. The Division of Water provided four water buffalos for the 2016 RNC. The placement played an integral part in keeping all visitors hydrated. They also hand-made water fountains that attached to the hydrants. Placement was determined during the event as areas of congregation were noted.

### **Opportunities For Improvement Identified During Planning Process:**

1. Public Safety Request Point
  - a. Similar to the process utilized for requests during the operational periods (ICS forms), when there is a need/request from one division/agency to another division/agency that there is one point within public safety for numbering the request, tracking the request, identifying who is responsible for filling request and then closing request once completed.
2. Subcommittee Planning Meetings
  - a. The planning meetings should start earlier in the planning process and the frequency should increase during the last six months of the planning process. The Health & Medical Subcommittee met on a monthly basis. The last quarter prior to the convention, meeting bi-weekly would have added benefit to the planning process.
3. It is important to note that some members of the subcommittees involved in the planning process had difficulty focusing on their area of responsibility. Planning proved challenging when hospital working groups focused on the pre-hospital first aid tent and venue coverage aspects of medical planning.

# Description of Cleveland Division of Emergency Medical Service's Actions Taken During RNC Operations (July 15-22, 2016)

## **Overview**

The Cleveland Division of Emergency Medical Service went to full level activation on Friday, July 15, 2016 at 0600 hours. This activation level remained through Friday, July 22, 2016, at 1900 hours. Demobilization of assets began on Friday, July 22, 2016 at 1300 hours.

## **Patient Care**

### **Convention Center**

- 20 patients treated and released
- 3 transported to area hospitals
  - Cardiac event
  - Gastrointestinal issues (2)

### **Hard Zone**

#### *Magnetometer First Aid Tents*

- 60 patients treated and released

#### *Quicken Loans Arena*

- 285 patients treated and released
- 6 patients transported to area hospitals
  - Knee injury
  - Allergic reaction,
  - Cardiac event (2),
  - Fatigue
  - Fall (trauma)

### **Soft Zone & Downtown Footprint**

- 105 responses to calls within downtown footprint
- 61 patients treated and released
- 44 patients transported to area hospitals
- 70 walk-up patients treated and released

#### *Medical Village*

- 9 patients treated and released
- 1 patient was transported to area hospital

### **Law Enforcement Medical Care**

#### *Dormitory Areas*

- 120 patients treated and released
- 4 patients transported to area hospitals

- Fall with laceration
- Syncopal episodes (2)
- Leg injury

#### *Federal Health and Medical Task Teams*

- 42 patients treated and released

#### *National Veterinary Response Teams*

- 9 canines treated and released
- 223 equines treated and released
  - Including daily preventative care

### ***Documentation/Reporting***

All patient interactions were logged on the 2016 Republican National Convention Patient Contact Log. The forms were collected at the end of each shift. For patients requiring care beyond basic vital signs, patient care reports (either electronic or paper) were completed. Additionally, Medical Treatment Area Enhanced Surveillance Reports were completed as required by the Cleveland Department of Public Health.

Reports were sent each morning to the Office of Communicable Disease Surveillance & Epidemiology. The reports included the list of all 9-1-1 incoming EMS calls, EMS responses within the event zone and transports (including number that were RNC related), any additional patients treated by the hospital medical treatment areas and dormitory visits, nurse on call reports and number of syndromes identified by the Enhanced Surveillance Reports. Documentation of payroll was completed in telestaff as well as daily sign in and sign out sheets that were required for financial recordkeeping.

### ***Staffing***

EMS staffing began at a full level on Friday, July 15, 2016, at 0600 hours and remained through Friday, July 22, 2016 at 1900 hours.

#### *Multi-Agency Coordination Center (MACC)*

1. Staffed with one (1) EMS Administrative Staff Sergeant

#### *Cleveland Emergency Operations Center (EOC)*

1. Unified Command
2. EMS Branch Director
3. EMS Dispatcher(s)

#### *Medical Branch (Field Operations)*

The medical branch was responsible for providing pre-hospital medical care within the event zone. The on-duty Commander provided oversight of all the medical resources within the event zone. The on-duty Commander worked in collaboration with the EMS Branch Director located in the Cleveland EOC to ensure that the medical needs of the convention were met.

The Cleveland Division of Emergency Medical Service staffed seven Mobile Teams, 10 ALS Support Teams and five ALS Support Cut Teams. The Mobile Teams utilized the UTV Patient Transport Vehicles to respond to emergencies within the downtown footprint. The EMS event area of responsibility located within the official Event Zone was split into quadrants, with one Mobile Team assigned to each quadrant and one Mobile Team overlapping. Two Mobile Teams were devoted to the Convention Complex which was located inside the USSS-secured perimeter. Please see **Attachment A – EMS Mobile Zones** for a graphical representation of the aforementioned operational layout.

The ALS Support Cut Teams utilized SUVs to respond to emergencies requiring division of Fire Cut Teams. The ALS Support Teams were on foot, strategically located with law enforcement field forces. The teams were staffed 24 hours a day from the first operational period through the last operational period excluding four of the ALS Support Teams were peak times from 1200-0000 hours daily.

The Medical Village was located close to the end of the officially sanctioned parade route and served as the main treatment area for anyone needing medical attention outside of the secured perimeter. MetroHealth System provided an RV with treatment rooms that was staffed during peak hours with one Independent Licensed Provider and up to three medical providers. Cleveland Division of EMS set up a tent to serve as a treatment area staffed 24 hours a day from the first operational period through the last operational period. The Medical Village was placed on a side street that was closed to vehicular traffic. A water buffalo was located towards the end of the street as well as portable restrooms.

The Welcome Event held Sunday, July 17, 2016, was the kickoff for the 2016 RNC activities. The secured perimeter area included Voinovich Park and the adjacent Great Lakes Science Center and the Rock and Roll Hall of Fame. Medical coverage included a medical treatment area located between the two main venue points but out of the main activity location to ensure that the medical treatment area was not a part of the 2016 RNC Host Committee celebration.

1. Medical Treatment Area

- a. University Hospital staffed with up to two Independent Licensed Providers and up to six medical providers.
- b. University Hospital staffed foot teams that were not requested nor were they part of the medical plan.

2. Mobile Teams (2)

- a. Cleveland Division of EMS staffed with two paramedics.
- b. The Mobile Teams responded to requests for medical care, then transported the patients to the medical treatment area for further evaluation and treatment.

The Convention Complex (secured perimeter area under USSS command) included Quicken Loans Arena, Progressive Field, the parking garages within the complex and all exterior grounds. Medical coverage for these locations included medical treatment areas on the exterior perimeter close to the magnetometer sites and treatment areas and foot teams within Quicken Loans Arena. The medical provider for events within Quicken Loans Arena was utilized for consistency and layout familiarity. Private company ambulances were staged in the underground garage and were utilized only for patients in extremis. All other patients requiring transport were transported by the Cleveland EMS Mobile Teams to the pre-determined transfer point.



1. Medical Treatment Areas (2) – Magnetometer Sites
  - a. MetroHealth System staffed with up to two Independent Licensed Providers and up to six medical providers per treatment area.
    - i. At least two hours prior to and one hour after convention sessions.
2. Medical Treatment Areas (3) – Quicken Loans Arena
  - a. Cleveland Clinic staffed with up to one Independent Licensed Provider and up to three medical providers per treatment area. One Independent Licensed Provider minimum for all three treatment areas.
  - b. Cleveland Clinic staffed three foot teams staffed with two paramedics per team.
  - c. Open during peak hours
    - i. At least two hours prior to and one hour after convention sessions.
3. Mobile Teams (2) – within exterior grounds of Convention Complex
  - a. Cleveland Division of EMS staffed with two paramedics.
  - b. Around the clock coverage from the first operational period through the last operational period.
4. Security Room - Convention Complex
  - a. Cleveland Division of EMS staffed one Emergency Medical Dispatcher (EMD) Crew Chief during peak convention times.
5. Private Company Ambulances (2)
  - a. Staffed with two paramedics.
  - b. Around the clock coverage from the first operational period through the last operational period.
  - c. Ambulances remained on site, transferred personnel out of the secured zone.

The Media Center included the Huntington Convention Center and adjacent Medical Mart. The Media Center was within a restricted access area. Medical coverage included medical treatment areas and foot teams. The medical provider for events within the Huntington Convention Center was utilized for consistency and layout familiarity. A private ambulance provided by the hospital system was staged for transporting patients in extremis.

1. Medical Treatment Areas (1)
  - a. University Hospitals staffed with one Independent Licensed Provider and up to three medical providers.
    - i. 24-hour coverage.
2. Foot Teams (1)
  - a. University Hospitals staffed with two paramedics
    - i. 24-hour coverage plus one additional team during peak hours.

The law enforcement officer medical treatment areas were an integral component of the medical coverage for the 2016 Republican National Convention. These treatment areas were designed for medical treatment during tour of duty as well as while off-duty in the dormitory areas. Federal Medical Task Force Teams staffed by medical providers from the U.S. Department of Health and Human Services were the

main treatment points for law enforcement officers and other public safety partners requiring medical treatment during their tour of duty. The Mobile Teams provided care until the transfer of care to the Federal Medical Task Force Teams.

For law enforcement officers in extremis, private company ambulances were staged to provide transport to the appropriate emergency department. At the university dormitory areas utilized for law enforcement officers, medical treatment areas were designated. University Hospitals provided the medical coverage with the exception identified below.

1. Federal Medical Task Force Teams (2)
  - a. Staffed with teams from the U.S. Department of Health and Human Services to provide rehabilitation, assessment, treatment and holding area.
  - b. The teams could convert to DMATs in the event of a mass casualty incident for triage, and treatment.
2. National Veterinary Response Teams (2)
  - a. Staffed with teams from the U.S. Department of Health and Human Services.
  - b. Provide morning check-ups to the horses and sick visits as needed.
  - c. Provide sick visits to canines.
  - d. Main tent set up next to the Federal Medical Task Force Team.
  - e. Additional team staged the main sweep point.
3. Case Western Reserve University
  - a. University Hospital staffed with one Independent Licensed Provider and up to two medical providers before and after shift change for sick calls.
  - b. University Hospital staffed with two paramedics after sick call visits.
  - c. Case Western Reserve University provided their EMT staffed ambulances for transport if indicated.
4. Notre Dame College
  - a. University Hospital staffed with one Independent Licensed Provider and up to two medical providers before and after shift change for sick calls.
5. Cleveland State University
  - a. Cleveland Division of Emergency Medical Service staffed with two paramedics 24 hours a day.
  - b. Private company ambulance staged for transport if indicated.

Private company ambulances were staged strategically throughout the event zone for response to medical emergencies directly related to the 2016 Republican National Convention or associated activities. Staging points were pre-determined and were designated with additional resource staging points as determined by the EMS Branch Director located in the Cleveland EOC.

### ***Meetings/Briefings***

Throughout the entirety of the event, attendance was required at the Cleveland EOC Operations Briefings, Command & General Staff Meetings and Tactics Meetings. The on-duty Commander provided Operations Briefings at the beginning of each shift during the operational periods.

### **Positive Actions Identified During RNC Operations:**

1. Operational Period starting two days prior to the RNC related events allowed for issues to be identified and corrected. This included work flow, briefings, shift change, meals, equipment needs, payroll verification, etc.
2. EMS attendance at Law Enforcement briefings provided an opportunity to briefly review the medical plan with officers from other agencies. Briefed the officers on sick call locations (either on duty or after tour of duty).
3. The Division of Water was able to change the location of the water buffalos based on areas of congregation. This included the hand-made water fountains that were placed at Willard Park, Mall A and Perk Plaza.
4. Information sharing and agency cooperation was exceptional.
5. Centralized Logistics Section located in the Cleveland Emergency Operations Center was very prompt in filling requests for ice, water, lunches, etc.
6. The medical coverage at the law enforcement dormitory areas played an important role in law enforcement medical needs.

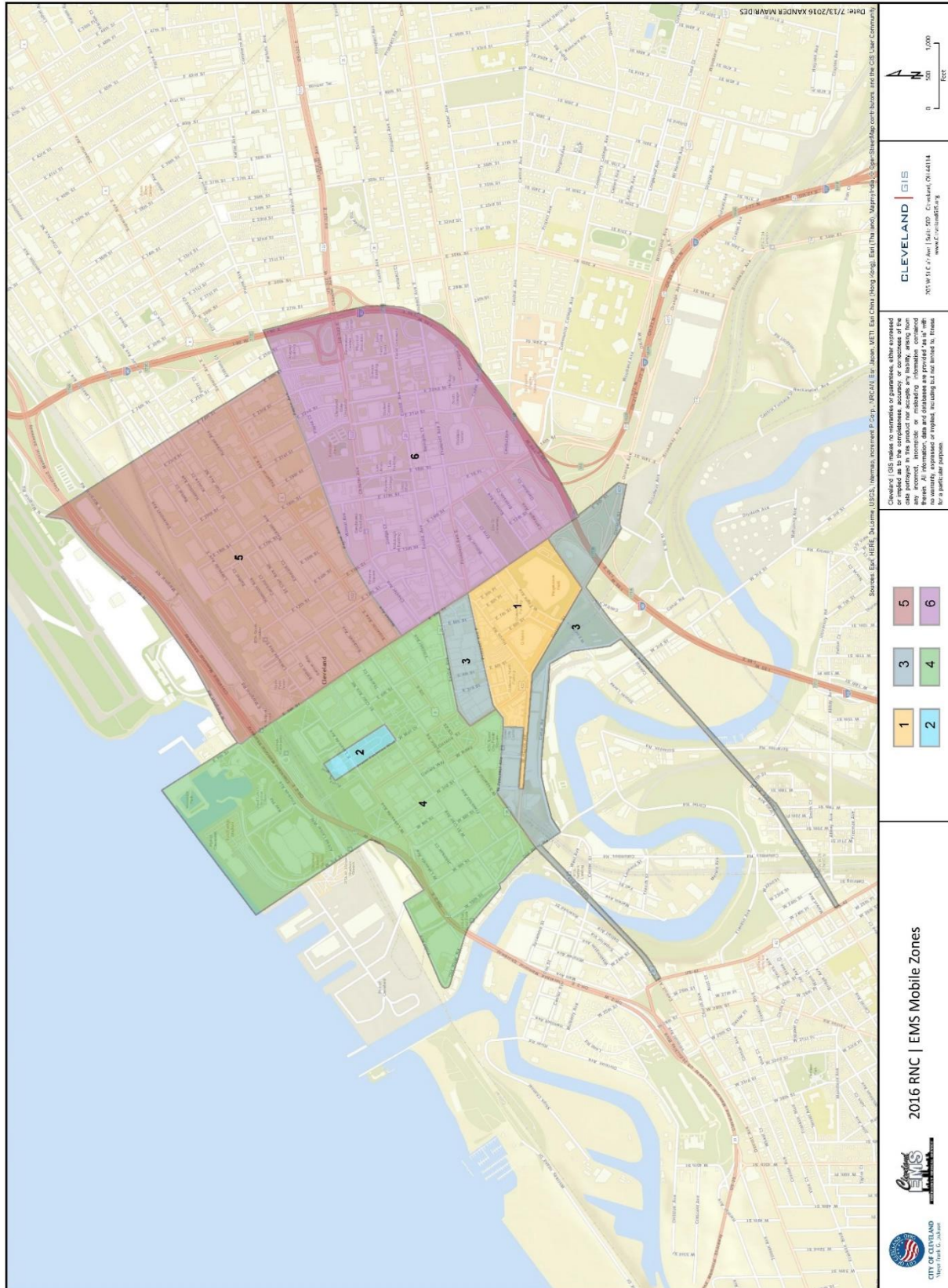
### **Opportunities for Improvement Identified During RNC Operations:**

1. Increase number of hours between shift overlap. One hour was used between the 0600-1800 and 0700-1900 shifts. This made shift briefing and relief difficult.
2. The redundancy of the numbering of the additional medical teams created confusion for dispatchers in the EOC, (i.e. AMR1, DMS1, ALS1, Mobile1). Each additional resource should have non-duplicated numbers to assist with easier identification.
3. Obtaining information (number of people treated, type of treatment) in real time from all of the agencies assisting with medical coverage proved to be difficult. The information was easily obtained after the conclusion of the event.

### **Recommendations To Future Host Cities:**

1. Develop a working group of the area hospital systems Chief Medical Officers (CMOs) early in the planning stages. This working group is vital to ensure medical planning at all areas.
2. Start employee training early in the process and continue up to the event. This includes NIMS refreshers and pre-hospital medical operations during the event. Frequent review of the Emergency Medical Plan prior to the convention is imperative.
3. Attend all sub-committee, working group and other meetings as scheduled and provide updates in a written format to ensure that information is shared consistently and properly with all attendees, even with those who may not be in attendance at a particular meeting.
4. It is important to have the right people assigned to the different activities surrounding the convention (i.e. sub-committee meeting assignments, procurement, training, etc.) Placing people into the areas of responsibility with previous knowledge is important for the planning and implementation process.

# ATTACHMENT A – EMS Mobile Zones



## **Finance**



CITY OF CLEVELAND  
Mayor Frank G. Jackson

### **Description of RNC Mission/Area of Responsibility:**

The City of Cleveland Department of Finance is responsible for all financial management for the RNC event which includes accounts payable, payroll, cash management, grant administration, and purchasing. Finance is also responsible to ensure that these areas are adequately managed and accounted for in accordance with Generally Accepted Accounting Principles and Grant requirements.

### **Description of Cleveland Department of Finance's Planning Process From Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Overview***

The Department of Finance had weekly meetings with all Public Safety Divisions starting nine months before the convention to help develop budgets and commodities to be purchased through the National Special Security Event (NSSE) grant. The Department of Finance in conjunction with Public Safety developed controls and policies and procedures to administer the grant and meet the requirements of the Code of Federal Regulations (CFR). The Department of Finance limited all non-emergency RNC procurements from January 2016 through June 2016 to only purchases for RNC Safety Divisions. Finance worked with General Services Administration (GSA) and cooperatives from other State agencies that had existing competitively bid contracts to expedite our purchases. The City of Cleveland was granted authority by Congress on October 1, 2015, for the \$50 million grant. The City did not receive authority to obligate any funds until April 1, 2016.

#### ***Legal Agreements***

The Department of Finance and the Department of Law worked to initiate over 80 MOU's with outside cities and other government entities to help support the Safety department during the convention. The Department of Finance worked with the Ohio Emergency Management Assistance Compact (EMAC) to execute eighteen EMAC agreements with eighteen different State Highway Patrol Departments, which was critical to the success of the event.

#### ***Agencies Coordinated***

<b>City of Cleveland (Internal)</b>
Cleveland City Council
Department of Law
Department of Public Safety - Administration
Department of Public Works - Administration
Department of Public Works - Division of Motor Vehicle and Maintenance
Division of Corrections
Division of EMS
Division of Fire
Division of Police
Office of Emergency Management

County, State, Federal, Private (External)		
Cleveland 2016 Host Committee, Inc.	City of Fairview Park, OH	Summit County Sheriff, OH
Republican National Committee	City of Flower Mound, TX	City of Sylvania, OH
State of Ohio	City of Fort Wayne, IA	Sylvania Township, OH
City of Charlotte, NC	City of Fort Worth, TX	City of Wauseon, OH
City of Tampa Bay, FL	Greater Cleveland Regional Transit Authority, OH	State of California
City of Akron, OH	Lake County Narcotics, OH	State of Delaware
City of Atlanta, GA	City of Lakewood, OH	State of Florida
City of Austin, TX	City of Louisville, KY	State of Georgia
City of Avon Lake, OH	Mahoning Valley Crisis Response Team, OH	State of Indiana
City of Bath Township, OH	Medina County Sheriff's Office, OH	State of Kansas
City of Beachwood, OH	City of Memphis, TN	State of Maine
City of Bedford, OH	Montville Township, OH	State of Massachusetts
City of Blue Ash, OH	City of North Royalton, OH	State of Michigan
City of Bratenahl, OH	Northeast Ohio Regional Sewer District, OH	State of Missouri
City of Broadview Heights, OH	Ohio Bureau of Criminal Investigation, OH	State of Montana
City of Brooklyn, OH	Ohio Casino Control Commission, OH	State of New Jersey
Cleveland Clinic Foundation, OH	Ohio Department of Natural Resources, OH	State of North Carolina
City of Cleveland Heights, OH	Ohio National Guard, OH	State of Oklahoma
Cleveland Metro Parks, OH	Ohio Department of Public Safety	State of South Carolina
City of Cuyahoga Falls, OH	Ohio State University, OH	State of Utah
Cuyahoga Metropolitan Housing Authority, OH	Ohio University, OH	State of West Virginia
Cleveland Metropolitan School District, OH	Village of Phoenix, IL	State of Wisconsin
City of Columbus, OH	City of Pittsburgh, PA	Oriana House
Cuyahoga County Sheriff's Department, OH	City of Rocky River, OH	Cleveland State University
City of Dayton, OH	City of Shaker Heights, OH	Case Western Reserve University
City of Edgerton, OH	City of South Euclid, OH	Notre Dame College
City of Elyria, OH	City of Strongsville, OH	Geauga County Sheriff's Office
City of Euclid, OH	City of Amherst, OH	

### ***Cost Tracking Planning***

The Department of Finance developed special RNC payroll control documents to account for all personnel that were going to be charged to the grant and worked with each of the Department of Public Safety's Divisions (Police, Fire, EMS, Corrections) to ensure there was a complete understanding of what was expected and what needed to be updated in our timekeeping system.

### ***Training***

The Department of Finance participated in multiple training sessions with EOC management to ensure everyone was familiar with the software they were using and understanding the needs of City departments. These training sessions include:

1. ICS Forms Class Training
2. Knowledge Center Training

### **Positive Actions Identified During Planning Process:**

1. The Finance Department had numerous meetings with major stakeholders to plan the event with the Department of Public Safety. These meetings allowed Finance to communicate with Public Safety about NSSE grant requirements for grant compliance and audit purposes.
2. Finance developed forms for Public Safety to capture financial information such as tracking time worked by officers in the field and budget estimates for outside agencies. This allowed for Finance and Public Safety to build the budget for the NSSE grant for materials and supplies, capital equipment, wages and benefits related to the event for City and outside agencies employees.
3. Finance advised Public Safety on procuring goods and supplies timely and complied with all grant and City of Cleveland procurement policies. Finance and Public Safety developed effective inventory control policies and procedures, as well as developed policies on tracking payroll based on Public Safety's staffing levels and locations.

### **Opportunities For Improvement Identified During Planning Process:**

1. Goals were developed during the planning phase, however, some of those goals were not met due to the following factors:
  - a. Logistics weren't fully developed due to the size of the event and the time available
  - b. Logistics communications needed to be properly communicated between parties to identify what goals were not attainable and needed to be revised.
2. Testing various processes that were developed before the actual event.

## **Description of Cleveland Department of Finance's Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Staffing and Responsibilities***

The Department of Finance set-up a three person finance team composed of Department of Finance staff to serve as the Finance Section which maintained a 24-hour presence in the EOC. The Finance Section included the Director or an Assistant Director of Finance (Finance Section Chief), a Procurement Manager (Procurement Unit) and a Payroll Auditor (Time/Cost Unit). The Finance Section Chief was able to authorize any emergency procurement or to use the City of Cleveland credit card for purchases. The procurement manager was able to execute any emergency purchases required city-wide and approved by the Finance Section Chief. The payroll auditor accounted for all timesheets for officers working the event that will be charged to the grant.

### ***Operations***

During the event, Finance was able to collect payroll sheets from Division of Police (including outside agencies), Division of Fire, Division of EMS and Department of Public Safety - Administration. The forms were delivered to EOC by the appropriate supervisory personnel from each Public Safety Division. Finance payroll auditors, staffing the Time/Cost Unit, collected the forms and reviewed form fields especially related to employee sign in and sign out time, employees sign in and out signatures, and supervisory signature for correctness. Forms that were incomplete were returned to appropriate personnel in Public Safety for further review and correction.

The forms that were verified and checked were saved to the City of Cleveland's SharePoint server, which were retrieved by Public Safety time keepers for timekeeping logs to the City of Cleveland's payroll software System. The sheer volume of timesheets especially for the Division of Police and the Outside Agencies partners made it difficult to stay on task, which led to implementing more strategies to smooth out the process; such as requiring that safety personnel supervisor turning in a time sheet review the forms first and fix issues before submitting the payroll forms to the Finance Section.

After the event, the payroll audit continued, which consisted of payroll form reviews for proper field completeness, matching of payroll sheets hours to the payroll hours recorded on the City of Cleveland's payroll system, hourly rate computation and other payroll audit checks. On a given day during the event, the city received the following approximate number of individual signatures:

- Outside Agencies - 1,700
- Division of Police - 700
- Division of Fire - 170
- Division of EMS - 93
- Division of Corrections - 3
- Division of Public Safety Administration - 3

The Finance Section did not face any significant obstacles on the procurement side during the event, due to the fact that the City of Cleveland already received procured goods from the vendors before the event. Procurement goods that were ordered went to the divisions that requested such procured goods and utilized according to guidelines established by the division. The City of Cleveland contracted out food and



beverage services that were delivered to strategic locations for personnel to retrieve meals and refreshment.

The release of an emergency purchase order was first communicated to the Procurement Manager by the Division's upper management that was present at the EOC. The Procurement Unit communicated the request to the Finance Section Chief present at the EOC for approval. The Procurement Unit then contacted the vendor by phone for order placement, pricing information and payment terms. A purchase order was then created in the City of Cleveland's financial system for workflow approval. Workflow participants were present at the EOC for efficiency. Once approved, the PO number was communicated to the vendor allowing for the goods to be delivered. This process was effective and efficient during the event.

#### **Positive Actions Identified During RNC Operations:**

1. Finance was involved in the EOC process from start to finish. This was a new function within the EOC and a positive action for this type of event.
2. The placement of the Finance Section's workspace was a positive as it relates to the location of the main EOC floor. It was not necessary for the Finance Section to add to the congestion of the main floor of operations, but Finance Section workers were still close enough to communicate with the other workers and vice versa.
3. The location and the equipment within the Finance Section's workspace were appropriate and necessary for this type of event. Each individual within any given Finance Section shift had their own computer workspace and access to a copier, printer, and scanner. There was also sufficient room within the area to accomplish the tasks necessary during the event.
4. The accessibility and known location of each division was important for Finance Section's role during the event. Workers had the ability to contact the necessary parties within a given division timely, in-person, and with ease. This allowed for consistent dialogue between Finance Section personnel and the various divisions during the event to work through any issues as they arose.

#### **Opportunities For Improvement Identified During RNC Operations:**

1. A better process needed to be in place for obtaining, organizing, and auditing timesheets for the divisions. This process could have flowed better if the Finance Section was given the scheduling breakdown as requested before the event. This would have helped determine when timesheets should be expected to come in and which personnel would be on those timesheets. This would have also been extremely beneficial in regards to the law enforcement due to the number of officers working the event.
2. Timesheets were being brought to the Finance Section in the EOC through different avenues. Timesheets were not always reviewed by the appropriate supervisor chain of command before arriving. This required Finance Section personnel to put more time into reviewing the signatures to make sure the appropriate parties were signing off on the timesheets in an appropriate manner.
3. A better process was needed within the divisions for acquiring signatures for the timesheets while in the field. A single signature at the end of every shift would have allowed for confirmation of time worked and food received for each shift for all personnel.

4. Most of the divisions had a singular timesheet for signature each day. The Division of Police, while encompassing all visiting law enforcement officers, had separate timesheets for the sign-in and sign-out processes. This created twice the amount of paperwork and delayed the audit process overall.

**Recommendations To Future Host Cities:**

1. Plan ahead and dedicate as many personnel as possible to the purchasing team. Procurement consumes a vast amount of time complying with federal rules and grant requirements.
2. We recommend using the Emergency Management Agency in each state to procure supplemented law enforcement officers for the event through the Emergency Management Assistance Compact (EMAC). It was a very efficient process and allowed for large quantities of personnel to commit at once.


**Attachment A – Sign In/Sign Out (Used By Fire, EMS, Public Safety Admin)**

(First Page)

**CITY OF CLEVELAND**

**2016 REPUBLICAN NATIONAL CONVENTION**

**DIVISION OF FIRE PAYROLL FIELD TRACKING FORM - DAILY SIGN IN AND SIGN OUT**



City of Cleveland Division: \_\_\_\_\_ Date Prepared: \_\_\_\_\_ Prepared By: \_\_\_\_\_

Shift Date: \_\_\_\_\_ Shift: \_\_\_\_\_

Preparer's Signature: \_\_\_\_\_ Commissioner's Signature (Approved Hours): \_\_\_\_\_

Employee Information		Pre-Approved Hours Information		On Duty Information									
No.	Employee Name	Employee ID #	Pre-Approved Start Time	Pre-Approved End Time	Any Changes on Approved Hours? (Y or N)	Change in Approved Hours Start Time	End Time	Reason Code for Change in Approved Hours	Extended hours Start Time	End Time	Reason Code for Change for Extended Hours	Employee Sign In Signature	Employee Sign Out Signature
1													
2													
3													
4													
5													
6													
7													
8													
9													

Employee Information		Pre-Approved Hours Information		On Duty Information							
No.	Employee Name	Employee ID #	Pre-Approved Start Time	Pre-Approved End Time	Employee Sign In Signature	Any Changes on Approved Hours? (Y or N)	Change in Approved Hours	Reason Code for Change in Approved Hours	Extended Hours	Reason Code for Change for Extended Hours	Employee Sign Out Signature
			Time	Time			Start/End Time		Start/End Time		
40											
41											
42											
43											
44											
45											
46											
47											
48											
49											

I do hereby certify that the above information is true and correct to the best of my knowledge. Further, I fully understand that false information provided above may delay and potentially disqualify me from reimbursement for this Event.

Name \_\_\_\_\_ Date \_\_\_\_\_  
 Commander's Signature \_\_\_\_\_  
 Commissioner's Signature/Designee Signature \_\_\_\_\_

**Attachment B – Law Enforcement Daily Sign In**

(First Page)




**CITY OF CLEVELAND  
2016 REPUBLICAN NATIONAL CONVENTION  
COC PAYROLL FIELD TRACKING FORM - DAILY SIGN IN**

Prepared By:		Date Prepared:	
Preparer Signature:			
Shift Date:			
Shift (A, B, C or D)			
<b>Pre-Approved Hours</b>			
Officer Information			
No.	Officer's Name	Badge #	Employee ID #
1			
2			
3			
4			
5			
			Insert V-Class if Working V-day
			Officer Signature

Shift Date:		Shift (A, B, C or D)				
Pre-Approved Hours						
Officer Information						
No.	Officer's Name	Badge #	Employee ID #	Start Time End Time	Insert V-Class if Working V-day	Officer Signature
46						
47						
48						
49						
50						
51						
52						
<p style="text-align: center;"><b>I do hereby certify that the above information is true and correct to the best of my knowledge. Further, I fully understand that false information provided above may delay and potentially disqualify me from reimbursement for this Event.</b></p>						
<p>Name Recommended Approval City of Cleveland OIC</p>						Signature Date
<p>Name Approval/Section Commander</p>						Signature Date

# Attachment C – Law Enforcement Daily Sign Out

(First Page)

 CITY OF CLEVELAND 2016 REPUBLICAN NATIONAL CONVENTION COC PAYROLL FIELD TRACKING FORM - DAILY SIGN OUT									
Shift Date:			Shift (A, B, C or D)			Quadrant (I, II, III, or IV)			
Officer Information					On Duty Information				
No.	Officer's Name	Badge #	Employee ID #	Any Changes on Approved Hours? (Y or N) Leave Blank for N	Change in Approved Hours Start time End Time	Reason Code for Change in Approved hours	Extended hours Start time End Time	Reason Code for Extended Hours	Officer's Signature
1									
2									
3									

Officer Information				On Duty Information					
No.	Officer's Name	Badge #	Employee ID #	Any Changes on Approved Hours? (Y or N) Leave Blank for N	Change in Approved Hours Start Time End Time	Reason Code for Change in Approved hours	Extended hours Start time End Time	Reason Code for Extended Hours	Officer's Signature
50									
51									
52									
<p>I do hereby certify that the above information is true and correct to the best of my knowledge. Further, I fully understand that false information provided above may delay and potentially disqualify me from reimbursement for this Event.</p>									
Name		Signature		Date					
Recommended Approval City of Cleveland OIC									
Name		Signature		Date					
Approval Section Commander									



## **Fire**



### **Description of RNC Mission/Area of Responsibility:**

The mission of the Cleveland Division of Fire throughout the course of the RNC was in providing both attendees to the RNC and visitors to the City of Cleveland with fire and rescue protection while maintaining the same daily level of service that residents of Cleveland expect. A multifaceted, all hazards approach was established identifying areas of responsibility. These areas included fire prevention, fire suppression, hazardous materials response and other nondescript emergency functions.

### **Description of Cleveland Division of Fire's Planning Process From Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Agencies Coordinated***

<b>City of Cleveland (Internal)</b>	<b>County, State, Federal, Private (External)</b>
Division of EMS	American Red Cross
Division of Police	Cuyahoga County Fire Chiefs Association
Finance Department - Division of Purchasing	Federal Bureau of Investigation (FBI)
Law Department	Federal Emergency Management Agency (FEMA)
Motor Vehicle Maintenance	Ohio National Guard (52 <sup>nd</sup> Civil Support Team)
Office of Emergency Management	Ohio State Highway Patrol
Prosecutor's Office	United States Coast Guard (USCG)
	United States Department of Energy
	United States Environmental Protection Agency (EPA)
	United States Secret Service (USSS)

#### ***Operational Planning***

For the Division of Fire, planning began at the onset of Cleveland being chosen as the host city for the 2016 RNC. An introduction to what the Division's role in the RNC would entail was unveiled at the initial Host Committee meeting. Borne out of this meeting was the beginning of interagency coordination where partnerships were formed, concepts were discussed and planning began to take shape. Through subsequent meetings hosted by the United States Secret Service (USSS), an array of subcommittees were established and, through appointment, Division of Fire personnel were assigned accordingly. Representation on the sub-committees provided valuable insight into the expected challenges of hosting this NSSE.

To formulate an operations plan, the Division of Fire needed both to understand the scope of operations and the potential impact on the City of Cleveland from an event of this magnitude. To attain this fundamental knowledge, Cleveland Division of Fire leadership reached out to fire departments from both Charlotte, NC and Tampa, FL for feedback pertaining to their participation as host cities of the 2012 conventions. These interactions spawned the concept of our operations, assisted in identifying staffing requirements and provided a basis for necessary resources required to fulfill the mission at hand.

In shaping an operations plan for this NSSE event, collaboration with Local, State and Federal partners was necessary. Once an initial draft was completed, the operations plan remained fluid for a protracted period as interagency planning evolved and additional information became available.

This plan outlined the approach to emergency services within the footprint of the RNC event zone, while also providing resources to handle RNC-related events or incidents that may have found their way into Cleveland neighborhoods. Preparation entailed an extensive evaluation of that which is probable (based on information obtained from review of past conventions) and that which is possible (based on intelligence from external sources and consideration of events occurring around the world today). The formulation of this plan enabled the fire department to identify and address the following: resources, personnel and the assessment of divisional strengths and weaknesses.

### Resources

During the initial stages of planning Division of Fire command staff completed an assessment of current assets available within the City of Cleveland as well as available Northeast Ohio Regional assets. Once this was completed, gap analysis was completed and a list of needed items was created and served as a baseline for ordering moving forward. Staff researched pricing and availability of proposed commodities while remaining cognizant of the allotted budget to prioritize needs.

Once a list was consolidated and approved by Department of Public Safety Administration and Cleveland Department of Finance personnel, a narrative was developed in order to justify requests being made. The Division of Fire remained engaged throughout the procurement process.

Once an approved procurement list was finalized, the Division of Fire began creating training material, scheduling classes, and issuing guidelines for use of equipment. Concurrently, members began to set up the storeroom for receiving commodities. Once ordered resources arrived, Division of Fire personnel received, inventoried, barcoded and logged commodities into the Operative IQ system used by the City of Cleveland for the tracking of grant-purchased equipment. When the intake process was completed, the Division of Fire began distributing resources and tracking the issuance again through Operative IQ.

### Personnel Requirements

As with any operation, staffing became a primary focus that had to be accounted for in order to provide a response adequate to the expectations placed on the Division of Fire. The first step in this process was to identify all applicable personnel who would be available to work during the RNC. Once this was completed, Division of Fire administration began to recruit volunteers to fill in where gaps were present.

Once staffing met acceptable levels, scheduling of shift was completed for each piece of apparatus and command center position on a level that outlined both the day and shift required. This information was relayed to EOC Manager Alex Pellom and was used in the development of Incident Action Plans (IAP) during operations.

### Assessment Divisional Strengths and Weaknesses

While the majority of the attention early on was on commodity acquisition and staffing, the Division of Fire also took time to address areas in need of improvement throughout the City of Cleveland and in particular areas that would be of enhanced use during RNC operations.

Personnel performed tests on all hydrants in the RNC footprint. Once completed, repairs were made to all hydrants requiring service. The Division of Fire surveyed all residential high-rises, hotels included,

within the city of City of Cleveland with specific attention to emergency elevator keys and general fire safety issues.

An effort was also made to update and revise any standard operating procedures that may come into play. Examples of these include: employee recall procedures, mass casualty events, and responding to hostile environments.

### ***RNC Specific Assignments***

During the planning phase of the RNC, Cleveland Division of Fire quickly realized that there would need to be additional duties or companies needed to meet expectations of service. These additional positions were derived from the USSS designation of the secured Hard Zone and the resulting Soft Zone which roughly covered a one-mile radius around the Hard Zone. Accommodations in staffing were also made due to the staffing needs present by the opening and operations needs of multiple Command Centers.

#### Hard Zone

Much like any other set of operations, a command and control element was needed to ensure proper function of the units within the USSS-defined Hard Zone. This position is filled by a Battalion Chief to serve as Incident Commander in the event an incident occurs within the Hard Zone. The Battalion Chief was also responsible for all Division of Fire activities, including non-emergency, within the Hard Zone. Battalion 7 was designated to serve this role for the duration of the RNC.

Throughout the duration of the event, the Cleveland Division of Fire planned on three different fire suppression companies (Ladder 50, Engine 50, Engine 51) positioned within the Hard Zone. Each of these companies was staffed by four Division of Fire personnel.

In addition to the suppression personnel, the Division of Fire staffed one HAZMAT company (four-person crew operating from HAZMAT 7), two separate Decontamination Teams consisting of a two-person team operating in utility task vehicles (UTVs) or pickup trucks and one member serving on a Joint Hazard Assessment Team (JHAT).

#### Soft Zone

Similar to the assignments within the USSS Hard Zone, the Soft Zone was overseen by an assigned Battalion Chief. Battalion 1 was designated to serve this role for the duration of the RNC. Throughout the event, the Cleveland Division of Fire planned on three different fire suppression companies (Ladder 60, Engine 60, Engine 61) positioned within the roughly one-mile radius that constituted the Soft Zone. Each of these companies was staffed by four Division of Fire personnel.

In addition to the suppression personnel, the Division of Fire staffed two HAZMAT company (HAZMAT 700, HAZMAT 702), four separate Decontamination Teams operating on a geographical division assignment (North, South, East, West) and five separate JHAT assignments (Bravo, South, Central, North, East).

One notable difference to the staffing of the Soft Zone that was not present in the Hard Zone plan was the inclusion of Cut Teams provided by the Cleveland Division of Fire. These units are each comprised of three firefighters trained in dismantling devices such as sleeping dragons that have been used by demonstrators to cause disruption and block pedestrian or vehicle traffic in previous conventions and

summits. Response to these types of incidents would include a two person medic response from EMS and a County Prosecutor when available. Nine separate Cut Teams were staffed on staggered schedules that overlapped from 12 p.m. to 6 p.m. and dispatched through the City of Cleveland EOC at the direction of the Fire Branch Director.

Another difference was realized in the utilization of Life Safety Details. These details consisted of Life Safety Inspectors that attend venues where the alarm system may be momentarily silenced to prevent panic. Inspectors have an opportunity to investigate the cause of an alarm and determine resources necessary to mitigate an emergency. They were also responsible for ensuring that the fire code is followed and overcrowding does not occur. During any display utilizing fireworks, these teams are also required to serve as Safety Officers for the operations.

### Command Centers

While the Hard Zone and Soft Zone required the majority of RNC-specific staffing, senior officers assigned a position at operations centers to assure interagency cooperation, situational awareness and coordination in response to and mitigation of emergency situations. Command Center Representatives were located in the Cleveland Joint Information Center (JIC), FBI All-Hazards Center, FEMA's Multi-Agency Coordination Center and the RNC Security Room located within the Hard Zone. A larger group of senior officers were stationed to the Cleveland EOC. Positions filled included a 24-hour member in each of the following positions: Unified Command, Fire Branch Director and Supply Unit (Logistics Section).

Dispatch was divided into two separate facilities during RNC operations. The traditional Fire Dispatch Center was to be utilized to dispatch fire companies to emergency incidents within the City of Cleveland that were not pertinent to the RNC. Dispatch personnel at the City of Cleveland EOC dispatched fire companies to all incidents occurring within the Hard and Soft Zones of the RNC as well as the Cut Teams positioned throughout the Soft Zone.

The Division of Fire's Bureau of Communications worked collaboratively with representatives in the EOC to provide radios, charging banks for batteries and clear lines of communications to support interagency operability for all public safety during the RNC.

### ***Mutual Aid***

Cleveland Division of Fire leadership attended a series of meetings with regional fire chiefs to work out agreements to augment City of Cleveland assets in the event a situation out taxed resources. During these meetings two regional task forces were created. One Task Force would be stationed in the eastern suburbs and one stationed in the western suburbs in order to respond into the City of Cleveland if mutual aid was deemed necessary. A separate agreement was reached with Airport Fire to provided equipment such as crash vehicles, foam and water transport trucks (tankers) in the event deemed necessary.

### ***Communications***

The Division of Fire met with the City Office of Radio Communications numerous times over a six-month period to create an internal Communications Plan and provide information for the overall event Communications Plan. To prevent confusion, all RNC radio communications were segregated from the Division's normal operational traffic. Normal Division of Fire radio communications were conducted as usual. Several channels were added through the State of Ohio MARCS system for redundancy and to support the division's additional RNC operations. Seventy-Five additional handheld radios were acquired for RNC field use.

All Division personnel were directed to limit radio traffic during the event period to operational communications only as to prevent over loading of the system. Event status summaries were posted to SharePoint several times during the event to provide Division members with a snapshot of what was being planned and what was occurring.

Division staff were assigned to the MACC committee and met monthly over nine months to assist in planning and MACC deployment. Fire Dispatch staff participated in City of Cleveland Communications Committee meetings monthly in the year leading up to the event. The division deployed six additional iPhones to command level personnel and 11 flip phones to various RNC operational teams for communication needs.

In order to ensure seamless communication with partners at the United States Coast Guard (USCG), Cleveland Division of Fire Dispatch was provided a marine radio to monitor USCG operations on the Cuyahoga River and Lake Erie. Another addition to boost connectivity occurred when the network fiber optic service to Fire Station 21 was upgraded to support USCG operations from the facility.

Having adequate staffing present was deemed essential early on in the planning process. In order to make this a reality, Fire Dispatchers were deployed at the Division of Police's Incident Communications Center (ICC) and the City of Cleveland EOC in order to ensure interoperability.

Command level officers were deployed at FBI's All Hazards Center, Secret Service's Multi-Agency Coordination Center (MACC) and the United States Secret Service's (USSS) Event Operational Center to serve as interoperability officers and to relay critical information between command centers.

### ***Field Guide***

A field guide was assembled to carry on all RNC response vehicles and made available at each communication and command center. The field guide, roughly 200 pages, provided personnel assigned to RNC disciplines with operational guidelines for handling most situations they may encounter. Additionally, the guide listed schedules, meeting points, phone numbers, interagency acronyms, delegate routes, street closures, event schedules, safety plans and standard operating procedures.

### ***Training***

Throughout the planning phase of the RNC, Cleveland Division of Fire personnel trained in disciplines specific to the RNC and potential disruptions. Examples of these trainings can be found below:

- Complex Coordinated Attack
- Field Force Extrication Tactics
- Field Force Operations
- HAZMAT training for CBRNE incidents
- HAZMAT Safety Officer
- Incident Response to Terrorist Bombings
- Multi-Jurisdictional Improvised Explosive Device (MJIED)

Throughout the gap analysis conducted after Cleveland was awarded the 2016 RNC, the Cleveland Division of Fire identified items that would need to be purchased in order to adequately meet the needs of Division personnel. These new purchases required the creation of standard operational guides (SOG) for all

controlled equipment and training on specialized equipment such as self-contained breathing apparatus (SCBA), ballistic vests, radiation monitors, chemical detection meters, UTVs, hazardous materials (HAZMAT) equipment and both leased and procured vehicles.

While the majority of time and energy was spent on operational training prior to the NSSE, members of the Cleveland Division of Fire also spent time learning two separate software systems in order to maximize efficiency on both Operative IQ and Knowledge Center. The City of Cleveland's Department of Public Safety made the decision to use Operative IQ as the main inventory database for all items purchased under the NSSE grant. Knowledge Center is the situational awareness tool used by the Cleveland Office of Emergency Management in order to ensure all parties involved in the incident/event are kept up to date with important information and situational statuses of resources assigned to operations.

### ***Division-Wide Awareness Training***

A two-part DVD was produced and distributed to all personnel within the Division. The DVD contained information related to all aspects of planning and preparation for the RNC. The goal was to provide members of the Division of Fire that were not assigned to the RNC with information in handling related incidents that may overflow into the neighborhoods of Cleveland.

A secondary goal was to ease apprehension and provide transparency throughout the Division by having subject matter experts provide information related to the planning behind the 2016 RNC. Fourteen guest speakers, each covering a different topic, were featured. Notable representatives included Cleveland Division of Police, Cleveland Law Department, Northeast Ohio Fusion Center, Public Safety, Cleveland Office of Emergency Management and Public Information.

### ***Exercises***

Throughout the planning process, the Cleveland Division of Fire participated in multiple exercises in order to refine responsibilities and requirements that would be called on during the 2016 RNC. These exercises are listed below.

1. Consequence Management Subcommittee TTX (FEMA)
2. Multi-Agency Coordination Center TTX (USSS)
3. Health & Medical Subcommittee TTX (FEMA)
4. Cleveland EOC Functional Exercise (Cleveland OEM)

### **Positive Actions Identified During Planning Process:**

1. Exposure to and planning for large-scale events.
2. Greater understanding of regional and national resources and how agencies come together to resolve crisis.
3. Development of positive working relationships and contacts with outside agencies
4. Identifying and rectifying operational gaps both internally and externally
5. Training of Personnel

### **Opportunities For Improvement Identified During Planning Process:**

1. Early recognition and understanding of staffing needed to develop the foundational structure for operations

2. Initiate the procurement process early. The initial delay, lead times and process resulted in the inability to procure potential equipment.
3. Communication is key to managing any operation successfully. When forming a communications plan that is unique to the event and is contrary to infrastructure normally in place, devote ample training for personnel to become familiar with the “change in doing business”. Under stress or confusion, personnel will tend to return to what they know best or operate as they normally do.

## **Description of Cleveland Division of Fire's Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Operations Overview***

Based on the history of incidents occurring at other political venues, the Division of Fire prepared diligently for an array of scenarios the City of Cleveland may encounter in hosting the 2016 RNC. Although prepared, few incidents if any were found to be outside of the scope of what the Fire Department ordinarily responds to. Fire-related incidents and ongoing events were entered into Knowledge Center by Division of Fire personnel in the EOC and tracked by the Fire Branch Manager throughout RNC operations.

On July 17, 2016, the kickoff for the RNC was marked by a celebration at North Coast Harbor which encompassed festivities at the Rock-N-Roll Hall of Fame, the Science Center, Voinovich Park and the Goodtime III. The Division of Fire provided a pre-event inspection of the facilities, life safety details and safety officers to oversee fireworks display and staffing JHATs. In addition to onsite personnel, the Anthony J. Celebrezze, a 5,000 gallon per minute fire tug was staged outside of North Coast Harbor throughout the course of festivities.

The next day, the 2016 Republican National Convention commenced and the Division of Fire's Operations Plan was implemented in its entirety. All positions were staffed accordingly inclusive of JHATs, Decontamination Units and Cut Teams. A transport service to bring personnel in and out of the Hard Zone was set up through the Logistics and credentials were distributed for personnel working in the Hard Zone. Timesheets were tracked and signed as shifts began and concluded.

Within the Soft Zone of the RNC a working fire occurred in a restaurant. Limited access to this location made the fire somewhat challenging but fire suppression went smoothly. The fire started in ventilation ductwork and although the kitchen was ultimately shut down, fire damage was kept to a minimum. Because the fire occurred just outside of the Hard Zone, fire companies from within the Hard Zone were eager to engage in extinguishment activities. Strong leadership was necessary to maintain the separation of responsibilities between the two zones.

Fire companies responded to fewer medical calls in the downtown running district primarily because of the number of medical professionals already operating in that area. JHATs investigated a multitude of incidents to access unattended or abandoned packages, but none were found to be of any significance. Decontamination Teams were also dispatched on several calls and again, none were found to be of serious consequence. During the course of the RNC, demonstrators burned two American flags. The Division of Fires involvement in these events was limited and presented no significant challenges. There were no incidents requiring Cut Team activation.

### ***Demobilization***

Demobilization began the morning of July 22, 2016. Companies staged in the Hard Zone were the first to be relieved from their posts. Soft Zone Assignments were released at 8:30 a.m. and EOC staff was demobilized at 1 p.m.

### ***EOC Staffing***

Within the City of Cleveland EOC, four positions were filled on a 24-hour basis from July 15, 2016 through demobilization on July 22, 2016. These positions were as follows:



1. Unified Command
  - Staffed by the Fire Chief, the Executive Officer or an Assistant Chief
2. EOC Fire Branch Director
  - Staffed by an Assistant Chief
3. Logistics Branch – Supply Unit
  - Staffed by officer (Lieutenant or Captain)
4. Fire Dispatch
  - Staffed by a minimum of one Fire Dispatcher

### **Dispatch**

The Cleveland Division of Fire realized that by isolating RNC calls from other emergencies and dispatching through the fire branch operator at the EOC may create some challenges. One such challenge was in the dispatcher's unfamiliarity with the designations of so many newly created disciplines. This coupled with a vast number of interagency radios requiring monitoring proved to be overwhelming for the dispatcher assigned to the EOC. To address this situation, a decision was made to eliminate the fire dispatch position at the Division of Police's ICC and relocate the position to the Cleveland EOC. Having two dispatchers on the floor at all times proved to be beneficial for operations. Dispatching to incidents unrelated to the RNC continued to be done in the normal fashion through the Fire Dispatch Center. Incidents and ongoing events were entered into Knowledge Center by the dispatchers and tracked by the Fire Branch Manager.

### **Positive Actions Identified During RNC Operations:**

1. A presence at opening events occurring several days prior the actual commencement of the RNC gave the Division of Fire the ability to implement portions of the Operational Plan and methodically build out operations slowly to reach full implementation. These smaller ancillary venues also provided a barometer as to the mood and actions the City of Cleveland might expect from demonstrators.
2. The Division of Fire's involvement with the City of Cleveland's EOC provided an opportunity to work side-by-side with other local state and federal agencies. This activity provided the Division with incredible situational awareness, a 360 degree real-time view of events occurring and interagency coordination in finding solutions to resolving issues.
3. The creation of an interagency Logistics Section, as defined by ICS, in the Cleveland EOC assisted in fulfilling operational needs much quicker than the Division of Fire working alone.
4. Separation between dispatch and communications for the Hard Zone and Soft Zone activities from normal communications serving the City of Cleveland that was not encompassed in the RNC Event Zone proved to be invaluable in managing the event and eliminating confusion.
5. The creation of a field guide for utilization by all personnel working the RNC turned out to be an essential instrument in providing clarity to operational guidance, performance expectations, available resources and general guidance for schedules and communications.

### **Opportunities For Improvement Identified During RNC Operations:**

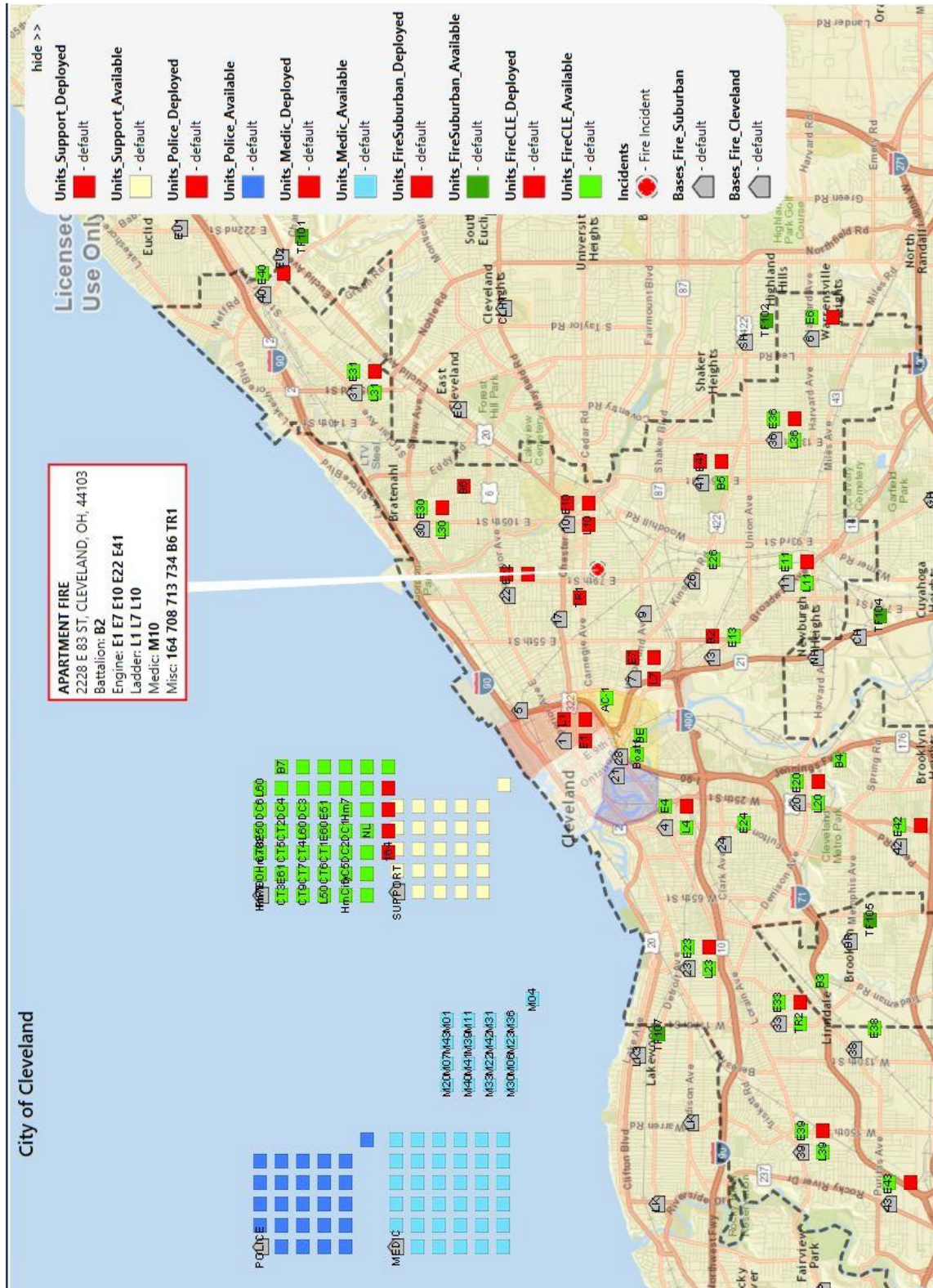
1. A better system in communicating changes in the operational plan so that all personnel are informed and operate in the revised manner. Radio communications were changed due to confusion. Notification was made but all personnel were not immediately aware of the change in the manner of communications.

2. Dispatching was separated. Alarms that were considered non-RNC were handled by the Fire Dispatch Center and those related to the RNC were dispatched through the EOC. A crossover occurred and created some confusion. Some dispatchers assigned the distinction based on the type of alarm while others based the incident type on geographical location. Clarity was required and ultimately all incidents within the Hard Zone and Soft Zone of the RNC were dispatched through the City of Cleveland EOC.

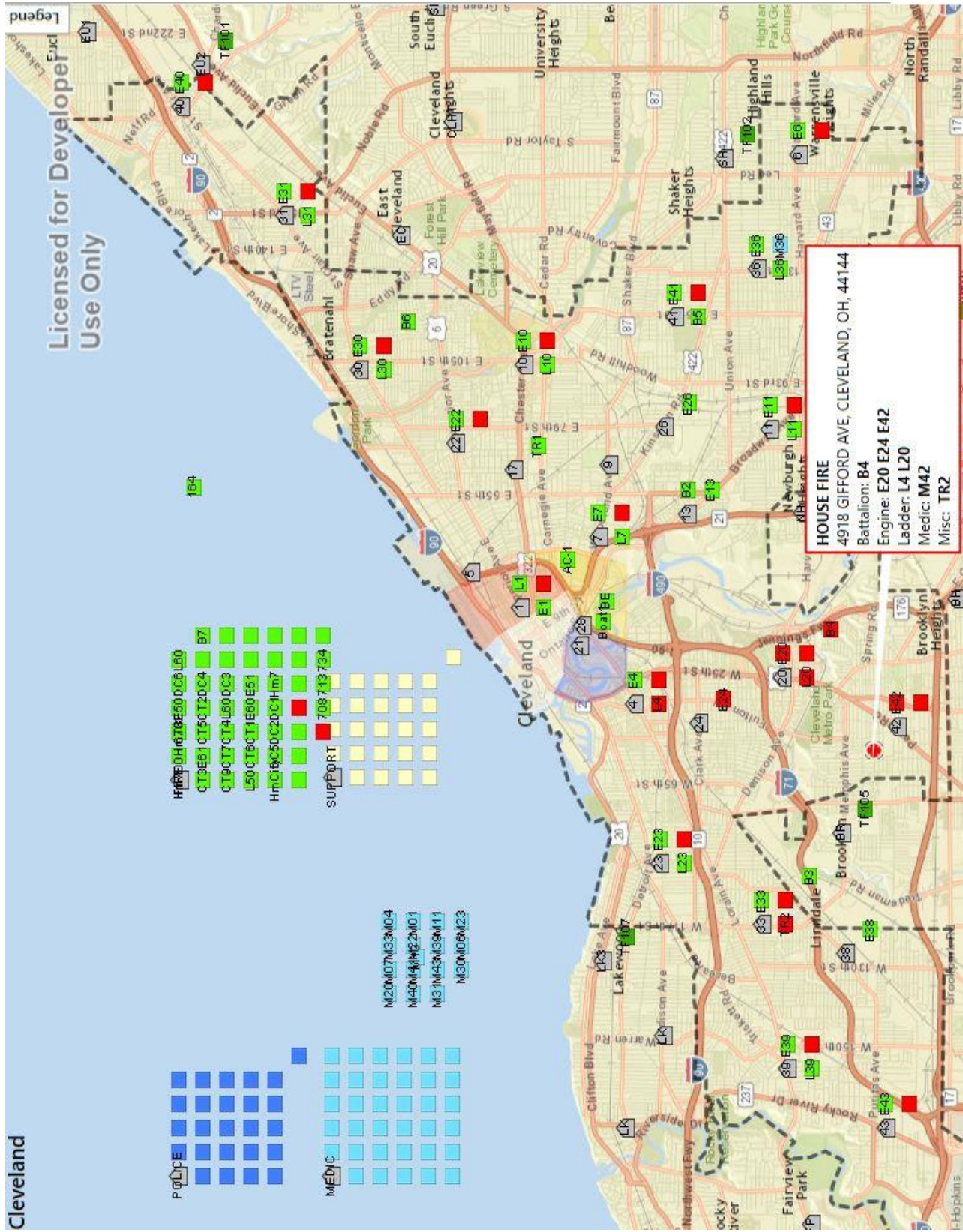
### **Recommendations To Future Host Cities:**

1. Keep the framework of your planning broad based initially. The very nature of an NSSE will prevent the dissemination of information until much later in the planning phase. As the event nears, the footprint may be redefined, barricades will be moved, pedestrian and vehicle traffic may be rerouted, parade routes and areas of free speech and protest may be moved and a host of subsidiary venues will be added. Don't get frustrated, be flexible in your planning and respectfully persistent in your endeavor to receive full disclosure of all aspects of the event. You may be surprised at how many organizations are out there willing to help, how easily you will align and how well you will work together.
2. Preparation for an NSSE designated event will be much like building a second fire department within your existing department. A command structure, communications, a method of dispatch, procurement of equipment, training, staging facilities, anticipating and addressing the needs of personnel and assigning personnel to the various disciplines created to manage this event are aspects that must be addressed.
3. Every aspect of service delivery must be considered. No matter how minute the detail, without a predetermined plan, problems may arise. Without a plan you may find that you have difficulty solving what seem to be minute problems but become complex when accompanied with the NSSE. Examples include: fueling an apparatus in an area that is locked down, replacing a flat tire on a UTV, and replacement of batteries during operations.
4. Be transparent and disseminate information to personnel timely. Those members not receiving discipline-specific training should have a cursory knowledge of what's taking place. Don't get so caught up in planning for the event that you forget to inform the division of what is going on. Provide awareness level training. It will put personnel at ease knowing that the division is prepared, there is a plan in place and their safety is being considered. The more information the members of the division have the more supportive they will be.
5. Work with outlying fire departments for issues of mutual aid. You most likely have MOUs in place for assistance in fulfilling equipment and personnel needs in the event of an incident that out taxes your division's resources. Revisit these arrangements. You may find the same resources will not be made available as municipalities have concerns for their own ability to protect their citizens in the event issues spill into their city. Delegates attending the NSSE will be staying at hotels throughout the region creating a potential for disruption in these areas.

## Attachment A – Operational Maps Used By CDF Dispatch



Cleveland



Licensed for Developer Use Only

- Pumper: 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.
- Medic: M20M07M33M04, M40M44M62M01, M31M43M38M11, M30M06M23
- Engine: E20, E24, E42
- Ladder: L4, L20
- Misc: M42, TR2

**HOUSE FIRE**  
 4918 GIFFORD AVE, CLEVELAND, OH, 44144  
 Battalion: B4  
 Engine: E20 E24 E42  
 Ladder: L4 L20  
 Medic: M42  
 Misc: TR2



CITY OF CLEVELAND  
Mayor Frank G. Jackson

## **Grant Management**

### **Description of RNC Mission/Area of Responsibility:**

The Department of Public Safety was responsible for submitting and managing various aspects of the Federal grant that funded the purchase of equipment, supplies and services vital to the security needs of the Republican National Convention.

### ***Pre-Application***

The Federal Government approved grants totaling \$100,000,000 for the 2016 Democratic and Republican National Conventions. Of that, \$200,000 was set aside for federal expenses related to monitoring the grants. This left \$49,900,000 for each of the two cities hosting the conventions (Philadelphia and Cleveland). The grant was managed by the Department of Justice's Bureau of Justice Assistance (BJA). Cleveland was required to submit a grant application to obtain the \$49,900,000.

The City of Cleveland was provided with a draft copy of the grant solicitation on February 1, 2016. The draft gave Public Safety Administration a better idea of what information would be needed to provide in the application, grant regulations, and grant restrictions.

A vital piece of information obtained by reviewing the draft solicitation was that the BJA intended to handle the grant as a pass-through to the states (Pennsylvania and Ohio) rather than a direct award to the cities of Cleveland and Philadelphia. This significant decision would have added additional steps to the approval process for the grant award, budget adjustments, sole source approvals, controlled item approvals and all other matters of the grant. Although Cleveland was confident in the ability of the state of Ohio to manage the grant, the additional steps could have caused significant delays that would have diminished our ability to procure the equipment and contracts necessary to ensure safety during the RNC. City of Cleveland officials were able to successfully argue this point to the BJA and they reversed their decision to award the grant as a pass-through. The final solicitation was received February 8, 2016 and the application was due February 22, 2016.

During this pre-application period, the following was important to accomplish:

1. Approval was received from Cleveland City Council to accept and expend grant funding.
2. City personnel spoke at length with other cities that hosted political conventions in the past to obtain advice on applying for and managing their grant.
3. Safety Divisions (Police, EMS, Fire, Corrections, and Emergency Management) worked to determine what equipment supplies and services would be needed to complete the security plan.
4. Detailed budgets and justifications were developed over months of meetings with city personnel.
5. Equipment specifications were developed so items could go out for bid as soon as the award was received.
6. Contract negotiations began for services such as outside agency law enforcement personnel, and transportation, housing and food for outside agency law enforcement personnel.
7. A Grants Management System (GMS) account was already established.
8. A Dun & Bradstreet number, that all businesses and agencies must have in order to apply for Federal grants, was already established.

9. A System for Award Management (SAM) number, that all agencies must have in order to apply for Federal grants, was already established.

### ***Application***

Once the solicitation was received, the City of Cleveland had 14 days to submit our application. With the draft budget having already been compiled, the process to finalize the application was made exponentially easier. Even with this extensive preparatory work completed, there were revisions needed and the budget narrative, at 100 pages, took significant time to prepare. Following submission of the application, a lengthy process began with BJA requiring additional information, modifications to the budget, and revised justifications.

New requirements for controlled items were a significant part of the delay in receiving the award. There is now a list of items that must be reviewed and receive special permission to be purchased with federal funding. Items range from chemical munitions to personal protective equipment to vehicles (fire apparatus, rented golf carts, prisoner transport vans, etc.) Justifications to obtain this type of equipment needed to be very detailed in showing why they were vital to our security plan. Once we fully explained their need, almost all items were approved.

The grant was awarded on April 1, 2016, just 15 weeks before the RNC. This left little time to procure items and finalize contracts.

### ***Post-Award***

After the award was received, numerous budget adjustments were submitted. This was the result of items coming in above or under the estimated cost, the need to modify quantities of select items, additional needs being identified and other items being removed.

The first budget adjustment was anticipated while waiting for final award approval and submitted just seven days after the award was received. Approval of the first budget adjustment took three weeks due to numerous change requests from BJA. Additional budget adjustment requests took from a 48-72 hours to two weeks to be approved.

Pre-approval was required for any items costing over \$150,000 where the City of Cleveland needed to use a sole source rather than using a public bidding process. It was important to work with BJA to determine the best format for sole source requests and what type of information they needed.

Pre-approval was also needed to use grant funds to purchase food to feed out of town law enforcement personnel and to feed other safety personnel while they were assigned to 12-hour shifts.

### ***Inventory of Grant Purchased Equipment***

There were hundreds of different types of supplies and equipment items purchased with grant funds. These items were required to be logged in, tagged, photographed, inventoried, distributed for use during the RNC, re-collected after the RNC, checked and noted for any damage, re-inventoried and stored so they could be inspected by auditors.

To manage this, the City of Cleveland did the following:

1. Purchased robust inventory software with grant funds.

2. Most items were delivered to Cleveland Hopkins International Airport where there was a warehouse large enough to collect and store all of the items.
3. Assigned personnel to be stationed at the airport to accept all incoming goods and process them. These staff not only processed the items for inventory, but also verified what was received so that invoices could be paid.

#### **Positive Actions Identified During Grant Process:**

1. Complete support from the Mayor and his staff regarding the importance of complying with all grant regulations, and ensuring adequate staff was assigned to all aspects of applying for and managing the grant.
2. Constant communication with our main contact at BJA was extremely helpful.
3. The Mayor assigned someone to oversee the entire grant process who was very familiar with grant regulations and was high in the government structure (the former head of Internal Audit and current Chief Financial Officer of the Department of Public Utilities).
4. Each Department of Public Safety Division (Administration, Fire, Police, EMS, Emergency Management, and Corrections) had multiple people assigned to research their needs, write justifications for every item, determine estimated costs, and create specifications. It was vital to have more than one contact with direct knowledge of budget needs in the event someone was unavailable.
5. Other city departments and divisions assigned personnel who worked diligently to process grant-funded purchases as their top responsibility. This included Purchasing, Finance, and individuals regularly assigned to process purchases within all of Public Safety's divisions.
6. Cleveland's Law Department assigned personnel to work on contract negotiations, review all grant regulations and assist in drafting communications with BJA .
7. Personnel who would be developing the grant application and submitting budget revisions, etc. were involved in RNC planning meetings early in the process so they were able to develop working relationships with those responsible for getting them the necessary information, and so they were more involved and aware of the planning process.

#### **Opportunities For Improvement Identified During Grant Process:**

1. Delays in obtaining some budget adjustments in a timely fashion hampered our ability to purchase items quickly.
2. Some Sole Source requests were denied. It took a few tries before we had a better grasp on exactly what BJA was looking for in terms of verbiage and format. If more information on what BJA wanted and perhaps samples would have been provided earlier in the process it would have been beneficial. Additionally, all items costing over \$150,000 should have been prepared to go out to bid as a contingency in the event a Sole Source request was denied.
3. Obtaining the grant award just 15 weeks before the RNC made it impossible to procure some of the necessary equipment items. Any unanticipated delays in the purchasing process were detrimental due to this tight timeline. This included inadequate responses to public bids, companies not having enough inventory to fulfill our needs, errors in paperwork that delayed processing, and needs for items that were overlooked then requested too late.

### **Recommendations To Future Host Cities:**

1. Know which items may be considered “Controlled Items,” and prepare very detailed justifications.
2. Know which items will require Sole Source approvals and prepare very detailed justifications in a format that is approved by BJA.
3. Know which items will be required to be publically bid and prepare specifications and complete as much of this process as possible.
4. Be as detailed as possible in itemizing and justifying every item needed, from vehicles to duct tape.
5. Establish and maintain a good working relationship with your team at BJA. Constant communication is vital.
6. Ensure you have a robust system to receive, tag, inventory, distribute, re-collect and re-inventory every piece of equipment obtained. This will be vital when your grant is audited.
7. Have your law department involved in the grant process to aid in reviewing grant requirements and to assist in wording responses to BJA.
8. Review every grant requirement and special condition and know who is responsible for ensuring compliance.
9. Develop a strong communications plan to let first responders know when and where to obtain equipment, and what items will need to be returned following the convention.
10. Have contingency plans for all purchases in case an item is denied, or not able to be obtained on time. At least one company refused to sell items at the last minute when they discovered they would be used for the RNC.
11. Ensure adequate staffing to manage all aspects of the procurement process expeditiously.



## Hospitals

### **Description of RNC Mission/Area of Responsibility:**

Pre-RNC, the Center for Health Affairs (CHA), acting as the liaison for the Regional Healthcare Coalition of NE Ohio, in conjunction with the primary City of Cleveland Hospitals' Emergency Management teams were tasked with hospital coordination to ensure that all the hospitals within the event area were prepared, staffed and trained to respond to the priority issues of Medical Surge specifically for Burns and Trauma. This was accomplished through the development of the Hospital Operational Plan and Hospital Resource Document along with individual hospital planning and preparation.

During the RNC it was the responsibility of the Hospitals Group Supervisor assigned to staff the City EOC to provide situational awareness to all the regions hospitals, the Regional Hospital Coordinators (RHC) in the State of Ohio and Northwestern Pennsylvania, The Ohio Department of Health (ODH), the Ohio Hospital Association (OHA), the Region V Health & Human Services (HHS) Field Project Officer as well as the United States Secret Service (USSS) Health and Medical Representative stationed in the Multi Agency Coordinating Center (MACC), regarding all hospital capabilities, capacities and operational status throughout the RNC event.

### **Description of Hospital Group's Planning Process From Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Agencies Coordinated In Planning Process***

<b>City of Cleveland</b>	<b>County, State, Federal, Private</b>
Department of Public Health	Akron Regional Hospital Association
Division of EMS	American Red Cross
Division of Fire	Assistant Secretary for Preparedness and Response (ASPR)
Division of Police	Center for Disease Control
Office of Emergency Management	Central Ohio Trauma System
NE Ohio Regional Fusion Center	Cincinnati Health Collaborative
	Cuyahoga County Department of Public Health
	Cuyahoga County Medical Examiner's Office
	Cuyahoga County Sheriff's Office
	Dayton Regional Hospital Association
	Department of Energy Region 5
	Department of Homeland Security
	Department of Justice
	DHS – Health & Human Services
	Environmental Protection Agency
	Federal Bureau of Investigation (FBI)
	Great Lakes Burn Collaborative (Michigan Burn Planning)
	Mayfield Heights Fire Department
	National Weather Service
	Northeast Ohio Hospitals (27 in total)
	Northeast Ohio Regional Sewer District
	Northeast Central Regional Hospitals (NECO)

Northwest Ohio Hospital Council
Ohio Department of Health
Ohio Emergency Management Agency
Ohio Hospital Association
Ohio National Guard
Ohio Task Force 1
Pennsylvania Hospital Association (Western Section Coordinators)
United States Army
United States Coast Guard
United States Secret Service
University Circle Police
Veteran's Affairs

**Planning Overview**

The Hospital Chief Medical Officer (CMO) group commenced meeting in January 2015. This was much earlier than the other healthcare groups. This was an established network as they had experience planning for other Cleveland based event medicine activities. The USSS Federal Consequence Management Subcommittee started meeting after the FEMA L-912 - Complex Coordinated Attacks class was completed in December 2015. Hospital Personnel and the Regional Healthcare Coordinators from Northeast and Northeast Central Ohio (NECO) were invited and attended. The RHCs also attended the monthly Health & Medical Subcommittee meeting hosted by USSS starting the end of November 2015 and the Public Health epidemiology workgroup. Hospitals did not attend these meetings. Information was shared by the Regional Healthcare Coordinators and Regional Public Health Coordinators at the healthcare based meetings.

The Northeast Regional Healthcare Coordinators developed four priority workgroups in response to assessed needs and presented those workgroups to the healthcare coalition in an organizational meeting held in January 2016. Interest was gauged by using survey monkey and the workgroups goals and objectives were established utilizing regional hospital emergency management liaisons as well as the city hospitals emergency management liaisons who led the workgroups. The overarching goal was to develop the Hospital Operations Plan by June 2, 2016. The EOC/Operations Workgroup and Surge Workgroup met every two weeks beginning January 28 - May 27, 2016, to ensure this goal was met.

The EOC/Operations workgroup thought out logistics, reporting structure and resources. The Surge workgroup thought out mass casualty resource needs, burn and trauma capabilities and reached out to other hospitals and agencies in and out of state for awareness and participation. The Mass Fatality Workgroup chaired by the Cuyahoga County Medical Examiner's Office met to develop the specific plan for RNC and family assistance center as well as coordinating fatality management. There is an existing County Mass Fatality Plan which was utilized as the base plan. Specific sites and transport considerations were worked out with funeral home directors assisting with transport and social support issues. In order to maintain operational security (OpSec), personnel were asked to give the following consistent message as approved by the USSS for any media inquiries and a point of contact for questions that most healthcare organizations complied with. This message was as follows:

*"We are collaborating to provide medical services under the guidance and direction of local, state and federal partners. We are working with the City of Cleveland on*

*providing exceptional medical care to the visitors of the greater Cleveland area during the Republican National Convention."*

Each individual hospital also held planning meetings at their facility which incorporated new planning or revision of existing plans to accommodate the FEMA Consequence Management worst-case scenario. These planning meetings and committees were to address specific issues, including but not limited to:

- Behavioral Health
- Caregiver Child Care
- Communications and Messaging
- Crisis Plan Development
- Family Reception/Care
- Hospital Emergency Response Team (HERT) Response
- RNC Preparedness/Readiness Workgroups
- Medical Care Committees (including event medicine support)
- Patient Management
- Points of Dispensing
- Resources and Assets.
- Surge, Labor Pool
- Safety and Security
- Staff Management
- Supply Chain Management
- Utilities Management

### ***Planning Meetings Attended/Hosted***

- City of Cleveland Hospital Chief Medical Officer Workgroup
- EOC/Operational Plan Workgroup
- Hospital Organizational Meeting
- Hospital Surge Workgroup
- HHS/ODH Healthcare Workgroup
- Mass Fatality Workgroup
- State Medical Countermeasures
- Regional Public Health Epidemiology Workgroup
- Regional Medical Countermeasures
- Unified Collaboration meeting for the Northeast Ohio Hospital Plan
- USSS Consequence Management Subcommittee
- USSS Health and Medical Subcommittee

### ***Meeting Communication***

The hospitals group used email and Microsoft Outlook for meeting appointments. A conference bridge was opened for those unable to attend meetings, face-to-face meetings with committee members and report outs to other regions hospitals, emergency management agencies and pertinent state/federal partners on a regular basis. Meeting minutes for Hospital Group meetings were sent out ASAP with a For Official Use Only (FOUO) disclaimer. Throughout the planning process, members routinely met with HHS federal and state partners face-to-face. In addition, HHS members also attended all hospital meetings by conference call.

The CMO group started planning early which afforded them time to determine areas of responsibilities for event medicine sites as well as to determine appropriate levels of care, medical equipment, consumable supplies and to recruit appropriately licensed and trained personnel. There was voiced frustration with the number of scheduled CMO meetings that were cancelled leading to lost momentum and planning time at the hospital level.

Due to the compartmentalized approach to information sharing and not having a timely response to some questions posed by the CMO workgroup, initial hospital planning and EOC/operations workgroup meetings were consumed with defining the contours and areas of responsibility between event medicine sites, and patient transport to definitive care.

There was an initial distraction with planning due to using the USSS Consequence Management Subcommittee's worst case scenario casualty count of 15,000-20,000 paralyzed local hospital planning efforts. Momentum was built back when the decision to work with 100 fatalities/400 casualties as the tipping point. There was no playbook or information given as to how to proceed with the development of an Operations Plan. The lack of clarity defining the contours of the health and medical objectives contributed to inertia in both the planning process and hospital preparedness. The wealth of healthcare assets in NE Ohio was a positive and also underscores the need for better coordination of health, trauma and burn services.

It was not until after attending several monthly meetings with the Consequence Management committee that hospitals were made aware that they would not have role in consequence management but actually crisis management. At this point, it was too late to switch committees and hospitals were also told that membership in the USSS Consequence Management Subcommittee was primarily law enforcement and FBI. Regardless of the event, involving the healthcare sector in planning would have helped efforts in limiting potential or actual casualties from a man-made, technical or natural disaster.

Initially, hospitals were not invited to the USSS Health & Medical Subcommittee meeting and attended only after the Cuyahoga County Public Health representative extended the invitation. City of Cleveland Public Health and Cleveland Veterans Affairs were not at the table initially and were invited by the hospital RHCs as soon as it was noted. Hospitals felt the correct personnel were on the USSS Health & Medical Subcommittee as information was passed down in the form of minutes and reports.

It was noted early on that there was a lack of information sharing between committees and questions were not able to be answered. Restrictive information security requirements were provided to members of the subcommittees by USSS, instructing them not to share information between subcommittees or with persons outside of their agency, without prior permission from the legal and public affairs subcommittees. Documents were not to be shared and meeting notes and information were not typically produced. Therefore, information was not available to support good planning. This compartmentalized information inhibited planning efforts and detracted from regional cohesion and coalition building.

A meeting was called to discuss the Hospital Plan and to engage stakeholders from Hospitals, Public Health, EMS and Emergency Management to pose questions to assure that there was not a duplication of effort as well as identify potential gaps. Although the meeting was well attended, individuals did not take the opportunity to voice questions and concerns. This may be attributed to not fully understanding the intent of the meeting or concern that they may violate the dictum from USSS to maintain operational security.

Overall, it was valuable that the respective hospital emergency management teams have built a trust relationship over the years and have met regularly to discuss issues. There is a fundamental competition between hospital systems in general, but that was put to the side to ensure each hospital had what they needed for a successful event.

### ***Exercises Attended/Hosted***

The Hospital Group participated in multiple exercises throughout the planning process. These varied from Tabletop Exercises (TTX) to Functional Exercises (FUNEX). Exercises included are listed below:

- BioWatch TTX
- Chempack TTX
- Cleveland Clinic Foundation Main Campus-IED TTX
- Cleveland Clinic Foundation System Soft target exercise
- Cleveland EOC FUNEX
- Consequence Management TTX
- Cuyahoga County OEM EOC TTX
- ESF8 Communication TTX
- Metrohealth Exercise included the following topics:
  - Crisis Communications
  - Immediate Bed Availability (IBA) and patient surge
  - Labor pool
  - Radiological (with regional and federal partners)
  - Decontamination Tent drills
  - Updated Patient flow
  - Lockdown at all locations
  - OHTrac (Patient tracking and family reunification platform)
- Northeast Ohio Ebola/Emerging Pathogens TTX
- Northeast Ohio Immediate Bed Availability Virtual TTX
  - This exercise was performed twice during preparation
- UH Cleveland Medical Center System-wide Full Scale MCI

### ***Trainings Hosted/Attended***

Hosting and attending local trainings proved helpful for most hospital personnel causing critical thinking to occur regarding how to implement or plan for these things happening in their facilities. The Unified Training at the Center for Domestic Preparedness proved very timely and advantageous. An overview of the trainings hospital personnel attended are listed below. This is not an all-inclusive list, but more for reference to show the multitude of topics and sessions that were covered.

- Anarchist Tactics During Large Events
  - a. Presentation by Mercyhurst College
- Cleveland Joint Criminal/Epidemiological Investigations Workshop (FBI/CDC)
- Epicenter Training
  - a. State EPI reporting system tied to Hospital Emergency Department Registration
- FEMA L912 – Complex Coordinated Attacks
- Individual Hospital trainings including but not limited to:
  - a. HERT (Hospital Emergency response Team)

- b. Emergency Management Basics
- c. Hospital Incident Command System to include hospitals and their outlying affiliate clinics and Urgent, Surgical and Ambulatory Care Centers (looking to redefine the green patient MCI staging options)
- d. Field Force Protection Training
- e. Disaster badging/volunteer process
- Prepping for the RNC
  - a. Law Enforcement Workshop (USSS/FBI/DHS)
- Tactical Emergency Casualty Care
  - a. Presentation by Dr. Reed Smith
- Unified training at Center for Domestic Preparedness
  - a. This allowed for 50 people who normally don't work together in ICS to meet and train together.

### ***Inventory Process***

Hospitals utilized survey monkey pre-event to collect hospital specific information for the Resource Document such as IP addresses for video conferencing, Transfer Center 24/7 POCs, numbers of specialty trained personnel (trauma, pediatric, burn), specialty equipment list (hyperbaric chambers, urgent care and surgical center bed numbers for overnight stays), staffing plans, bed capacities specifically burn and trauma, hospital delivery addresses for SNS/MCM delivery. Through this process, the Hospital Group received POC for all NECO (contiguous region) hospitals along with trauma levels, mileage and directions; as well as all POCs for the Western PA Hospitals. Survey Monkey proved a useful tool to collect data and specific capabilities from multiple facilities. Results were able to be downloaded into an excel spreadsheet for use in the resource document. The regional and state hospital MOUs were in place and preemptively activated for the event.

Supply chain management systems were utilized in hospitals to purchase or increase the facility par levels by 2-3 times with any items/supplies that would be needed to ensure response to multiple scenarios (priority burns and trauma) would be covered. Extra items put into inventory for response include but are not limited to the following: CAT tourniquets, burn supplies, coagulating agents and wound dressings. Surgical trays, blood product inventory, pharmaceutical caches and lab/testing supplies were also increased. Hospitals were proactive with increasing par levels and purchasing needed items to ensure they were prepared to respond. This process also validated supply chain vendors.

Regional caches of supplies were inventoried and Red MCI bags were pre-deployed to the event medicine sites. There was also access to extra regional warehoused items such as CAT tourniquets and chest seals, decompression kits and compression bandages available as requested. The region has 10 Chempacks placed in hospitals and POC are verified. RHC worked with regional blood bank directors and National POC to ensure inventories would be adequate. An approximate 10 percent increase in blood supply was achieved.

### ***Plans Developed/Revised***

Throughout the planning process many plans were developed due to a need identified specifically for the 2016 RNC or after gap analysis was completed. There were also plans that had to be revised in order to meet the needs of the highly-dynamic event presenting itself.

### Plans Developed

1. RNC specific Hospital Operations Plan and Resource Document
2. 2016 Hospital Resource need matrix (included in Operations Plan)
  - Collaboration between MetroHealth, Cleveland Clinic, St. Vincent Charity, University Hospitals and Veteran's Administration Medical Center
3. Individual hospital plans including but not limited to: Hospital strike teams for various scenarios (HERT, utilities etc.) Discharged Patient Transportation Plans, Distancing Plan for public safety and potential protestors, Regional HERT Response, VIP/Congressional/Delegate Plan, RNC Playbooks.

### Plans Revised

1. Regional Hospital Surge Plan
2. Updated and coordinated the State and Region V Burn Surge Plan
3. Communication Plan specifically for RNC will go back to previous as completed. Revised for City Hospital preference versus regional.
4. Individual hospital plans revised include but not limited to: All Hazards Evacuation/Relocation Plan, Level 1 and Level 2 Surge Plans, Labor Pool/Credentialing, 96-hour sustainability, Closed Points of Dispensing (CPOD) plans, department specific emergency staffing plans, department specific incident response guides, lockdown procedures, crisis communication plan, decontamination, mass casualty, security and VIP plans.
5. New processes developed including but not limited to:
  - Establishing media staging and credentialing processes
  - Increased WPS and GETS capabilities
  - Initiation of parking ban on streets around the hospital
  - Blocking out vacation to increase staff availability
  - Evaluating command center needs to strategize staffing needs
  - Ensuring all preventative maintenance is completed on all utility systems
  - In house staff messaging systems
  - Identifying staff and transportation alternate routes of egress
  - Human trafficking training

### **Positive Actions Identified During Planning Process:**

1. Individual hospital preparation and city hospital network collaboration
2. Development of the Operations Plan and Regional Resource Document which can be amended for future use.
3. Networking with all Ohio and Western PA hospitals through the designated Regional Hospital Coordinators.
4. Working with our state and federal partners.
5. Hospital Personnel were immersed and engaged in emergency management functions.
6. Hospital training and planning extended outside the main hospital to extension sites and facilities that had not routinely been involved before.
7. Established and validated video conferencing capability amongst the City of Cleveland's hospitals.

8. Establishing a single local, experienced coordinating center for civilian aeromedical assets if needed.

### **Opportunities For Improvement Identified During Planning Process:**

1. Suboptimal choice of initial personnel representation at USSS Subcommittee meetings. Specifically healthcare representatives with differing or incomplete skillsets not assigned to the appropriate committees/meetings.
2. Information sharing amongst committees could have been more transparent with “need to know” dependency information that could have mitigated frustration from healthcare leadership. A foundational principle of healthcare emergency management is to understand the gaps and seams of pre-hospital and post-discharge capabilities to develop contingencies to minimize impacts to life and limb.
3. There was a failure to recognize the essential role that healthcare organizations play in not only treating civilians, but also law enforcement and other response/support personnel.
4. There was a very slow outreach to response and support agencies outside the event zone causing frustration with how they were expected to support the event and slowed planning for their own county needs. A transformational/regional approach is needed to build community resiliency that will lead to a decrease in mortality and morbidity in a catastrophic event.
5. Despite numerous and varied media inquiries to healthcare organizations, hospital media relations personnel were not represented on the USSS Public Information Subcommittee nor given pertinent information regarding media issues. They formed their own network and were forced to put out their own information without defined pathways for approval and unified messaging. A standardized message was eventually given. However, this was months into the planning process.
6. There were no planning guides, contacts or playbooks available for healthcare planning including “lessons learned from other high-profile and/or NSSE events.
7. There was early confusion of the appropriate type of hospital personnel to staff the Cleveland EOC. This led to the conclusion that more hospital personnel should be trained to sit in this position.
8. EpiCenter testing prior to the event was not adequate or done early enough to note the hospitals that did not interface with the system and give them time to work with the software company to fix the issues.
9. USSS should consider developing written guidance for the healthcare sector for NSSEs. Procedures should be specific about what information is to be considered confidential and what information can be shared. These procedures should be provided to planners at the onset of the event planning process with sufficient lead-time to achieve success.
10. USSS should consider having a sharable list of healthcare contacts who have gone through the planning process for an NSSE to assist and to maintain appropriate focus. Valuable planning time was squandered in an attempt to figure out the exact “ask” and “give” of the healthcare and public health sectors.



## **Description of Hospital Group's Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Overview***

The City of Cleveland EOC's Hospital Group Supervisor position was staffed for 24 hours each day of the convention and the Welcoming Event. In addition, this position was staffed for 12 hours on the two days leading up to the Welcoming Event. The Cuyahoga County EOC was staffed approximately 6-8 hours per day with the understanding that the City of Cleveland EOC Hospitals Group Supervisor would cover county issues if needed. Both the City of Cleveland EOC and Cuyahoga County EOC were well run and efficient in operations throughout the event.

The hospitals retained their respective domain operational control supporting their own hospital command centers to a level commensurate with operational needs. The hospitals convened a daily 10 a.m. conference call to discuss any unusual events that happened overnight, activities scheduled for the day that may impact operations and sharing of any information to assist with daily planning for the locals. The daily call was very helpful and worked as a checklist for hospitals for their own daily calls. Information was shared and issues brought to the surface.

The implementation of the rotating nurse call line for RNC visitors to ask health questions was not utilized but it is a good idea for those not wanting to visit an emergency room. The number was posted on a brochure in the RNC welcome bag. One hospital had a team from Thompson-Reuters in their command center monitoring all social media for the event. This was very worthwhile. Another hospital received a listing of items to monitor from the Northeast Ohio Regional Fusion Center (NEORFC) that was utilized by the contracted service that monitored social media.

Twice daily situational reports were collated from Survey monkey responses to hospital operational status and blood bank inventories. All hospitals were asked to update their bed and mass casualty capabilities twice per day and this request was extended to all Ohio and Western Pennsylvania hospitals. These hospital situational reports were emailed to a pre-designated email distribution list which was available on the resource document. In addition to emailing the hospital situational reports, the City and County Situational Reports along with the Cleveland Department of Public Health's epidemiology report was also emailed to the distribution list as they came out. The Hospital Operational Plan and Resource Document were utilized as intended.

First aid stations and event medicine stations were staffed and efficient as planned. The conference calls, as well as frequent SITREPs from Cleveland, helped to support the health and medical common operating picture. This information was invaluable for both city hospitals and those teams supporting event medicine venues. The Hospital Group received no communication from the USSS Representative sitting in the MACC during the event.

### ***Revision of Strategies***

Hospitals reported minor revision of strategies for hospital command center staffing during the response phase. It was noted that one hospital command center scaled down due to lack of activity and the timeliness of the SITREPs which allowed them to optimize their staff in other areas.

Preplanning ensured the gathering of epidemiology information from the first aid stations and event medical stations being completed by a phone call to each venue. It was noted that these phone calls were only being completed for the hard zone medical station. The strategy was changed two days into the event by having the first aid stations call in their data to the Hospitals Group Supervisor in the EOC and then having the EOC report the numbers to Cleveland Department of Public Health, through the Health & Medical Branch Director in the Cleveland EOC, for their report. This strategy change proved adequate.

There were no plans revised. Pre-activation documents served well. The resource document with contact information was helpful as a single reference for contact information.

### ***Resource Requests***

There was one request for resources during the opening event from a first aid station. Logistically challenged due to tent position too far from the venue, the request for deployment of a gator to assist with transport, water for the tent and more radios for communication between caregivers given the distance of the tent from the event. Logistics request was submitted and water was delivered.

One request for psychiatric beds was identified on a 10 a.m. conference call. The finding of those needed beds was expedited as a regional hospital was on the call and offered their psychiatric beds and a point of contact for those two hospitals experiencing bed shortages.

There were two public works issues regarding water that would minimally impact two city hospitals. Having the Cleveland Department of Public Works integrated into the EOC system made information sharing easy.

At one point, several streetlights went out around Cleveland Clinic. There was a quick response and kept all aware of the situation. Utilities agencies were also collocated in the EOC which made information sharing and situational awareness easy.

### **Positive Actions Identified During RNC Operations:**

1. Hospitals in Northeast Ohio completed all situational report surveys on time. All Northeast and Northeast Central Ohio hospitals completed blood product surveys on time for inclusion into the situational reports. Survey Monkey was a good tool to use for collecting many agencies data and downloading into a spreadsheet for easy filtering.
2. The City of Cleveland EOC and Cuyahoga County EOC ran very smoothly and were staffed with healthcare workers appropriately.
3. City of Cleveland EOC and Cuyahoga County EOC Managers both provided meals, beverages and parking for all workers which was really appreciated.
4. Organization of Knowledge Center incident log made it easier to review entries. Knowledge Center was helpful in developing a common operating procedure and creating SITREPs. The training sessions were also helpful.
5. Presence of Knowledge Center employee in both City of Cleveland EOC and Cuyahoga County EOC was a true asset. They served as IT resource as well as support for website.
6. The operational performance of the Cleveland Division of Police/Law Enforcement was truly outstanding. There were a few occasions where situations could have escalated, but they

responded calmly and professionally and diffused those situations. Their efforts were one of the keys to the success of the RNC.

7. The operational performance of Cleveland Department of Public Works was truly outstanding. They were frequently being called out to remove potentially harmful objects. They seemed to be everywhere and did an amazing job.
8. Information and intelligence flow. Hospitals having access to the Knowledge Center was invaluable. It allowed us to determine if incidents/events would have any immediate or intermediate impact on our facilities. We were constantly in the loop and didn't have to wait for the situational updates to respond to incidents as they were entered.
9. The City of Cleveland SITREPs were very helpful. The format provided an executive level summary and the content was comprehensive and concise.

### **Opportunities For Improvement Identified During RNC Operations:**

1. Not all logged entries into Knowledge Center had resolutions. The majority did but others were left hanging.
2. First aid station logistics planning was not carried through to response for the startup event and for the daily epidemiology reporting from first aid stations. Consider developing or granting access to an electronic tool for epidemiology data reporting from the first aid stations or event venues.
3. Consider the patient tracking tool for EMS at those venues (with State of Ohio approval).
4. Suggest that SITREPs use a different color for updates as many had the same information and would help focus on the updates.
5. Train more hospital personnel in ICS so they can sit in the hospital seat.
6. Consider healthcare organizations in all planning for NSSE and SEAR I, II, III, IV and V rated events to ensure the Healthcare system remains intact for response as needed.
7. Have the Medical Operations Plan overseen and directed by one person.
8. Suggest an Intelligence Liaison Officer (ILO) in both the city and county EOCs that could provide direct and timely rumor control for voiced concerns regarding safety and security of event medicine events.
9. The late data submission for their epidemiology report was evidence that better preplanning with a TTX could have eliminated this confusion.
10. Extend Knowledge Center capabilities to have an area to check off if a log entry is resolved. Training to make sure loops are closed.
11. Add the published event list as a separate document to the situational report. It was on the IAP everyday but that document was too large for some email inboxes.
12. Add psychiatric beds to the twice daily bed capabilities as those beds are generally "tight" on a day-to-day basis.
13. Event medicine site tents are not weatherproof. Having pallets and tarps to keep off the wet ground would help protect valuable assets and equipment.

### **Recommendations To Future Host Cities:**

1. Don't wait for the USSS to tell you what they want. Utilize the plans you have and the network of healthcare agencies that you have already participating in your Healthcare Coalition.

2. Network throughout the entire state and across state lines for capabilities. Don't change your planning region just because the event is relegated to one city in the region. If something happens the event is extended to the region and beyond.
3. Hospitals are fully capable of planning for their own facilities but like to have a coordinator to link them all together for a regional planning approach.
4. Share all the information you know with everyone involved in the planning region. You need to reach out and keep your Healthcare Coalition informed of what you know. They need to plan for their agencies too.
5. Encourage a transparent and regional approach to emergency management planning focused on coalition building rather than individual stakeholder goals.
6. Include healthcare PIOs (Hospitals and Public Health) on the USSS Public Information Subcommittee. Don't leave them out of the planning process.
7. Make sure the correct representatives are selected to attend the correct USSS meetings.
8. Have the Medical Operations Plan overseen and directed by one person. One person needs to step up to take charge of the medical operations as the umbrella agency. There will be overlapping workgroup issues that can be resolved with one person in charge. Try not to have to plan in a silo. Everything we do is interrelated and extends to all agencies.
9. Remember that all agencies don't speak the same language and miscommunication can happen. Have patience with the process.

## **Intelligence (Cleveland Division of Police - BHS/NEORFC)**



### **Description of RNC Mission/Area of Responsibility:**

The Cleveland Police, Bureau of Homeland Services and Intelligence Unit was tasked with coordinating with partner agencies in preparing and executing an intelligence collection, analysis, and dissemination plan to support the overall security plan for the RNC. This plan included co-chairing of the Intelligence sub-committee with the FBI and the USSS and extended to the Protective Intelligence and Counter Surveillance elements of the convention.

The Northeast Ohio Regional Fusion Center (NEORFC) supported these functions by vetting, analyzing, and sharing information / intelligence with members of the Intelligence Community for broader analysis and historical validation. The NEORFC also used open source social media resources to identify, validate, and analyze potential threats or incidents which could adversely affect the RNC.

The collective goal was to create an intelligence driven protective posture where leaders responsible for resources, facilities, and protectees were aware of developing and potential threats to the convention, attendees, the general public and critical infrastructure and take appropriate mitigation steps.

<b>Intelligence and Counter Surveillance sub-Committee members and partners:</b>
Cleveland Division of Police, Intelligence Unit (CDP-Intel)
Cuyahoga County Sheriff's Department (CCSD)
Department of Homeland Security, Intelligence and Analysis (DHS-I&A)
Federal Bureau of Investigation (FBI)
Northeast Ohio Regional Fusion Center (NEORFC)
Ohio Casino Control Commission (OCCC)
Ohio HIDTA
Ohio State Highway Patrol (OSP)
Ohio Strategic Analysis & Information Center (SAIC)
United States Capital Police (USCP)
United States Coast Guard - Intelligence
United States Postal Inspection Service (USPIS)
United States Secret Service - Counter Surveillance Division
United States Secret Service - Protective Intelligence Division
<b>This is a core group of Intelligence partners but may not include occasional contributors.</b>

### **Description of Intelligence's (Cleveland Division of Police, BHS/NEORFC) Planning Process From Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### **Overview**

Once Cleveland was awarded the 2016 RNC, there was a concerted effort to reach out to cities that had hosted conventions and inquire about their processes, recommendations, and experiences. These efforts provided insight and background but no specific identification of threats and actors since it had been nearly four years or more since theirs took place.

In addition to these inquiries, a **SWOT** analysis was conducted which revealed the following:

**Strengths** included terrific working relationships with local and federal Intelligence partners; extensive shared experiences preparing for and conducting large, pre-planned events, responding to rapidly developing critical incidents, and working with community groups and activists to maintain order during crisis; close working relationships with the vast majority of Critical Infrastructure owners / operators. Successful Intelligence collecting protocols closely tied to patrol and special investigations; and a proven record of supporting and respecting civil rights and civil liberties during numerous demonstrations and protests.

**Weaknesses** included not knowing the magnitude of the potential actors' level of intended disorder or disruption; additional challenges in community relations due to incidents around the country involving the police and the limited staffing in the Fusion Center and Intelligence Unit. This restricted the analytical and investigative capabilities. Both of these functions require skilled operators beyond novice practitioners to produce and deliver high caliber results. Other issues included an insufficient amount of encrypted radios which were necessary due to several applications available to the public to listen to police operations over the internet; and an event zone had not been identified which impacted the planning process.

**Opportunities** to leverage local intelligence efforts with the Intelligence Community and partner agencies for a comprehensive event / threat picture increased the clarity and effectiveness of collection and analytical efforts. Additional partners dedicated to a singular event translated into a force multiplier of incredible focus. Working with subject matter experts who have executed these events in the past provided a great learning experience and brought current best practices. Ideal opportunity to practice and refine the Intelligence Team concept which consists of a local investigator paired with a federal agent conducting plainclothes observation and reporting

**Threats** were expected to come from a variety of fronts and could not be identified, analyzed, and categorized quickly enough. The candidate provided an increased level of controversy which drew heavy show of support from supporters and dispute from detractors.

As the convention neared there was an increased effort to identify threatening actors and those committed to causing massive disorder, property damage, or personal injury during the event. Hundreds of pre-event disruption interviews were conducted on a graduated schedule to those who were known to attend and disrupt these events. This was possible with the assignment of members from the CDP Patrol Section, FBI Agents and Task Force Officers. These interviews also served as a platform for potential source development.

Additional members assigned to the I-Teams came from the Gang Impact Unit, Vice Units, Hotel Interdiction Team, and partner agencies. High Ground surveillance dedicated to support of the I-Teams was instituted and staffed with members from the CDP and CMSD Police. The ability to view situations as they develop and relay to those nearby or making decisions was also a game changer which allowed for real-time transmission of unfolding events, actors, and situational awareness.

Various high ground locations were identified and established prior to the convention. This facilitated movement of "observers" between locations and provided an established field of view so they knew what they could see and what needed supplementary coverage. High ground surveillance must be de-conflicted with tactical overwatch and aviation resources to avoid negative encounters and wasted time in

identifying friendly forces. In some instances the high ground observers can be co-located with tactical overwatch teams.

### ***Meetings/Briefings***

Members of the Cleveland Division of Police's Bureau of Homeland Services, Intelligence Unit and the NEORFC attended a number of planning meetings as well as participated in multiple USSS Subcommittees including: Aviation, Critical Infrastructure, Maritime, Intelligence and Venue. Intelligence briefings were conducted with the Chief of Police Calvin Williams and Deputy Chief Edward Tomba to share Intelligence as well as planning efforts leading up to and during the RNC.

### ***Intelligence Teams (I-Teams)***

The USSS Intelligence Subcommittee assembled and deployed Intelligence Teams (I-Teams) as additional force-multipliers which would receive their command and control from the Intelligence Operations Center (IOC). The IOC was in a repurposed space and included all technology necessary to support an IOC such as computers, monitors, dispatch consoles, and high-speed Wi-Fi.

I-Teams are comprised of one FBI agent and a local detective deployed to blend into the event in order to collect as much real-time intelligence and relay it to the IOC for further analysis and sharing with decision makers. These efforts are supported by the Intelligence Analysts assigned to the Social Media Cell and NEORFC.

The I-Teams were deployed during the St. Patrick's Day Parade 2016, the Rite Aid Cleveland Marathon, and the Cleveland Cavaliers NBA Championship Parade. The familiarity of working together increased the agents' and investigators' comfort level and ability to collect and report intelligence.

### ***Training***

During the FEMA-provided training (L-912 - Preparing Communities for a Complex Coordinated Attack) hosted in Cleveland in December 2015, a number of gaps were identified which increased the effectiveness of interagency communication between the Intelligence Unit, NEORFC, and partners in various disciplines such as hospitals, hotels, and entertainment venues.

Members of the NEORFC traveled to New York City, Minneapolis, and Denver to gather information on their activities, strategies, and recommendations first hand. Denver provided additional dividends as the presidential debate offered the opportunity to feel the pulse of the current election cycle and candidate's followers and detractors. Members also attended several TTX and facilitated discussions hosted by the Executive Steering Committee and the Cleveland Division of Police Training Academy.

Intelligence Unit, FBI and USSS members also attended several training sessions to optimize their knowledge of the communication and reporting platforms used. These platforms included cellular communication, text, data sharing, and member location capabilities for real-time view of resource locations and dispatch purposes.

### **Positive Actions Identified During Planning Process:**

1. Holding a co-chair position on the USSS's Intelligence and Counter-Surveillance Subcommittees provided the opportunity to contribute and identify changes or facts which would only be known to a local officer. This led to a more efficient decision making process.

2. The commitment to coordinate the I-Teams from the IOC was unwavering and all parties agreed and understood the need for specific protocols, challenge, color and word of the day, etc.
3. Participating agency representatives worked extremely well at providing source information and sharing of intelligence which is normally one of the gaps in collaborative intelligence initiatives.
4. The Fusion Center was able to secure Interns to assist during the RNC which allowed the Lead Analyst to support the Social Media Cell at the IOC.

**Opportunities For Improvement Identified During Planning Process:**

1. Form the subcommittees as soon as possible. Ten months out may work for federal entities but local partners benefit from additional planning time for staffing purposes.
2. Plan for and purchase permanent encryption for radio communications, today's technology allows anyone to listen to unencrypted communications and easily counter or avoid security measures.
3. Identify and define the event site, parade routes, observation areas, etc. as soon as possible.



## **Description of Description of Intelligence's (Cleveland Division of Police, BHS/NEORFC) Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Overview***

The Intelligence Operations Center (IOC) was activated and staffed 24-hours a day by members of the Intelligence Unit, the Bureau of Homeland Services (BHS), and the NEORFC. This was in addition to the 60-75 partners staffing their positions and representing their agencies and interests. The dispatch consoles were located adjacent to each other and by the executive leadership table for immediate access to command and control of I-Team movements and deployments.

Representatives from the CDP, Intelligence Unit, NEORFC and BHS at the IOC had access to the Knowledge Center, HSIN and ATAC systems which provided a great deal of information to supplement existing information or identify gaps to address. Participation in the three daily briefings held at the IOC to share intelligence and operational events for situational awareness. Source information was regularly evaluated and discussed with the lead investigators to determine a change in posture or additional requests or approval from the chain of command.

The IOC had full video access capability from surveillance cameras and Aviation coverage. The CDP, FBI, U.S. Capitol Police and USSS also had dispatch capabilities at the IOC which proved invaluable in real-time sharing of intelligence and event information between operators and providing same to decision makers. Dedicated Radio Dispatchers know communications well enough to decipher what the lay person cannot and multi-task between various channels and callers. The Bomb Management Center and Joint Operations Center were down the hall from the IOC and easily reached to clarify a question or event.

NEORFC analysts and interns supplemented the Social Media Cell remotely with a great deal of information which provided additional context to their findings. These collaborative efforts were very productive due to their symbiotic nature and familiarity with the process. High ground observers provided a great amount of information which allowed real time deployment or redirection of field resources.

### **Positive Actions Identified During RNC Operations:**

1. Activation on Friday when the Welcoming Event was Sunday followed by the actual convention beginning Monday provided a terrific opportunity to familiarize everyone with the operational flow in the IOC and in the field. It also allowed time to make adjustments
2. Information and Intelligence sharing within the IOC was at an all-time high. All partners recognized the need for this event to succeed and that would take information sharing
3. The I-Teams were successfully deployed and were able to support the event by blending in and reporting activities for action or vetting
4. Detailing member of a Cleveland Division of Police to the NEORFC due to previous experience as an Intelligence Analyst. In future applications, this person should be detailed no less than 60 days out to familiarize themselves with the databases, protocols and contacts.
5. Hiring student interns at the NEORFC reduced the intelligence gap.

### **Opportunities for Improvement Identified During RNC Operations:**

1. Assign additional personnel to the IOC. Having additional depth during briefings, problem resolution and breaks ensures coverage is at its peak through the evolution of the event.

2. Ensure alternative radio communication platforms are operable on all equipment. Nothing worse than losing communication with a team due to technology failure.
3. Have radios encrypted for effective intra-agency / event communication.
4. Practice I-Team deployment at least five times prior to the event.
5. Secure additional analytical assistance for the NEORFC.
6. Limited Fusion Center staff precluded regular attendance at the USSS Critical Infrastructure subcommittee which impacted real time receipt of updates, changes, and plans.
7. Limited NEORFC staff presented a challenge in creation and timely distribution of discipline specific intelligence bulletins.

### **Recommendations To Future Host Cities:**

1. Create and start I-Team deployments as soon as possible. This could be at a football game, parade, or any large gathering.
2. Identify high ground observation posts and confirm a point of contact and means of access
  - a. Identify the field of view and limitations and share with tactical overwatch.
3. Identify individuals for pre-event disruption interviews. This strategy has proven to generate leads, sources, and discourage direct action.
4. Ask your federal counterparts to conduct the pre-event disruption interviews nationwide as the event time approaches for the same reasons.
5. Encourage decision makers to fund permanent radio encryption if not already encrypted
6. Identify a location for an IOC so there is a dedicated space of Intelligence partners in place for command and control of the I-Teams.
7. Activate two days prior to the opening event of the convention. The benefits are incalculable.
8. Contact past convention cities and plan on attending candidate debates prior to the convention to get the feel leading up to your convention.
9. Engage community partners and use various mediums to distribute the “See Something, Say Something” message which should be tied into the local Intelligence Unit or Fusion Center functions.
10. Dedicate staffing to the IOC so there is an adequate amount of redundancy in the command control, investigative, and communications dispatch areas.



CITY OF CLEVELAND  
Mayor Frank G. Jackson

## **Law – Civil Division**

### **Description of RNC Mission/Area of Responsibility:**

The Cleveland Department of Law- Civil Division (Law) worked to provide sound legal advice and counsel to all City departments working on the Republican National Convention. This work included negotiating and drafting contracts, preparing legislation, rendering legal opinions, providing legal oversight of all convention-related permitting, and actively participating in planning and training meetings leading up to the convention.

### **Description of Cleveland Law Department – Civil Division’s Planning Process From Cleveland’s Award of the 2016 RNC to July 14, 2016:**

#### ***Contracts & Legislation***

##### **Preparation of Bids to Host RNC and DNC**

Law drafted and reviewed portions of the bid documents relating to City government that were submitted to host the RNC and DNC. In addition, Law reviewed preliminary contract terms should Cleveland be selected to host a convention and prepared Resolution No. 281-14, passed by Cleveland City Council on February 24, 2014, demonstrating City Council’s support for the Administration’s efforts to host a convention in 2016. Work on the bids commenced in early December 2013. The RNC Bid was prepared during the period from December 2013 to February 2014 and submitted on February 25, 2014. The DNC Bid was prepared during the period from April to June 2014 and submitted on June 6, 2014. (The DNC Bid was withdrawn after selection of Cleveland to host the RNC.) The preparation of these bids was a collaborative effort between City government and the private sector. The contacts made and the discussions conducted laid the foundation for future cooperative efforts in support of the convention.

##### **RNC Site Selection Process**

The RNC Site Selection Committee visited Cleveland on April 30, 2014, June 3, 2014 and June 30 - July 1, 2014. Law drafted and reviewed preparatory materials for the visits, attended working sessions and some of the events, and answered numerous questions that arose from the committee members during and after the visits. Law participated in the RNC selection announcement that occurred on July 8, 2014. City staff worked collaboratively with representatives of the private sector to make an effective presentation to the committee on the merits of selecting Cleveland to host the convention.

##### **Passage of Authorizing Legislation**

Law drafted comprehensive legislation authorizing matters needed to plan for and conduct the RNC. Also, Law participated in the Council committee hearing on July 16, 2014, in support of passage of the ordinance. Cleveland City Council passed Ordinance 880-14 on July 16, 2014. As a result, the City Administration obtained the legislative authority to take the actions necessary to successfully host the convention.

##### **City Service Agreement**

From the date of convention selection on July 8, 2014, until execution of the agreement by Mayor Frank G. Jackson in Chicago on August 8, 2014, Law drafted and negotiated a comprehensive agreement between Cleveland and the Host Committee, with involvement of the RNC, to host the convention. The effort involved review of countless drafts, conference calls and meetings with attorneys representing the

RNC and the Host Committee, as well as numerous internal meetings to discuss the City's position on the contract terms. The successful negotiation of the contract by August 8, 2014, not only insured that the convention would be held in Cleveland but supplied the framework for all of the City's efforts to host the convention over the next two years. The relatively short time period to negotiate the agreement required that discussions stay focused and required decisive action on issues. The relatively short time period to negotiate the agreement meant that the negotiations often continued late into the night and throughout the weekends during July 2014.

#### MOUs with Law Enforcement Agencies

Commencing in late August 2014, Law worked closely with Public Safety to draft a cover letter and accompanying comprehensive memorandum of understanding (MOU) to be signed by local law enforcement agencies (LEOs) to send officers to Cleveland during the RNC. Law fielded numerous legal questions concerning the provisions and scope of the MOUs, insurance coverages, workers compensation and reimbursable expenses from LEOs. Law worked with Public Safety and LEOs to obtain signed contracts and oversaw their execution and filing with the City. The successful negotiation of the agreements with the LEOs was an essential component of convention planning. The City's initial draft MOU comprehensively dealt with all issues and set the framework for negotiations with individual agencies. The process was labor intensive and time consuming.

#### Emergency Management Assistance Compact (EMAC)

Mayor Jackson formally requested EMAC implementation on February 19, 2016. The Ohio Department of Public Safety (ODPS) and the City executed an agreement regarding EMAC implementation on March 28, 2016. A close collaboration occurred between the City and ODPS from April through the convention to engage LEOs from other states to assist Cleveland in the security plan for the convention under the requirements of the EMAC program. ODPS was very helpful in contacting the agencies and working through issues that enabled Cleveland to obtain the officers needed to meet the security planning needs for the RNC.

#### Campus Housing for Law Enforcement

Public Safety identified preliminary needs for law enforcement housing in January 2015. Law prepared proposed campus housing agreements in March 2015 and distributed the drafts to contacts at area colleges and universities. Negotiation of the agreements commenced in July 2015 and continued right up to the convention as LEO numbers and requirements changed. The City initially sought a commitment of 3,000+ beds from five area campuses (CSU, CWRU, Notre Dame, John Carroll and Baldwin Wallace) and obtained the requested number of beds. As the convention neared, the number of beds needed was reduced to 2,600, which were obtained from three campuses (CSU, CWRU and Notre Dame). Working with the campus representatives was a very positive experience. They were patient and helpful. Overall, the housing and feeding of LEOs on area campuses went very smoothly. The lack of details as to assignments right up to the convention made it difficult to finalize planning details with the campuses. Law needed to make amendments to the agreements during the convention to address last minute changing plans.

#### For-Hire Motor Vehicle Legislation

Planning to develop and implement uniform regulations for all types of for-hire motor vehicles in Cleveland commenced in February 2015, and initial meetings with representatives of taxi companies, transportation network companies (TNCs), such as Uber and Lyft, and private for-hire companies to

discuss the regulations occurred on July 15, 2015. Various drafts of proposed legislation were prepared in Fall 2015 and Spring 2016. In December 2015, the Ohio General Assembly passed HB 237 and effectively removed the City's ability to regulate TNCs in the same manner as other types of for-hire motor vehicle companies. This significantly hampered the City's plans. While an ordinance was ultimately introduced in City Council in late Spring 2016, it did not pass before the convention.

#### Law Enforcement Liability Insurance

Law prepared the Requests for Proposals (RFP) for an insurance consultant in January 2016. Proposals were received on February 19, 2016 and a contract was awarded to AON on March 31, 2016. City staff met with potential insurance underwriters on May 24, 2016. The plan was to achieve comprehensive law enforcement liability insurance to protect the LEOs and agencies assisting with the security plan for the convention. The City also obtained general liability insurance coverage, public officials' liability coverage and vehicle insurance coverage. The goal was to achieve the maximum coverage at the lowest premiums and deductibles. In a year in which the election campaign was toxic and the international community saw numerous terrorist attacks, the City was able to successfully obtain from the insurance underwriting community all of the coverage sought with high limits of coverage and low deductibles. The cost of the insurance premiums was much higher than anyone anticipated.

#### National Special Security Event (NSSE) Funding

Congress approved appropriation of NSSE funding for the convention in an omnibus appropriations bill passed December 16, 2015. The City was notified that the City could apply for the grant on February 8, 2016 and the City's grant application was filed on February 22, 2016. The grant was awarded on April 1, 2016. City staff including Law conducted regular monthly conference calls with BJA commencing on March 16, 2016. The City obtained the grant and effectively worked through any issues to obtain the personnel and equipment needed to successfully host the RNC. At times, the BJA representatives could not timely communicate the federal government's requirements and expectations regarding the eligibility of certain expenditures. This added delay and stress to the City's procurement process.

#### Parade Permit Ordinance

In June 2015, the American Civil Liberties Union (ACLU) notified the City that it believed that portions of Cleveland's existing parade permit ordinance were unconstitutional. Working closely with the affected City departments, Law redrafted the City's requirements for a parade permit. Internal RNC Parade Permit Workshops were conducted on June 24, 2015, and July 1, 2015. City Council passed Ordinance 928-15 on July 22, 2015, which completely revised the City's Code provisions regarding the issuance of parade permits. The City's regulations and requirements for issuance of parade permits were significantly improved and a clear foundation was laid for streamlining the process for application review for all types of permits from the City.

#### Transient Lodging Ordinance

In July 2015, Philadelphia passed legislation taxing transient lodging, such as Airbnb rentals, in anticipation of the DNC. Cleveland examined the issue and decided to pass similar legislation. City Council passed Ordinance 30-16 on June 6, 2016 which taxed short-term transient lodging in Cleveland in the same manner as area hotels. Law drafted and lobbied on behalf of the required legislative changes. Following the lead of other cities, Cleveland was able to enact legislation that broadened the City's existing transient occupancy tax, also known as the hotel bed tax, on short term rentals. Confusion about the scope and applicability of the ordinance delayed enactment of the legislation until very close to the convention.

### Property Use Agreements

During the months leading up to the start of the convention, the City contracted for the use of various facilities needed to temporarily station officers and provide necessary vehicle parking during the convention. Law prepared standard agreements that could be presented to area property owners willing to assist in supporting the security needs during the convention. Law was able to respond quickly to prepare and process the various agreements, including making adjustments to existing agreements to respond to unique circumstances.

### **Permitting & Document Processing**

A major goal for the City with the convention was the development of an online, comprehensive permitting process for all permits to be issued for the convention. This included parade and speakers' platform permits. Planning for this new process began in the Fall 2014, with regular meetings to develop the ACCELA city-wide permit plan commencing in January 2015. Law played a key role in planning the new permitting process. The goal of on-line permitting was achieved. The new process provides a template to expand on-line permitting systems for the issuance of all City permits. The process took longer to achieve than initially anticipated and a number of process issues needed to be resolved as the new system went online.

### Major Special Event Liquor Licenses

With the passage of HB 598, area businesses with liquor licenses could apply to stay open until 4 AM during the convention. Applications needed to be reviewed by the City and submitted to the Ohio Department of Liquor Control. Notices were sent to area businesses in January 2016 and applications received from January to March 2016. The City reviewed the applications and submitted required information to the State in April 2016. The late-night service was an attractive idea for the convention planners and the process worked effectively with few issues. Concerns were expressed that some businesses would take advantage of the longer hours without a realistic expectation that they would attract late-night convention business, but the concerns never materialized.

### Public Records Requests

Requests for records came primarily from the ACLU in 2015 but broadened to requests from other cities, media representatives and special interest groups as the convention neared. Law needed to obtain records from the affected departments, review and redact them in accordance with law, and transmit the records to the requestors. Law did a great job of organizing and processing the information once received from the affected departments.

### Vending

Law participated in numerous internal meetings in late Spring 2016 to identify vending zones and promulgate rules applicable to vending in the Event Zone during the convention. The vending regulations during the RNC were adopted by Board of Control Resolution 262-16 on May 25, 2016. The adopted regulations fit into an overall plan for managing all types of activities during the convention consistent with the convention safety and security plan. In planning for the convention, it was difficult to determine where crowds would congregate and where vending services would be needed during the convention.

### Official Parade Route, Speakers Platform and Park Use Regulations

Law developed a comprehensive set of regulations to fix an official parade route, an official speakers' platform, and allow for specific park uses at two designated City parks (Willard Park and Perk Plaza) during the convention. The regulations established the Event Zone (the area of Cleveland most affected by the convention and governed by the proposed regulations) and identified a list of prohibited items within the Event Zone. The regulations were adopted by Cleveland Board of Control Resolution No. 252-16 on May 25, 2016, and amended by Board of Control Resolution No. 307-16, adopted June 29, 2016, and Board of Control Resolution No. 336-16, adopted July 20, 2016. The initial adopted regulations were amended in response to a legal challenge brought by the ACLU and the list of prohibited items had to be amended in response to experiences at violent protests in other cities during early Summer 2016. The regulations carefully balanced the first amendment rights of protestors with the needs of the City to hold a convention and facilitate access to downtown businesses and residents. Permits were issued timely and the permit process and regulations worked well during the week of the convention.

### RNC Signage

Law worked with other City departments to issue one comprehensive permit for all signage needed by the Host Committee and the COA related to the Convention. Meetings with the Host Committee and the COA occurred in February and early March 2016. The City Planning Commission approved the signage plan on March 18, 2016 and the required permits were issued in May 2016. The streamlined permitting process worked well with few questions and no major issues.

### Overnight Use of Kirtland Park Regulations

It was anticipated that protest groups might need a place to stay overnight during the convention and a centrally located outdoor park would be a solution. Law developed regulations for the overnight use of Kirtland Park and the regulations were adopted by Cleveland Board of Control Resolution No. 322-16, on July 8, 2016. The City supplied a safe, protected location for use by individuals and groups seeking a place to sleep during the convention and received compliments from the users of Kirtland Park.

## **Committee Meetings**

### Meetings with Affected Area Organizations

On July 24 and 25, 2014, representatives of the RNC Site Selection Committee, the Host Committee and Cleveland, including the Law, met with area officials and businesses to discuss expectations for the RNC. On July 24, 2014, Law attended the Cleveland 2016 Special Events Committee Meeting, the Taxi Cab, Private Car & Pedi Cab Operators Meeting, and the City Safety Meeting. On July 25, 2014, Law attended the Hotel General Managers Meeting and the Venues Meeting. These meetings immediately engaged various stakeholders in the process and opened channels of communication and networking.

### Capital Projects Tracking Committee

The Capital Projects Tracking Committee tracked the progress of all public and private construction projects in the City that could have an impact on the RNC. Topics included funding, progress issues and ways to possibly expedite completion of the capital projects. Monthly meetings commenced in September 2014 and met on the first Tuesday of each month until the convention. The final meeting occurred on July 5, 2016. The meetings and project lists were organized and maintained by the Mayor's Chief of Staff. Participation at these meetings included representatives of all City departments that had a role in planning and implementation of construction projects in the City including Law. The meetings successfully focused

attention on the projects discussed and gave the projects a priority. Methods were discussed to resolve any hurdles and keep managers focused on the need to expedite the projects.

#### City of Cleveland Public Safety Committee

Beginning in December 2014, the Director of Public Safety hosted public safety committee meetings every two weeks through early July 2016. Specific meetings on procurement, training, and jail space were held on August 6, 2015, and August 18, 2015, respectively. These meetings of key Safety, Finance and Law representatives discussed safety planning and preparedness for the convention. Each participant provided an update regarding their areas of responsibility at each meeting.

Major topics of discussion concerned engaging law enforcement agencies to send officers to support the convention security plan, acquisition of needed equipment, supplies and housing during the RNC and finding jail space should mass arrests occur during the convention. The meetings brought together all divisions within Safety to work together in a coordinated and professional manner to resolve hurdles and coordinate disciplines. This resulted in effective communication and good planning. Law's participation assisted in identifying and resolving potential legal issues early in the planning process.

#### City Management Committee

The initial planning meeting for the City Management Committee was held on September 16, 2014. Meetings occurred monthly through mid-2015 but were often cancelled due to conflicts with more pressing meetings as convention planning increased in 2016. The purpose of the meetings was to have affected City department representatives, including Law, meet monthly to discuss planning for the convention. The premise was excellent for these meetings, namely to bring City decision makers together regularly to resolve issues and coordinate planning. Schedule conflicts and the large number of conflicting convention-related meetings made it impossible to hold the meetings as the convention approached.

#### City of Cleveland Special Events Permitting Committee

Meetings commenced on February 17, 2015, with periodic meetings in 2015 and 2016 in preparation for the convention. The committee prepared for the issuance of all permits needed for the convention whether to the Host Committee, the COA, the media or other groups. Representatives from the Host Committee, the COA and USSS participated in these meeting. A primary focus of this committee was the development of a comprehensive permitting process. The meetings focused every participant's attention on the convention requirements and the need to expedite review and approvals.

#### United States Secret Service (USSS) Subcommittee Meetings

United States Secret Service's RNC Coordinator and Deputy Coordinator were introduced on June 16, 2015. Law participated in the Legal Subcommittee which met four times, the Crowd Management and Civil Disturbance Subcommittee and the Business Impact Subcommittee which met monthly starting in October 2015, and the Downtown Residents Subcommittee which met in June and July 2016. A member of the department acted as Co-Chair of the Secret Service Legal Subcommittee. In addition, Law representatives attended the RNC Executive Steering Committee meetings upon request and Law attended Secret Service TTXs in April, May, and June 2016. All of these meetings assisted in the successful development of the convention safety and security plan. Active participation in these meetings by Law helped with issue spotting and development of appropriate solutions to potential legal issues. The meetings instilled a collaborative effort in all who participated and helped identify for the participants the key representatives from each organization.



### ***Republican Presidential Primary Debate in Cleveland***

During July and early August 2015, planning meetings were held to prepare for the first Republican Primary Debate to be held in Cleveland on August 8, 2015. The EOC held both planning and after-action meetings related to the debate. Law participated in order to handle any legal matters that arose during the planning for and implementation of the safety and security plan for the debate and the issuance of permits for debate-related activities. The debate preparation was a valuable training exercise for the convention. Law's participation assisted in identifying and resolving potential legal issues that could also arise during the convention.

### ***Training***

Law participated in multiple training sessions throughout the preparation period leading up to the 2016 Republican National Convention. Each of the FEMA training programs were directly related to issues that could arise during the convention, provided up-to-date information about security issues that recently occurred in other communities, and allowed the participants to actively participate in the discussions. In addition to the training listed below, the Law Department participated as an observer at numerous table-top exercises conducted leading up to the convention.

1. Field Force Command and Planning Training (October 26, 2015)
2. FEMA L-912 - Complex Coordinated Attack Training
  - a. On-site Planning Meeting on (September 8, 2015)
  - b. Individual Agency Meeting on (September 9, 2015)
  - c. Classroom Training (December 7-10, 2015)
  - d. After Action Meeting (January 27, 2016)
3. ICS Forms Class
  - a. Offered by Cleveland Office of Emergency Management
  - b. Multiple members attended various sessions offered from January 2016 – June 2016.

### **Positive Actions Identified During Planning Process:**

1. Active and early involvement by Law Department attorneys in the convention planning process helped identify and resolve potential legal hurdles.
2. Engagement of ODPS and the EMAC process supplied the State of Ohio's expertise and assistance in obtaining officers from other states to meet the security planning needs for the RNC.
3. Early involvement by area campus representatives and medical providers made them active participants in the convention planning process and valuable colleagues in resolving issues and coordinating efforts.
4. Involving all of the key City players across departments and divisions in planning meetings helped break down bureaucratic walls and facilitated resolving issues in a coordinated and professional manner.
5. Tabletop exercises involving the participation of all affected agencies and participants proved to be an effective tool for identifying issues and potential gaps in the planning process.

### **Opportunities For Improvement Identified During Planning Process:**

1. ODPS should have been consulted earlier in the security planning process and the lawyers for ODPS and the City should have been engaged sooner on the implementation of the EMAC process.
2. Adequate staff was required to coordinate the logistics of identifying, transporting and housing thousands of visiting LEOs from around the country. A dedicated team of City staff engaged early in the planning process would have avoided many of the delays and issues that arose in finalizing MOUs and coordinating potential housing and food service issues for the officers.
3. The federal grant managers needed to effectively communicate the federal government's requirements and expectations regarding the eligibility of certain expenditures for reimbursement under the NSSE funding. The late award of the grant combined with a lack of clarity regarding expectations added considerable delay and stress to the City's procurement process.
4. All planning meetings should be conducted with an agenda and minutes kept detailing matters that were left unresolved or required further investigation so that unresolved issues can be updated first at the subsequent meeting. Any unresolved task at a meeting should be assigned to a specific individual to investigate and report back to the committee.
5. At times, there seemed to be a lack of coordination between the various USSS subcommittees. Matters discussed at one subcommittee were not effectively communicated to other subcommittees working on similar issues.

## **Description of Cleveland Law Department – Civil Division’s Actions Taken During RNC Operations (July 15-22, 2016)**

From Friday, July 15, 2016 to Friday, July 22, 2016, Law Department civil attorneys worked shifts at the EOC to answer legal questions or provide legal counsel as appropriate during the week of the convention. The presence of attorneys at the EOC resulted in an immediate legal response to potential issues.

The attorneys were able to discuss issues directly with the various agency representatives and collaboratively strategize solutions. For example:

- When the presidential nominee’s campaign made last minute arrangements to hold an event on the lakefront and have the nominee arrive at the event by helicopter, Law was able to quickly consult with Public Safety officials regarding the logistics and the legal requirements to obtain a City permit, along with the appropriate insurance. All of the necessary arrangements were made and approvals obtained within a few hours and the event proceeded without any delay.
- When there were delays in the travel arrangements for arriving LEOs, Law was immediately informed and made contact with the area campuses to provide late-night food service for the late arriving officers. Amendments to the affected campus agreements were drafted and executed to insure that the appropriate compensation was paid for the additional services.
- When Public Safety obtained information of a potential threat from items not on the City’s prohibited items list, Public Safety and Law were able to prepare an amendment to the City’s prohibited items list, have the amendment adopted by the City’s Board of Control, and have the new requirements communicated to the public through the joint information center.

These and other last minute issues were quickly addressed and resolved because all of the affected agency representatives, including Law, were in a central location and able to quickly handle the matter. Many of these issues arose after normal business hours. It was important that Law have representatives present in the EOC working with the other agency representatives during the same 24-hour work schedule.

The attorneys were also able to monitor activities in the field in order to head off potential legal issues. If they had concerns, they could immediately discuss the concerns with the affected agency representatives. The various agency representatives used the presence of the attorneys as an opportunity to discuss potential concerns before making a decision on how best to proceed.

Throughout the planning process for the convention, Law Department attorneys made numerous contacts with representatives of other public and private entities engaged in the planning process for the convention, including the RNC, the Host Committee and the USSS. Most of these contacts were not present in the EOC but had information that proved pertinent to decision making in the EOC. Law communicated with many of these contacts, sharing information and receiving relevant information to be passed on to law enforcement representatives inside the EOC. In addition, representatives of the City’s insurance broker periodically visited the EOC and were provided information regarding potential insurance claims and claimants.

### **Positive Actions Identified During RNC Operations:**

1. For the most part, coordination within the EOC went very smoothly.
2. The regularly scheduled briefings kept participants informed and enabled those present to update or clarify information.

3. The periodic situation reports, transmitted by email to all agency representatives, was a valuable tool to deliver information, to keep all readers updated in real time, and to allow staff members not physically present in the EOC to keep informed without the need to “catch-up” when they arrived to commence their shift.
4. Activating the EOC a few days before the start of RNC gave all participants an opportunity to make contacts, learn the available resources, and become familiar with the EOC’s protocols.
5. Having a representative of the City’s insurance broker present in the EOC enabled Law to effectively communicate information regarding potential insurance claims and enabled the insurance representatives to become familiar with convention planning and assets to assist in the processing of any claims.
6. Having the Joint Information Center located a short distance from the EOC enabled quick responses to and correction of misleading or incorrect information in the media.
7. Having the Law Department as an active member of the EOC helped answer questions, expedite the resolution of potential legal issues, and, in general, provide counsel as events developed outside the convention hall.

#### **Opportunities For Improvement Identified During RNC Operations:**

1. The attorneys needed access to word processing, to the internet and to their office messaging systems. Attorney access to these resources was delayed and at times unavailable.
2. While the EOC had excellent resources to obtain real-time information regarding activities occurring in large portions of the Event Zone, some areas were not effectively covered, including a few of the City parks where large congregations of activists were gathered.
3. The role to be performed by the attorneys in the EOC was not well defined in advance of the convention.

#### **Recommendation To Future Host Cities:**

1. Early involvement and active participation by civil attorneys in the planning process to host a national nominating convention is extremely important. There are a wide variety of issues that arise and matters that need to be addressed.
2. Having the attorneys participate in the planning process assists in the early identification of potential legal issues and often results in informed decisions by the policy makers. It also avoids miscommunication of tasks to be performed by the lawyers.
3. A seat at the table for the lawyers is essential to hosting a successful convention.

## **Law Enforcement**



### **Description of RNC Mission/Area of Responsibility:**

The Cleveland Division of Police was tasked with protecting and securing the environs outside of the secure footprint of Quicken Loans Arena, the location of the 2016 RNC. This required identifying and securing sufficient law enforcement personnel to address the security and transportation needs of the delegates, media, visitors, and the general public, as well as to protect the Constitutional rights of those wishing to publicly exercise them.

In addition to securing sufficient law enforcement personnel, the Division was tasked with providing training, procuring equipment, and developing policy and procedures to ensure that all requirements of Federal grant funding were met. The Division furthermore was deeply involved in all manner of logistics from lodging, food, communications, transportation, to distribution and return of equipment.

### **Description of Cleveland Division of Police's Planning Process from Cleveland's award of the 2016 RNC to July 14, 2016:**

#### ***Overview***

Political conventions, by their nature, have high potential to attract elements that seek to disrupt or otherwise use these venues as a platform to air grievances or showcase their special interests. The probability for disruption and harm are high. More often than not, adequate security can be provided only through cooperation, outside aid, and partnerships with other law enforcement entities. The Cleveland Division of Police (CDP) developed plans to prevent and mitigate disruption by way of a balanced and proportional response continuum, while at the same time protecting the Constitutional rights of all individuals who wish to have their voices heard. All members of law enforcement were obligated to protect and uphold the right of every person or group to lawfully assemble and demonstrate within the guidelines set forth by the City of Cleveland and various Public Safety officials.

RNC operations were managed using the National Incident Management System (NIMS) model. Use of NIMS allowed for multiple agencies, jurisdictions, and disciplines to work in concert through the use of common terminology, common objectives, and unity of command. NIMS is the standard platform that all federal, state and local agencies must adhere to for incident management.

#### ***Law Enforcement Assistance & Memorandums of Understanding (MOU)***

In December 2014, the formal process of soliciting agencies to supply officers and equipment began. Initially, letters were mailed to the heads police agencies requesting their assistance with securing the RNC. The Cleveland Division of Police did not have a sufficient number of its own sworn personnel to provide security for an event that is the size and scope of an RNC. To meet the security needs of the RNC, the CDP began contacting major metropolitan law enforcement agencies and state police/highway patrols from states contiguous to Ohio. The criteria for selecting them included their proximity to the City of Cleveland and State of Ohio, and the size of the department. The goal was to have large clusters of officers from the fewest number of agencies so as to minimize the logistical burden.

This task was handled by written correspondence, emails, and follow up telephone calls where possible. It became readily apparent that CDP was not meeting RNC staffing requirements by concentrating on such a small geographic footprint. Letters were not sent to agencies in close proximity to Philadelphia, PA, as

they were the host city for the Democratic National Convention the following week. Also, letters were not sent to agencies with fewer than 100 officers. As the process continued, the participation goals were not met. Multiple agencies did not respond to correspondence, some immediately declined, and others committed and ultimately reversed their decision. Even as the net was cast wider, the numbers were not climbing as anticipated. The next step included soliciting agencies all across the country, and of all sizes, using all available means. Ultimately, nearly 300 agencies were solicited via letter, email or telephone from December 2014 through June 2016.

The challenges to meet staffing goals increased exponentially in light of events in Ferguson and other cities where anti-police sentiment reached historical (and hysterical) proportions. To compound matters, police officers came under attack and were murdered in several cities across the country as a result of it. The environment surrounding RNC became even more toxic as forces began to violently align against the Republican Party and its candidates, with one candidate being the lightning rod for the brunt of the vitriol. The original staffing numbers to which we obligated ourselves began to appear insufficient to meet the increased security concerns. Additionally, concerns for the safety of partner outside agency officers led to challenges in their recruitment. Many agencies balked at participating or dropped out, giving any number of reasons for doing so. The staffing numbers fluctuated by the hundreds as agencies committed personnel only to de-commit later.

Towards the latter months of the process, the City of Cleveland requested that the Governor of Ohio activate the Emergency Management Assistance Compact (EMAC). This activation required a pre-event Declaration of Emergency. The activation of the EMAC ultimately boosted the number of law enforcement personnel to the required minimum. The utilization of EMAC did three things successfully:

1. It brought the power of the governor to bear on meeting our staffing needs.
2. It provided a common Memorandum of Understanding (MOU).
3. It provided a common administrative framework that captured all the required information.

MOU's used for partner agencies that were not part of the EMAC process were handled by the City of Cleveland Law Department. A total of 74 agencies that had law enforcement officers sworn in to have police powers in the City of Cleveland were coordinated through this avenue. In addition to the large number of Ohio State Highway Patrol (OSHP) troopers assigned to RNC security, OSHP also assigned a small full-time staff to handle the administrative and logistical requirements of managing the 17 EMAC state agencies.

## ***Orders/Notices Created Distributed***

### General Police Orders

- 3.3.03 - Crowd Management And The Protection Of Constitutional Rights

### Divisional Notices

- 15-282 – Republican National Convention and Furloughs
- 16-138 - Cleveland Municipal Court Schedule
- 16-143 – Republican National Convention (RNC) Overtime Codes
- 16-169 – Controlled Item Operation and Guidelines (D1, D2) Mounted Unit
- 16-170 - Controlled Item Operation and Guidelines (D9) SWAT Unit

- 16-171 - Controlled Item Operation and Guidelines (D11) Training Section
- 16-172 - Controlled Item Operation and Guidelines (D12) Training Section Office
- 16-173 - Controlled Item Operation and Guidelines (D18) Training Section
- 16-174 - Controlled Item Operation and Guidelines (E19, E20) Mounted Unit
- 16-175 - Controlled Item Operation and Guidelines (G2) Chief's Office
- 16-176 - Controlled Item Operation and Guidelines (E101-107) Mobile Field Force
- 16-177 - Controlled Item Operation and Guidelines (E109, E110, E111) Mobile Field Force
- 16-178 - Controlled Item Operation and Guidelines (E115) Munitions
- 16-179 - Controlled Item Operation and Guidelines (E43 E56) SWAT Unit
- 16-180 - Controlled Item Operation and Guidelines (E92) Mobile Field Force – Bicycle Unit
- 16-181 - Controlled Item Operation and Guidelines (G1) Chief's Office
- 16-182 - Controlled Item Operation and Guidelines (G2) Chief's Office
- 16-183 - Controlled Item Operation and Guidelines (G3) Traffic Enforcement Unit
- 16-184 - Controlled Item Operation and Guidelines (G4) Traffic Enforcement Unit
- 16-185 - Controlled Item Operation and Guidelines (G5) Airport Unit
- 16-186 - Controlled Item Operation and Guidelines (G6) Training Section
- 16-187 - Controlled Item Operation and Guidelines (G7, G38) Mobile Field Force
- 16-188 - Controlled Item Operation and Guidelines (G8) Traffic Enforcement Unit
- 16-190 - Controlled Item Operation and Guidelines (G15) Intelligence Unit
- 16-191 - Controlled Item Operation and Guidelines (G37) Bureau of Traffic
- 16-192 - Controlled Item Operation and Guidelines (G39) Mobile Field Force
- 16-198 - Republican National Convention (RNC) Overtime Submission-Entry
- 16-207 – Traffic Court Docket Cancellation During the Republican National Convention (RNC)
- 16-210 – Video Recording of Police Activity - Revised
- 16-222 - Proper Hydration and Heat Safety
- 16-225 – Crowd Management and Munitions
- 16-226 - Republican National Convention (RNC) – Timekeeping
- 16-228 - Republican National Convention (RNC) Field Force Detail – Wearable Camera System Recording Category
- 16-229 - Republican National Convention (RNC) – Arrest and Booking Procedures

### ***Operational Planning***

The 2016 Republican National Convention was designated a National Special Security Event (NSSE) which outlines and delineates the responsibilities of Federal, State and local law enforcement agencies' area of responsibility. The lead agency was the United States Secret Service (USSS). The USSS led the design and implementation of a security plan for the event. The Federal Bureau of Investigation (FBI) was responsible for intelligence gathering in partnership with local law enforcement and played the lead role in a Crisis Management situation. The Federal Emergency Management Agency (FEMA) was responsible for Consequence Management for all Federal agencies. FEMA also played a significant role in the pre-event training of officers of the Cleveland Division of Police and those officers from neighboring jurisdictions. The Cleveland Division of Police contracted with law enforcement agencies from across the country to

assist in the security of this event. Every officer assigned to the event was under the Command of a Cleveland Division of Police supervisor while performing their law enforcement duties within the city. Both the Division of Fire and Division of EMS formulated their own operational plan and submitted said plans to the Division of Police for inclusion into the final overall operational plan for the RNC.

While the assistance provided by federal agencies was invaluable, the federal agencies were concerned primarily with the venue and its immediate surroundings. The Cleveland Division of Police leadership was tasked with providing security for the remaining geography within its jurisdiction. During the operational planning process, Deputy Chief Edward Tomba served as the lead planner for the City of Cleveland’s Division of Police. Upon direction from Public Safety Director Michael McGrath, Deputy Chief Tomba also served as the point person for the consolidation of all Department of Public Safety operational plans that ultimately was submitted to the USSS and guided all response during the event period.

Operational periods were divided into 12-hour increments beginning at 0600 hours Friday, July 15, 2016. This commencement of operations more than 48 hours prior to the Welcoming Event was planned to allow a grace period for any potential disruptions to the pre-scripted plan as well as a period that allowed incoming field personnel to be sworn in efficiently and to become comfortable with their assignments. The operational periods were planned to continue in 12-hour increments until such time of demobilization upon order of Cleveland Chief of Police Calvin Williams on Friday, July 22, 2017.

### Bike Teams

Bureau of Justice Administration (BJA) grant funding was used to purchase 300 bicycles. These bicycles were used to equip the reconstituted CDP Bike Team Squad. Additionally, Bike Teams from several partner agencies were also imbedded within our Bike Team operations. The CDP Bike Team was comprised of 121 riders. The total Bike Team component under the supervision of CDP numbered 227 riders. The Bike Teams trained extensively in the lead up to the RNC. The Squad was led by a CDP captain and two lieutenants in charge of two platoons. The platoons were further divided into smaller squads of 8-12 officers, each squad under the command of a sergeant. The bike officers never rode alone or in pairs. They always operated as teams. The Bike Teams worked 18 hours a day in squads of 30. The Bike Teams and the strategies they employed were a significant contributing factor to managing crowds and positively engaging the community. The Bike Teams received overwhelming positive feedback from the public, the media, and partner agencies. The Bike Teams themselves had a high level of esprit de corps and discipline that contributed to their success.

Agency	Number of Officers
Akron Police Department	18
Avon Lake Police Department	4
Blue Ash Police Department	2
Cleveland Clinic Police Department	11
CMHA Police Department	6
Cleveland Division of Police	121

Agency	Number of Officers
Columbus Police Department	34
Cuyahoga Falls Police Department	1
Flower Mound Police Department	2
Fort Worth (TX) Police Department	22
RTA Police Department	4
Waseon Police Department	2

**Total = 227**



## Mobile Field Forces

The Mobile Field Forces (MFF) were comprised of CDP officers and officers from partner agencies. The MFF were staged in strategic locations throughout the operational theater. Most were predominantly under the logistical control of our major law enforcement partner, the Ohio State Highway Patrol. The MFF is made up of highly trained and well-equipped officers whose function is to manage crowds that have become unruly. The MFF are equipped with Personal Protective Equipment (PPE), expandable batons, and munitions. The PPE's include hard shelled protective layers to protect the chest, back, shoulders, arms, thighs, and shins, specialized gloves, a protective helmet and face shield. The current conventional wisdom is that the appearance of such equipped officers at a crowd management event serves only to incite the crowd to increased anti-social behavior.

To minimize the possibility of this phenomena occurring, the strategy was to keep the MFF hidden from view by keeping them at the ready with their equipment at their assigned staging locations daily from 0900hrs to 0400hrs. In the event that the soft crowd management strategies were to fail, the MFF could be quickly activated and be on scene in a manner of minutes. When not on standby for an incident requiring a MFF call up, these officers wore the standard uniform of the day and rotated into and out of various assigned foot beats throughout the operational theatre, but mostly centered on Public Square. The sight of so many officers in uniforms from police departments from all across the country was greeted with an overwhelming positive reaction from the public. There was never an occasion when the MFF were deployed before, during, or after the RNC.

## Mounted Units

Mounted Units worked from 10 a.m. to 3 a.m. in squads of six horses. A total of six squads were constituted for this event. The units assisted with crowd control, traffic control, and community engagement. The horses were staged from the CDP Mounted Unit facilities. A relief station was set up at Erie Cemetery, located just east of the Gateway Complex. Mounted Unit training was conducted within the unit as well as part of the larger foot beat component of the MFF. While the Mounted Unit assets were trained and equipped for MFF duties, they were never deployed in that manner or for any crowd management tactic.

Agency	Number of Officers
Cleveland Division of Police	5
Cleveland Metroparks Rangers	3
Columbus Police Department	6
Fort Worth (TX) Police Department	8
Medina County Sheriff's Office	2
Ohio State Police Department	1
Summit County Sheriff's Office	7

**Total = 32**

## Media Chute

The purpose of the media chute was to provide the large number of media in attendance a safe thoroughfare from the Huntington Bank Convention Center to Quicken Loans arena via shuttle. The chute

was designed, staffed, and funded by the USSS. There were no complications pertaining to the chute. The CDP provided overwatch and special attention to the chute. Staffing of the chute was handled by the USSS.

### Event Venues

Quicken Loans Arena, located at 1 Center Court in the Gateway sports complex, was the site of the officially sanctioned RNC-nomination activities. CDP was not involved in the security planning for the Quicken Loans Arena venue. Security at Quicken Loans Arena was under the direction and control of the USSS. CDP's sole involvement was to detail one commander and 26 CDP officers in support of USSS operations.

The Huntington Bank Cleveland Convention Center served as the headquarters for all members of the media. Law Enforcement resources were assigned around the Convention Center to ensure safe and secure travel for members of the media as they traveled to and from the venues. The path from the convention center to the venue was deemed to be considered a high-value target for anarchist forces and worthy of enhanced protection. Travel to and from the convention center to the arena was accommodated through the aforementioned media chute. The chute was hardened by way of concrete jersey barriers, anti-scaling fencing and static security posts at the intersection.

The North Coast Harbor, which encompasses the Rock and Roll Hall of Fame and Great Lakes Science Center, was used for the "Welcoming Event" coordinated by the Host Committee on July 17, 2016. While this was not considered an official event in relation to the RNC, this event included numerous elected officials and VIPs. Security for the "Welcoming Event" was planned and executed by the USSS as part of the NSSE. The CDP provided two supervisors and 15 officers to assist with the event.

### Operational Zones

In order to effectively and efficiently manage an event with the scope of the RNC, the decision to break the operational footprint into zones was decided upon. The area of security operations not only encompassed the RNC venues located in the downtown business district of the City of Cleveland, but also extended to encompass larger swaths of the city west across the Cuyahoga River and south beyond the I-90 bridge.

An initial set of operational zones was developed by the USSS early in the planning process. After several planning meetings all partners determined that those in the support of the RNC should work off the same geographical areas. The USSS zones became the basis for local CDP operational planning. This adoption allowed for a common operational picture and clear lines of communication. These four common zones were identified by a color as follows: Blue Zone, Gold Zone, Purple Zone and White Zone. Each zone was assigned a Captain or Commander as the officer assigned to be in charge. These aforementioned operational zones can be found in **Attachment C – Law Enforcement Operational Maps** located at the end of this section.

The officer in charge of each operational zone managed the law enforcement resources (personnel and equipment) assigned to that zone based on that zone's predicted needs. Throughout each zone, multiple officers were assigned to stationary posts, foot patrol, bicycle patrol, and mounted patrol. Mobile Field Forces (MFF) were strategically staged in specially designated locations out of public view. The strategies employed in staging the MFF played a significant role in the success of the overall operation.

### Official Parade Route/Speakers Platform

The creation of a mutually acceptable parade route was both a protracted and complicated endeavor. The geography of Cleveland's central business district and the security requirements for the RNC worked against the desires of many potential parade participants. After legal filings protested the initial routes determined by the Department of Public Safety, a Federal Court judge ruled on the final route.

The Speakers Platform was planned, managed, and staffed by members of the Divisions of License and Assessment and Public Works. As discussed at planning meetings, it was agreed that the CDP would not have a uniformed presence/assigned posts at the Speakers Platform so as not to inhibit the freedom of expression. The Official Parade Route and Speakers Platform locations can be found in **Attachment C – Law Enforcement Operational Maps** located at the end of this portion of the AAR.

### ***Committees/Workgroups***

The Department of Public Safety for the City of Cleveland held weekly meetings chaired by Public Safety Director Michael McGrath.

### ***Staffing/Equipment***

Police staffing levels were established well in advance of the City of Cleveland's bid for the RNC. Cities who had hosted recent political convention were consulted (Tampa, Charlotte, Minneapolis, Boston) in order to determine best practices. Visits were conducted to Charlotte, Washington D.C. and Pittsburgh - all cities who have previously hosted NSSE's. During this information collection phase, many challenges were revealed and steps were identified to meet them.

The majority of equipment recommendations were made after conversations with public safety personnel from other cities who have hosted large-scale events. A complete list of items purchased and rented can be found in **Attachment B - Items Rented/Purchased** at the end of this portion of the AAR.

### ***Inventory Check-In/Check-Out Process***

Prior to receiving authorization from the Director of Public Safety, and prior to receiving the NSSE Grant, Officers in Charge (OIC) of units that would have operational responsibilities during the convention were tasked with creating a list of equipment and supplies that would be required to fulfill their mission. The items requested and the amount of each item was continually adjusted as the Division of Police received pertinent information from intelligence gathering, current events, training, and recommendations from police agencies with prior convention experience. Throughout the process of soliciting officers from partner agencies, an inventory was taken of all of their equipment needs and enough equipment was purchased to supply them as well as CDP.

All equipment was to be delivered to Concourse C at Cleveland Hopkins International Airport (CLE). At Concourse C the equipment was inspected, signed for, and then inventoried and entered into the City of Cleveland inventory system - Operative IQ. This task was assigned to a Cleveland Division of Police Commander and an assigned staff of four. Once logged and accepted, the equipment was loaded onto Division of Public Works trucks and brought to the CDP Supply Unit (West 3<sup>rd</sup>) where it was distributed to members of the Division of Police and other Law Enforcement partners.

Additionally, gas masks were moved to the Third District for individual distribution. The distribution of the gas masks was made more challenging by the fact that officers required fitting and medical clearance prior to obtaining a mask. The fitting process involved pressure testing of the mask while the officer wore the mask and engaged in certain physical movements. Not all officers passed. During this phase a secondary issue was identified. Officers could not utilize gas masks while wearing glasses or contacts. Working with our vendor under tight time constraints, the Division of Police was able to obtain a limited number of frame inserts and vouchers for eye exams at a local optometrist.

In April 2016, the grant was released and the purchasing process began. All of the purchasing of the equipment/commodities followed the City and Federal guidelines outlined in the grant. The OIC of units with operational responsibilities were tasked with providing the justifications for purchases exclusive to their operational responsibility. Once the final equipment list was approved, members of the Division of Police and the Finance Department began to take in commodities. Simultaneously, CDP established training and scheduled classes, and created guidelines and policies for the equipment.

A complete list of items purchased and rented can be found in **Attachment B - Items Rented/Purchased** at the end of this portion of the AAR.

### ***Lodging***

In August 2014, one month after Cleveland was awarded the RNC, an executive level group met to discuss the issue of how to house the thousands of officers coming to Cleveland to assist with our RNC security needs. With hotel space at a premium and price a significant consideration, the idea of using university dormitories was broached. Steps were immediately taken to put a “hold” on the local university/college dormitories to secure housing for our partner agency officers.

The planning group conducted numerous site visits to all of the local universities and scouted out the arrangements and spoke with university staff about transportation, meals, and number of rooms we would need at each university. Cleveland State University, Case Western Reserve University, and Notre Dame College were eventually contracted by the City of Cleveland. The remaining dormitory stock was released to the Federal agencies and other outside groups in desperate need of overnight accommodations.

### ***Training Overview***

The atmosphere towards Law Enforcement leading into the event was particularly negative. Several high profile police involved shootings had led to several large scale riots as well as peaceful protests across the country. Weeks before the RNC, Dallas Police Officers were murdered while escorting a peaceful march in Texas. CDP prepared a training regimen for the worst possible scenario. This created a large amount of consternation and fear of the unknown for members of the local law enforcement community. Due to the aforementioned current events, training and preparedness became even more important, as not only a way to develop and enhance skills, but to allay fears and provide confidence that we would succeed no matter what transpired.

Working with FEMA/DHS with whom we already had a relationship, training was provided for all elements of field force. This training ran the gamut, starting with planning and controlling a large event down to extricating a protester from an iron dragon device. We included civilian members from other city departments including council members and prosecutors. This was integral to getting the message out of what citizens would be seeing during the event and eased any fears regarding the “why and how” of law

enforcement activities. The CDP was very sensitive to citizen concerns regarding law enforcement taking a militaristic approach. By having the non-law enforcement leaders attend training, said leaders would be able to explain reasoning and training. Thus, the buy-in from our residents was enhanced.

Prior AARs had stated how integral to success bicycles had been during other large-scale events similar to the upcoming RNC. CDP senior leadership agreed and a bike unit was built from scratch. The bikes purchased are extremely versatile and can become the main field force unit, supplemented by traditional field force. Many training opportunities were provided to ensure competency in this unit. Detailed descriptions of these training courses can be found later in this section.

CDP created training for grenadiers, new gas masks that were purchased, and RNC-specific policies. Leadership worked with outside personnel to provide training concerning protester rights and the filming of law enforcement. State-mandated weapon recertification and in-service training (which included search and seizure) were completed prior to the start of the RNC. Upon arrival in Cleveland, CDP trained all outside partners on our policies and procedures.

### ***Training Sessions Conducted/Participated In***

The following is an overview of the training, conducted by CDP and partners leading up to the 2016 RNC with course overview and objectives. Attendees to each training session are approximate. Any practicing of learned skills and any internal small scale or specialized unit exercises are not reflected below. Training estimates reflect Cleveland Division of Police personnel unless otherwise noted.

#### ***1. Incident Command***

Incident Command: Capabilities, Planning, and Response Actions for All Hazards is a three-day course that provides management-level responders with knowledge of how decisions made by responders from various disciplines can impact the handling of a chemical, biological, radiological, nuclear, or explosive (CBRNE) incident. The importance of planning and training for a CBRNE incident response is stressed to participants, thus the course incorporates preparedness planning considerations and incident management concepts to train participants to serve as members of an incident management team.

Participants are immersed in a curriculum that will promote development of their abilities to evaluate the threat, identify and prioritize probable targets, measure required capabilities, and discuss the Incident Response Plan (IRP) and Incident Action Plan (IAP) processes. The course culminates with a real-time, scenario-driven tabletop exercise that requires participants to apply concepts learned during the course to plan for and manage emergency response resources.

- Identify responsibilities of personnel within the incident command system.
- Establish the initial command; perform a needs assessment, and institute accountability, life safety, scene stabilization, and property conservation measures.
- Establish a relationship between the Incident Commander (IC) and the Emergency Operations Center (EOC).

*Total Trained – 50*

#### ***2. Field Force Command Planning (One Day Offering)***

Field Force Command Executive Level 1 day course is an abbreviated version of the three-day course. This course prepares the management level student to serve as a member of an incident management team

during a civil action or disorder. The course provides instruction on incident management, incorporating preplanning considerations and other responsibilities of management level responders.

- Determining assets required for controlling a civil action/disorder and establishing objectives for operational and support elements
- Developing comprehensive strategic and tactical plans for an organization preparing for special events, civil disorders, and public assemblies
- Applying legal principles and applicable case and statutory law to individual positions and the department's mission
- Explaining the use of team tactics to mitigate protester actions during a civil disorder event

*Total Trained – 60 (20 CDP, 40 outside including other departments, prosecutor, leaders)*

### 3. Field Force Extraction Tactics

Through this course, responders receive instruction in protest situations, legal considerations, responsibilities of extrication teams, and extrication techniques required to defeat protester devices. The course culminates in a series of hands-on activities that allow responders to practice all of the learned skills (operating extrication tools, defeating protester devices, communicating with other students while operating power tools) in a realistic context.

*Total Trained – 50 + majority of Cleveland Division of Fire employees*

### 4. Field Force Operations

The Field Force Operations (FFO) course provides state, tribal, and local law enforcement agencies with the knowledge and skills necessary to prepare for and successfully mitigate threat incidents involving civil disorder/disturbances. This course combines classroom instruction with practical exercises to allow responders to practice concepts and tactics in a controlled environment.

1. Apply lessons learned involving civil actions/disorders
2. Describe the psychological influences of mob behaviors
3. Describe the tactics protest groups use during a civil action/disorder that require a law enforcement response
4. Apply legal principles and applicable case and statutory law in response to civil actions/disorders
5. Describe the process for conducting a mass arrest at a civil action/disorder
6. Describe how team tactics can be used to mitigate protester actions during a civil action/disorder
7. Operate within crowd control formations while working in a Mobile Field Force (MFF)

*Total Trained – 1,200 (900 CDP, 300 outside agencies including EMS and CDF)*

### 5. Improvised Explosive Device Counter-Terrorism Workshop

This workshop enhances the participant's understanding of the IED threat, surveillance detection methods, and soft target awareness. The workshop also covers awareness and prevention measures, as well as collaborative information-sharing resources to enable first responders and critical infrastructure owners, operators, and security staffs to deter, prevent, detect, and protect against the illicit and terrorist use of explosives in the United States.

*Total Trained – 250 (190 CDP, 60 outside agencies including local venue security)*

#### 6. Improvised Explosive Device Search Procedures

This workshop increases IED awareness and educates participants on bombing prevention measures and planning protocols to detect IEDs by reviewing specific search techniques. This workshop builds knowledge of counter-IED principles and techniques among first responders and public/private sector security partners tasked with IED search and response protocols.

*Total Trained – 35 (30 CDP, 5 outside agencies)*

#### 7. Surveillance and Counter Surveillance Detection

This course provides law enforcement and public and private sector security professionals' instruction on how to detect hostile surveillance by exploring surveillance techniques, tactics, and procedures from an adversary's perspective. These skills enhance counter-IED capabilities of law enforcement and security professionals to detect, prevent, protect against, and respond to IED threats.

*Total Trained – 90 (85 CDP, 5 outside agencies)*

#### 8. Vehicle Borne Improvised Explosive Device Detection

The Vehicle Borne Improvised Explosive Device Detection (VBIED) course is a one day course which provides response personnel with the knowledge and skills in the improvised explosive device (IED) threat, identification of components and devices, methods for reacting to IEDs, and the procedures for inspecting vehicles to detect vehicle-borne IEDs. The course includes an overview of the vehicle-borne IED threat, fundamentals of IED and explosive effects, means for creation of homemade explosive devices, vehicle-borne IED clues, vehicle inspection procedures, and a comprehensive exercise for inspecting vehicles and identifying vehicle-borne IED threats.

*Total Trained – 75 (50 CDP, 25 outside agencies)*

#### 9. Bomb Making Materials Awareness Program

The Bomb Making Materials Awareness Program (BMAP) is a national program developed by the Department's Office for Bombing Prevention and the Federal Bureau of Investigation (FBI). BMAP outreach materials are distributed by local law enforcement to local businesses to help employees more easily:

- Identify homemade explosives precursor chemicals.
- Identify improvised explosive device (IED) components.
- Recognize suspicious purchasing behavior that could indicate potential bomb-making activities.

BMAP also encourages a stronger relationship between businesses and local law enforcement agencies, reinforcing the foundation of effective community safety and security.

*Total Trained – 20*

10. Law Enforcement Bicycle Association (LEBA) Bicycle Operators Certification

This certification is a 40-hour training course providing the basic skills need for daily operations on a police bicycle. Officers certified as operators become familiar with issues of safety during an eight hour block of power point instruction covering the topics of bike fit, bike set up, safety equipment needed to operate the bicycle, proper gear ratios and gear management during rides, and health and wellness issue of riding a patrol bike. Officers are also trained in patrol tactics such as riding as partners and in group formations, slow and high speed riding, obstacle avoidance, power sliding and emergency braking, citizen encounters, investigatory stops, and arrest tactics.

*Total Trained – 200 (110 CDP, 90 outside agencies)*

11. Tiger Mountain Tactical Crowd Control / Crowd Management Course

This nine-hour training block provides the advanced skills, tactics and strategies needed to control small, medium, and large size groups of peaceful and non-peaceful/violent protesters. This training provides all bicycle operators with the formation riding, movements, crowd separating, arrest procedure and officer retrieval techniques, hand signals, and verbal commands required to be successful as a bicycle officer.

*Total Trained – 240 (120 CDP, 120 outside agencies)*

12. Blast Ball/OC spray Training For Bicycle Operators

Block of training (four hours) to provide designated bicycle officers with the certification to use MK9 & MK4 pepper spray and crowd controlling / dispersing blast balls. This scenario training integrated the tactical bicycle formation, movements, and verbal commands with the layered deployment of the MK9 and MK4 as well as the blast balls.

*Total Trained – 40*

13. Tactical Medical Course (T.E.M.S.)

Qualified officers receive training and certification in advanced and basic airway management, wound assessment and hemorrhage control, shock recognition and treatment, tourniquet application, treatment of gunshot and knife/stab wounds, sucking chest wounds and chest needle decompression, as well as recognition of serious vs. minor injuries and how to address them.

*Total Trained – 2*

14. Flexcuffs Training

Instruction includes proper flexcuffing techniques, safe removal of cuffs, and legal precedents regarding the usage of flexcuffs.

*Total Trained – 235 (190 CDP, 45 outside agencies)*

15. Gas Mask Training

Overview of proper usage, maintenance, and storage of new gas masks ordered for RNC operations.

*Total Trained – 440*



## 16. RNC Policy Review

Overview of all RNC-specific policies.

*Total Trained – 550 (500 CDP, 50 outside agencies)*

### **Positive Actions Identified During Planning Process:**

1. Division of Police conducted training on multiple shifts to limit the impact on patrol and always attempted to integrate with other agencies for continuity and familiarity when the event transpired.
2. Interaction with federal agencies (DHS/FEMA) proved to be extremely beneficial to meeting training needs.
3. Integrating lessons learned from previous cities who have hosted national conventions allowed the Cleveland Division of Police to plan, staff and procure equipment more efficiently than if this research had not been conducted.
4. The partnership with the Ohio State Highway Patrol (OSHP) was by far the most important agency relationship that was forged during the planning process. OSHP stepped up with equipment and a full time support staff. We simply could not have accomplished what we did without them.
5. As the RNC drew closer, the City Departments that were involved were very engaged and provided us the support we needed. The leadership of the Mayor and his staff provided guidance and pushed us all in the same direction. With an event of this size and the climate we were in, City Hall leadership was crucial to the overall success.
6. The activation of EMAC and the resources that it provided was the single greatest reason for the Law Enforcement success of the RNC. Without the dedicated, well trained and disciplined law enforcement officers from around the country who stepped up to assist us the event would not have been the safest in the history of political conventions. Even though the number of EMAC partner agencies was small (18) compared to the agencies directly recruited and handled by the Cleveland Division of Police (70+), the significant number of officers that was brought to bear on the RNC through EMAC at almost the eleventh hour turned the tide in obtaining the necessary number of police personnel.

### **Opportunities for Improvement Identified During Planning Process:**

1. A separate training contingent was not created for the RNC. This duty fell on the day-to-day training officers. This decision proved problematic, inefficient and ultimately hampered training goals.
2. Planning for the RNC was severely constrained by the lack of full time staff dedicated solely to that task. The small staff responsible with managing this monumental endeavor was almost perpetually in a state of being overwhelmed. There was only one person in the Division of Police that was assigned full time to this task early on until later when one more member was assigned full time three months before the RNC. Other members of the Division, most notably the Grants Coordinator and members of the Budget Unit and Training Section took on RNC work in addition to their other duties. Logistics for an event of this size is key to a smooth and efficient operation. Successes realized only became apparent due to staff performing far beyond normal expectations. We failed to heed the advice of prior NSSE cities who repeatedly cited the importance of adequate planning staff and an early start. Many cities had a full-time staff in excess of 10 staffers nine months or more out from the event date.

## **Description of Cleveland Division of Police's Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Operational Overview***

The Cleveland Division of Police's mission, with the support of assisting law enforcement agencies, was to be visible on foot, on bicycles and horseback. The equipment and capabilities were present to mitigate any situation that may have presented itself during the enhanced security operations surrounding the NSSE. Many resources were staged out of sight so as not to present a militaristic look to those attending the RNC. The overall operational plan worked very well. Over the duration of the event, 24 arrests were made and there was no property damage.

There were a few skirmishes with law enforcement but they were quickly and professionally brought under control with an appropriate show of resources. The narrative by the media and beyond pre convention was that of unbridled civil unrest, large scale violence, and significant property damage. This was exacerbated by the head of the patrol officers' labor union who doubted our preparedness and caused great angst for potential partner agencies and caused us to devote a significant amount of time to mitigate the harm it caused to our recruiting efforts. Future police leaders must press on and stay focused on the task at hand and not be swayed by the outside or inside influences.

The nomination of the Republican presidential candidate took place on the evening of Thursday, July 21. The Division of Police assigned a command-level officer and 24 Cleveland police officers to assist in the interior securing of this venue for the duration of the convention period. By comparison, Charlotte had 100 officers for their 2012 Democratic National Convention. The USSS was the lead law enforcement agency inside of the venue. Cleveland police and its law enforcement partners provided security outside of the secure zone established by the USSS.

Throughout Northeast Ohio, there were 1,000-1,200 social events associated with the convention that took place outside of the main venue. These events were of varying size and scope. The larger events (concerts, luncheons, dinners, etc.) occurred in venues in close proximity to the arena. Many of these venues were establishments that dispense liquor for sale. The State of Ohio Liquor Control Commission adopted a special rule for the convention period wherein all liquor permitted premises in a five-county area could have requested a waiver to serve alcoholic beverages until 4 a.m. throughout convention dates.

### ***The Welcoming Event***

The welcoming event for The Republican nation Convention took place on Sunday July 17, 2016 at the North Coast Harbor complex. Included in this complex is the Great Lakes Science Center and the Rock and Roll Hall of Fame. The United States Coast Guard Station sits on the eastside of the Harbor. This event was an invitation-only credentialed event that began at 1830 hours and ended at 2200 hours with a large fireworks display. This event was under the direction of the USSS as part of the NSSE. Members of the Division of Police and the Ohio State Highway Patrol provided law enforcement support to the USSS for the event. The event concluded without incident.

### ***Swearing In***

Swearing-in of outside law enforcement officers was conducted at Case Western Reserve University and Cleveland State University at staggered times over two days. Approximately 2,178 officers were sworn in during these sessions.

## ***Operations***

### Operational Zones

It became apparent during the convention periods that the white zone in the center of the City would have the most activity and other resources were moved from other zones accordingly. An overwhelming majority of the activity was in the White Zone and that is where our Intelligence and deployment of officers guided us. The media chute strategy was successful as judged by the fact that there were no incursions or disruptions to the path. There were no security events that could be characterized as major. There were no mass demonstrations, no mass arrests, no fires, no property damage, no major disturbances, no deployment of Mobile Field Forces, and no deployment of munitions. The only incident of any notoriety was an act of arson involving an American flag. It was dealt with swiftly and efficiently with minimal disruption. There were a total of 24 arrests, mostly for misdemeanor offenses.

Public Square became the de facto gathering point for all manner of people exercising their Constitutional rights as well the sightseers that were attracted to the daily spectacles. The site was easily managed by an overwhelming but friendly uniformed law enforcement presence. Tactical movements by these officers, augmented by the Bike Teams, prevented any disturbance from achieving any sort of momentum for major disruption. All the arrests were in the White Zone.

The ICC, which was located inside the USSS secured zone, held daily operational briefings at 1100 hours with all of the heads of the law enforcement agencies from across the country. The location was secure and guarded by members of the Ohio National Guard and OSHP. No incidents were reported during the operational periods of the RNC.

Despite all the controversy and buildup to the planned and unplanned activities associated with the official parade route, the route was used very sparsely. Conjecturally, the route may have been underutilized due to its perceived remoteness from the central and surrounding RNC activities. Bike Teams monitored and provided escorts to the relatively few marchers on the route. There were no issues along the Official Parade Route or in connection with the official Speaker's Platform. The exact number of permitted parades and speakers platform participants is available as an attachment to the Division of License and Assessments portion of this AAR.

### ***Operational Changes***

After day one it became clear that most of the activity would be in the White Zone. Three of the Division of Police's strongest leaders were in charge and were handling the day-to-day operations. During leadership briefings on Day 2, a command level officer was requested to serve in the State Command Center as a liaison was assigned to the Frank J. Lausche State Office Building. That request was honored and re-assigned a Commander in charge of the Gold Zone to the State Command Center. This proved to be invaluable for the leadership teams in that Command Center.

### ***Officer Transportation***

All law enforcement officers supporting RNC efforts were transported by charter bus from their respective lodging locations one hour before they were assigned to be on their post. OSHP handled transportation logistics of partner EMAC agencies and several other agencies. The CDP handled most of the remaining transportation needs via internal transportation assets.

## ***EOC Staffing***

Within the City of Cleveland EOC, multiple positions were filled on a 24-hour basis from July 15, 2016 through demobilization on July 22, 2016. These positions were as follows:

1. Unified Command
  - Staffed by the Chief of Police or a Deputy Chief
2. Operations Section Chief
  - Staffed by a Deputy Chief

*(Note: Each Operations Section Chief had a minimum of one administrative assistant assisting with paperwork and other administrative duties. These members were Cleveland Division of Police personnel who work day-to-day with the Deputy Chiefs.)*

3. Operational Field Liaisons
  - White Zone
    - Staffed by a Sergeant/Officer per operational period
  - Blue Zone/Gold Zone (Combined for purposes of field liaison function)
    - Staffed by a Sergeant/Officer per operational period
  - Purple/Lodging/Public Safety Central (Combined for purposes of field liaison function)
    - Staffed by a Sergeant/Officer per operational period
  - Traffic Operations
    - Staffed by a Sergeant/Officer per operational period
4. Law Enforcement Branch Director
  - Staffed by Deputy Chief *(Note: Time primarily spent in field)*
5. Logistics Section Chief
  - Staffed by Commander (A Shift) and Captain (B Shift)
6. Logistics Branch – Supply Unit
  - Staffed by Lieutenant per shift
7. Law Enforcement Dispatch
  - Staffed by a minimum of two Cleveland Police Dispatchers per shift
8. Security Camera Operators
  - Staffed by a Detective (Crime Analysis) and Officer (Patrol). *(Note: One camera operator per shift)*

## ***Lodging of External Law Enforcement***

Cleveland State University housed approximately 450 troopers and staff affiliated with the OSHP. Notre Dame College is approximately 30 minutes from Quicken Loans Arena. It housed approximated 200 officers, support staff and charter bus drivers. All of which who had access to vehicles. Case Western Reserve University housed approximately 1,900 officers and staff. There was a Command Post set up in the main cafeteria at CWRU to address any issue that may have come up with the approximately 1,900 law enforcement officers lodged there. The post was commanded by the Third District commander. No significant incidents were reported during of the entirety of RNC operations. Officers from partner agencies who resided more than 45 minutes from downtown Cleveland were provided the opportunity to

be housed in one of the universities. Every officer that was housed was provided a meal before and after their respective shifts at each of the universities.

The majority of partner agencies arrived on Saturday, July 16, 2016, between noon and 1800hrs. OSHP handled the lodging logistics of the EMAC agencies as well as several non-EMAC partner agencies. Check in and out was handled by the staff assigned to Notre Dame College (NDC), Case Western Reserve University (CWRU) and Cleveland State University (CSU). During check-in it became apparent that there was insufficient staff to meet the load of incoming officers, especially at CWRU. Unlike hotels, which are comprised of specially trained staff, computerized room reservation systems, key cards/electronic room entry, and hospitality support staff, colleges are not in that business. Many room assignments ended up being given out in an impromptu method, thus making it impossible to track what officers were assigned to what rooms.

The main lodging issue worth noting was the lack of air-conditioning in many dormitories. This was addressed in part by the provision of box fans by the school. Additionally, some partner agencies and officers self-assigned themselves to certain accommodations without conferring with the CDP planner tasked with this logistical task thus further exacerbating the logistical challenges of lodging over 2,000 law enforcement personnel.

### ***Demobilization of External Law Enforcement***

Demobilization took place starting immediately after the last shift was completed on July 21, 2016, and continued until 1600 hours on Friday. Each agency was responsible for their own planning of demobilization. The Division of Police assisted with escorts and bus transportation but the logistics of movements and times of departure were internal to each agency. Our pre-convention conversations with other cities who had hosted RNC had told us that letting the agencies demobilize on their own with assistance only as requested was the most efficient way to accomplish this task.

Distributed PPE was maintained daily at the staging locations and picked up from same by CDP officers upon conclusion of the details. CDP bicycles that were used by outside agencies remained at Public Safety Central from where they were staged. To date, all BJA funded equipment obtained by CDP remains in the possession of CDP.

### **Positive Actions Identified During RNC Operations:**

1. The discreet positioning of Mobile Field Forces (MFF) in various commercial and government buildings scattered throughout the operational zones was a significant strategy in preventing bad actors from coalescing into unmanageable disruptive/destructive forces. These locations became bases of operation from where the secreted officers were prepared to emerge in full MFF regalia to engage disruptive/destructive actors or, as was the case all week, simply emerge in large numbers wearing the normal uniform of the day. When not in the field, the staged officers were afforded food and rest at these locations.
2. The platoons of bicycle officers operated exactly as envisioned. Their tactics and orchestrated maneuvers averted countless potential flashpoints. The bikes were used as mobile barricades to funnel and direct marchers. But more often than not they became human shields protecting and separating vocal groups of opposing ideologies exercising their First Amendment right to free speech.

3. The activities of our intelligence assets (pre and during-event) working in partnership across all strata of law enforcement quietly and without fanfare made a significant difference in impeding and interrupting any planned destructive disturbances.

### **Opportunities for Improvement Identified During RNC Operations:**

1. Tracking the work hours of thousands of law enforcement officers from a single agency for a special event is a challenge. Tracking thousands of hours of law enforcement officers from nearly 100 different agencies from across the state and across the country is exponentially challenging. Groups and units were self-responsible for delivering completed time sheets to a central collection point at the end of every shift. The process was burdensome.

The burden could have been alleviated if the original concept of assigning Cleveland Division of Police supervisor liaisons to each foreign agency was realized. However, as with nearly all identified challenges, the greatest impediment was a lack of manpower. This process could be improved if future host agencies have a sufficient number of home agency liaisons assigned to cover all foreign agencies, not only for timekeeping issues but also as a simple matter as having a designated personal point of contact for all issues.

2. Another area of improvement, while it did not directly impact the delivery of services in the operational arena, was the load-in of agencies arriving at their assigned college dormitories. A well-managed and smooth check-in can set the tone for a mission. A successful check-in is possible with sufficient planning and sufficient staffing, not only for the day of but for all the logistics leading up to it.

### **Recommendations To Future Host Cities:**

1. You can never start training for the event early enough and you can never provide enough training. If your City is even considering hosting an event, monies must be budgeted for training. This includes money not only for training equipment but backfill for attendees.
2. The hosting police agency must determine the proper proportion of its assets that will be devoted to the event and what portion will be devoted to providing everyday services to its citizens. This should be done in consultation with the involved planners as early as possible.
3. Attempt to get buy in early on from your BJA point of contact. Our contact was a hindrance and was not a full on partner for us as we attempted to navigate the BJA grant process and requirements. The point person for BJA should spend more time in the City with the planning team. Bi-weekly updates, conference calls and e-mails are not enough. This person was also not available on weekends or holidays.
4. Agencies should not waste time putting out a scatter shot call for assistance. Few law enforcement agencies have sufficient human capital, internally or within a reasonable geographic area, to meet the security needs of hosting an NSSE. Projections for most such events call for anywhere from 3,000 to 5,000 law enforcement officers.
  - As was the case for Cleveland, the net had to be methodically cast wider and wider. Recruitment of outside resources was made more difficult by the political environment and the mood of the country at the time. Anti-police sentiment was at the highest it's been in recent memory. Antipathy to the Republican Party and its field of candidates, particularly one candidate, was reaching a fever pitch. False stories began to circulate

nationally about Cleveland's state of unpreparedness, mostly perpetuated by a small but influential component of organized labor within CDP.

- Many agencies were reluctant to assist and still many more could not or would not assist for various reasons. The numbers of personnel committed by outside agencies fluctuated by the hundreds on an almost daily basis as potential partner agencies rescinded previous verbal commitments to assist.
  - Future host agencies will have to balance the need to keep security preparations confidential (for the safety of officers involved) and others' "need-to-know". Eventually, the governor of Ohio activated the EMAC which resulted in immediate and well-organized responses from state law enforcement agencies from across the country. In hindsight this should have been the first action taken to acquire sufficient law enforcement human capital for the 2016 RNC.
5. If the host agency does not already have a robust, well-trained, and well equipped Mobile Field Force component, steps should be taken immediately to create one.
    - Policies regarding their use must be well crafted and heavily weighted toward the protection of citizens' Constitutional rights.
  6. Future host cities who have not hosted a political convention have the potential to face nearly insurmountable challenges. Most of these challenges are beyond the control of the city. Federal legislators and federal agencies control much of the timelines and control of all of the funding. Monies need to be appropriated by Congress; the Bureau of Justice Administration (BJA) through the Department of Justice (DOJ) administers the necessary grant funding; and Executive Order 13688 (signed by President Barack Obama in 2015 as a reaction to the "militarization" of police forces in Ferguson, MO, creating a list of prohibited and controlled items) controls the expenditure of that money. USSS will largely determine operational areas.
  7. Agencies must be prepared that the window for completing procurement will end well over a month in advance of actual operations. Cities are responsible for any procurement expenses outside of this window.
    - Cities will be faced with timelines which appear impossible to meet. Cities must inventory their needs and prioritize them as soon as they are selected to be a host city. Planning personnel need to be selected and budgets must be set. Items/services need to be approved, specified, vetted through the bid process, procured, delivered, trained on, as well as have written policies in place for each such item/service.
    - Vendors providing the items and services will be placed in uncompromising and impossible situations to deliver on time. Agencies will be told they have to train on equipment before they can be approved for it, but cannot train on it because they do not have it to train on. The impact and strain this puts on training timelines is obvious.
    - Police agencies can expect to receive funding approval for expendable munitions such as OC spray or pepper balls, but not be approved for the launchers or paintball style guns that launch them (Executive Order 13688).
    - Agencies must be prepared that the BJA will go beyond the scope EO 13688 and add innocuous civilian items such as Ford pickup trucks, golf carts, and protective bike gear to the "controlled list". Hopefully, other cities will have more than three months to pull off this herculean task of complying with the grant requirements. While it is always good to

plan far in advance to get the necessary equipment, cities doing so risk that some of their expenditures may ultimately not meet grant funding guidelines and will hence not be reimbursed.

8. The need to adequately staff a planning team cannot be overstated. There must be a full time staff that is dedicated solely to planning the event.
  - There should be sufficient staff not only for planning but also to manage the mundane tasks of maintaining all manner of data bases and repositories of information (personal assignments, lodging logistics, vehicle logistics, new policies, inventory control, communications with partner agencies, etc.) It will be up to the host agency to determine that staffing based their own organizational infrastructure.
9. The success of conducting a safe and peaceful event also hinged greatly upon the partnerships that CDP has with state and federal intelligence assets. Their work, while invisible, contributed in great degree to outside agitators failing to get any kind of toehold in the streets.
10. In the time leading up to the RNC, the CDP planners were constantly and consistently advised by other agencies experienced in dealing with civil disturbances of the important strategic value of bicycle officers. Multiple agencies suggested doubling the initial estimates. CDP took this advice to heart and fielded over 200 well-trained and disciplined bicycle officers. The result was that organized disruptors were never able to employ their strategy of embedding themselves in with the citizens that were peacefully engaged in Constitutionally-protected activities.
  - Anarchists and their ilk could not achieve the required critical mass to engage in violent protests. This was due in large part to the strategic movements of the bicycle mounted officers. There is little debate that the fielding of bicycle squads was the positive tipping point in maintaining event orderliness and the protection of all citizens and their Constitutional rights.



## **Attachment A – Agencies Coordinated**

<b>City of Cleveland</b>
Cleveland City Council
Cleveland Police Patrolmen’s Association
Department of Finance
Department of Law
Department of Licenses and Assessments
Department of Public Safety - Administration
Department of Public Utilities
Department of Public Works
Division of Corrections
Division of EMS
Division of Fire
Division of Motor Vehicle Maintenance
Division of Parks and Recreation
Division of Traffic Engineering
Fraternal Order of Police Lodge # 8
Mayor’s Office of Communication
Office of Emergency Management

<b>County, State, Federal, Private (External)</b>		
<b><i>(Note: Agencies providing law enforcement officers identified in yellow)</i></b>		
Akron (OH) Police Department	Broadview Heights (OH) Police Department	Cleveland (OH) Metropark Ranger Department
Allen County (OH) Sherriff's Office	Brooklyn (OH) Police Department	Cleveland Metropolitan School District - Administration
Amherst (OH) Police Department	Brooksville (OH) Police Department	Cleveland Metropolitan School District Police Department
Amsterdam (OH) Police Department	Buffalo Wild Wings	Cleveland Port Authority
Angelo's Pizza	Campbell (OH) Police Department	Columbus (OH) Police Department
Athens (OH) Police Department	California Highway Patrol	Cleveland State University
Atlanta (GA) Police Department	Canton (OH) Police Department	Cleveland State University (OH) Police Department
Austin (TX) Police Department	Cary (OH) Police Department	Cleveland Convention Center and Visitor's Bureau
Avon Lake (OH) Police Department	Case Western Reserve University Administration & Housing	Cuyahoga County - Administration
Baldwin Wallace University	Case Western Reserve University Police Department	Cuyahoga County Police Chiefs Association
Bath Township (OH) Police Department	Charlotte-Mecklenburg (NC) Police Department	Cuyahoga County (OH) Sheriff's Department
Bay Village (OH) Police Department	Chattanooga (TN) Police Department	Cuyahoga Falls (OH) Police Department
Beachwood (OH) Police Department	Chicago (IL) Police Department	Dayton (OH) Police Department
Bedford (OH) Police Department	City of Cincinnati (OH) Police Department	Delaware State Police Department
Berea (OH) Police Department	Cleveland Browns	Denver (CO) Police Department
Blue Ash (OH) Police Department	Cleveland Clinic Foundation	Destination Cleveland
Boardman (OH) Police Department	Cleveland Clinic (OH) Police Department	Detroit (MI) Police Department
Bowling Green (OH) Police Department	Cleveland Heights (OH) Police Department	Downtown Cleveland Alliance (DCA)
Bratenahl (OH) Police Department	Cleveland Indians	Dublin (OH) Police Department

<b>County, State, Federal, Private (External)</b>		
E.D.G.E. SWAT	Gary (IN) Police Department	Lorain (OH) Police Department
Eastlake (OH) Police Department	Grand Rapids (MI) Police Department	Lorain County (OH) Police Chiefs Association
Eaton (OH) Police Department	Greater Cleveland Regional Transit Authority	Lorain County (OH) Sheriff's Office
Edgerton Village (OH) Police Department	Greater Cleveland Regional Transit Authority (GCRTA) Police Department	Louisville (KY) Police Department
Elyria (OH) Police Department	Greensboro (NC) Police Department	Lyndhurst (OH) Police Department
Erie County (OH) Sheriff's Office	Hamilton (OH) Police Department	Mahoning County (OH) Sheriff's Department
Euclid (OH) Police Department	Hooley House Sports Pub and Grill	Maine State Police
Fairfax County (VA) Police Department	Hubbard City (OH) Police Department	Massachusetts State Police
Fairview Park (OH) Police Department	Huntington National Bank	Mayfield Heights (OH) Police Department
Federal Bureau of Investigation	Illinois Law Enforcement Alarm Systems (ILEAS)	Medina (OH) Police Department
Federal Emergency Management Agency	Indiana State Police	Medina County Police Chiefs Association
Federal Reserve Bank	Kansas Highway Patrol	Medina County Sheriff's Department
Florida Highway Patrol	Key Bank	Memphis (TN) Police Department
Flower Mound (TX) Police Department	Lake County Police Chiefs Association	Mesa (AZ) Police Department
Fort Wayne (IN) Police Department	Lake County (OH) Narcotics Agency	Miami-Dade (FL) Sheriff's Office
Fort Worth (TX) Police Department	Lakewood (OH) Police Department	Michigan State Police
Franklin County (OH) Sheriff's Office	Lanes Life Trans Ambulance Service (OH)	Middlefield (OH) Police Department
Fresno (CA) Police Department	Lima (OH) Police Department	Milwaukee (WI) Police Department
Georgia State Patrol	Livonia (OH) Police Department	Missouri State Highway Patrol

County, State, Federal, Private (External)		
Montana Highway Patrol	Ohio Department of Administrative Services	Primetime Deliveries
Montville Township (OH) Police Department	Ohio Department of Natural Resources	Prince William County (VA) Police Department
Muskingum County (OH) Sheriff's Office	Ohio Department of Public Health	Public Square, Inc.
New Middletown (OH) Police Department	Ohio Department of Public Safety	Rocky River (OH) Police Department
New Jersey State Police	Ohio Emergency Management Agency	Sandusky (OH) Police Department
Newburg Heights (OH) Police Department	Ohio National Guard	Seattle (WA) Police Department
North Carolina State Highway Patrol	Ohio Savings Bank	Shaker Heights (OH) Police Department
North Miami (OH) Police Department	Ohio State Highway Patrol	Shaker Valley Foods
North Olmstead (OH) Police Department	Ohio State University Police Department	Shawnee Hills (OH) Police Department
North Richland Hills (OH) Police Department	Ohio University Police Department	Shelby (OH) Police Department
North Ridgeville (OH) Police Department	Oklahoma Highway Patrol	Sherwin Williams
North Royalton (OH) Police Department	Olmstead Falls (OH) Police Department	Solon (OH) Police Department
Northeast Ohio Regional Fusion Center	Olmsted Ice	South Carolina Highway Patrol
Northeast Ohio Regional Sewer District Police Department	Ottawa County (OH) Sheriff's Office	South Euclid (OH) Police Department
Notre Dame College (OH) Police Department	Owensboro (KY) Police Department	St. Wendelin Parish
Ohio Association of Chiefs of Police	Parma (OH) Police Department	Stark County (OH) Sheriff's Office
Ohio Benevolent Police Association	Parma Heights (OH) Police Department	Strongsville (OH) Police Department
Ohio Bureau of Criminal Investigation	Pittsburgh Bureau of Police	Summit County (OH) Sheriff's Department
Ohio Casino Control Commission	Pittsburgh National Corporation Bank	Sylvania Township Police Department

County, State, Federal, Private (External)		
Tampa (FL) Police Department	United States Secret Service	West Virginia State Police
Tiger Mountain Tactical	University Heights (OH) Police Department	Westlake (OH) Police Department
Time Saver Products	University Hospitals	Wheeling (WV) Police Department
Tower City Center	Utah Highway Patrol	Whitehall (OH) Police Department
Trumbull County (OH) Sheriff's Department	Volcanic	Wilmington (OH) Police Department
Tuscon (AZ) Police Department	Village of Phoenix (IL) Police Department	Windham (OH) Police Department
Twinsburg (OH) Police Department	Warren (OH) Police Department	Wisconsin State Patrol
Uniontown (OH) Police Department	Wauseon (OH) Police Department	Yakima (WA) Police Department
United States Department of Homeland Security	Wellington (OH) Police Department	Youngstown (OH) Police Department
United States Marshall Service	West Farmington (OH) Police Department	

## Attachment B – Items Rented/Purchased

### *Rented Items*

1 Month Rental	2 Week Rental	1 Week Rental
4 Cargo Vans	38 Passenger vans	30 Portable horse stalls
13 Full size cars	13 Standard size cars	15 Charter buses
10 Mini-vans	10 Golf carts	2000 Interlocking barricades
2 Large SUV's		
3 Passenger vans		
6 Utility vehicles		

### *Purchased Items*

#### Vehicles

Quantity	Description
1	Large SUV
4	High-top cargo vans
5	Prisoner transport vans
2	Pick-up trucks
6	Utility vehicles
3	Dual-sport motorcycles
5	Patrol motorcycles
3	Horse trailers

#### Equipment/Supplies (By Area of Operation)

Quantity	Mounted Officers
5	Muster Saddle
6	Patrol Boots
6	Pair of Breeches
5	Dry Coolers
5	Nylon Sheets
5	Military 5.5" Elbow Bit
5	Tucker Halter Bridle
5	Tucker 5/8" Rein
5	Large Montreal Breast Plate
5	Large Nose and Crown Nylon Halter
5	Lead Rope
10	5 Gallon Poly Flat Back Bucket
11	Full body high impact protection
11	Super Seer Mounted Police Helmets

6	Hot Weather Cool Cap
11	Reflective Breast Collar Cover
11	Set of High Impact Protection Rear Leg Protector
11	Set of High Impact Protection Front Leg Protector
11	40" Mounted Riot Batons
11	Saddle Baton Holders
11	Set of Mounted Thigh Protector
11	Set of Mounted Knee/Shin Protector
11	Set of Mounted Forearm/Elbow Protector
2	Crowd Control Training Ball
11	Large Shell Cattle Bag with reflectors Police
1	Horse Round Pen
11	Rain Coats
350	Bales of Hay (Contract)
5	Hay Bags
1	Equine Clippers
300	Shavings for Horses
6	Equine First Aid kit for horses
100	Cooling shirts for officers
1	35 Gallon Leg Style Water Tank
5	Manure Fork
5	Shovel
5	Wheel Barrow
10	Feed/Water Bucket
11	Pair of Police Riot Gloves
50	Tactical Helmet Mounted Light

<b>Quantity</b>	<b>Administrative</b>
400	Caps
400	Polo Shirt
2	Gyro Stabilizing Device

<b>Quantity</b>	<b>Tactical Officers</b>
24	Tactical Vest
24	Ballistic Helmet (with face shield)
20	Tactical Communications/Headsets (Sylinx)
8	Night Vision Goggles (HRT)
1	308 Spotting Rifle
2	Leupold Mark 4 Sniper Spotting Scopes
5	Leupold Binoculars
2	Front Mount Night Vision for Sniper Rifle
2	High Angle Shooting Platform

6	Battery Powered Spot Lights
5	Tenebraex Polarized Filter
1	Telescoping Ladder (15.5 foot Collapsible Ladder)
1	Telescoping Ladder (12.5 foot Collapsible Ladder)
16	Pointer Illuminator Laser
3	TEMS Rapid Response Kit
20	Rain Gear/Poncho
3	Ballistic Shield
1	Small Camaro Xaver 100 Radar (HRT)
1	Large Camaro Xaver 400 (HRT)
25	M-4 Red Dot Sight System
1	K-9 Camera Kit with Wrist Monitor

Quantity	Traffic Enforcement Officers
61	Liberator Wireless Headsets
1	14 Foot Box Van (1 Ton Cargo)
3	Dual Sport Motorcycle (TBD)
5	Harley Davidson Road Kings Motorcycles
15	Seer Motorcycle Helmets
15	Helmet Liner
15	Helmet Cushion Pads
50	Tactical Duty Riot Package for Helmet
25	Black Visor with Silver Band
6	Black Visor with Gold Band
500	Large 6 ft. Tall Interlocking Barricades
200	Permanent Meter Bags with Locks
400	Traffic Lineators (Large Cones)
200	LED Traffic Control Wands
600	Traffic Vests
600	Orange CDP Traffic Cones
300	Green CDP Traffic Cones
4	Battery Jump Box: Portable

Quantity	Training Officers
8	10'X20' Pop up Canopy 10'x20' (Blue): Off site
60	10 Gallon Water Cooler
1	Generator: Training
10	Re-Useable Flexible Restraint- Training

Quantity	Field Force Officers
300	Police Mountain Bikes: Used as Component of



300	Police Mountain Bike Crowd Control Training Course
300	Police Mountain Bike Training Materials (LEBA Manual)
300	Bicycle Helmets w/full Removable Face Guard
2	Bicycle Tools and Repair Stands (master tool kit)
2	Bicycle Tools and Repair Stands (portable tool kit)
1	Bicycle Tools (compressor and components)
250	Bicycle Officer Personal Protective Equipment
300	Police Bicycle Uniforms: Shirt and Pants/Shorts
350	Police MFF Uniforms: LS Shirt and BDU Pants (Blue)
300	Bicycle Goggles (Ballistic)
2	Repair Stand with Base: Heavy duty stand with
2	Repair Stand with Base: (portable): Stand with
2400	Hydration System
1	Spare Bicycle Parts/Maintenance Supplies (est.
2000	Gas Mask (Avon)
3000	Gas Filters P100
100	Flexible Restraints: 100 per pack
50	Pepper Spray MK46 Refills: Used to refill
200	Pepper Spray MK46 Large capacity for use by field
300	Pepper Spray MK-9 Medium capacity for bicycle officers
600	Inert Blast Balls: Distraction device for bicycle teams
0	FN303 Less Lethal Riot Gun: Can disperse OC
0	FN303: Less Lethal Ammo: 150 Rounds per case
600	Ear Piece- Portable Radio
2000	Kevlar Helmet (Component of Personal Protective Equipment)
2000	7 Pad System for Helmet (Personal Protective Equipment)
2000	Face Shield- Kevlar Helmet (Personal Protective Equipment)
2000	Gloves (Component of Personal Protective Equipment)
2000	Upper Body Protection (Personal Protective Equipment)
2000	Elbow Pads (Personal Protective Equipment)
2000	Forearm Pads (Personal Protective Equipment)
2000	Knee/Shin Pads (Personal Protective Equipment)
2000	Carry Bag (Personal Protective Equipment)
2000	Helmet Bag ( Personal Protective Equipment)
2000	Expandable Baton (Personal Protective Equipment)
2000	Hindi Cap for Baton (Personal Protective Equipment)
2000	Baton Holder (Personal Protective Equipment)
100	Back Pack (FF/ULLF/Fire Suppression/Medical)
350	Cold Fire Tactical Cans (Fire Suppression)
50	1.5 Gallon Cold Fire Extinguisher

40	Hand held megaphone
10	5 Gallon Cold Fire Extinguisher Refill

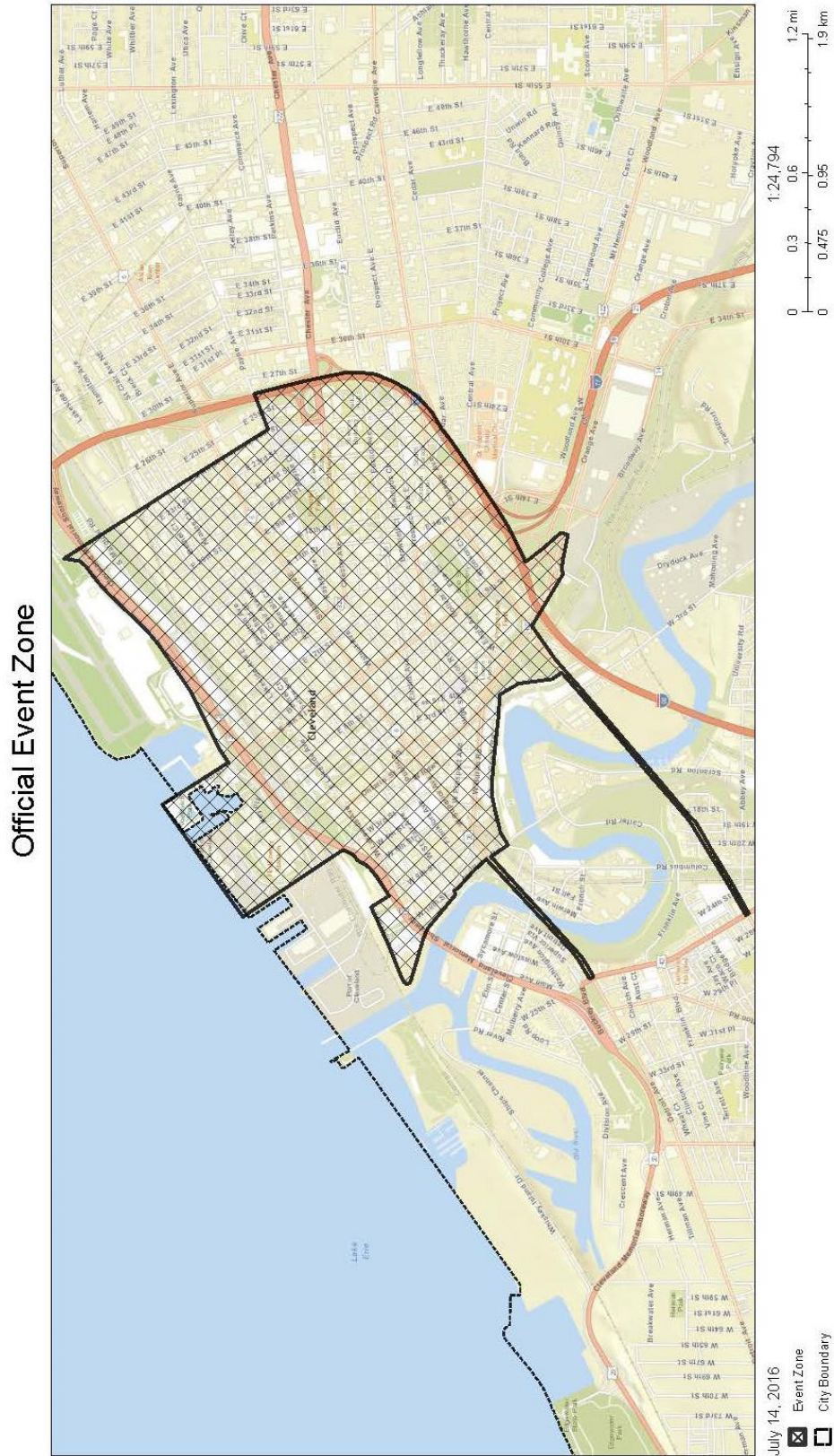
Quantity	Munitions
1500	40MM Spede-Heat Saf Smoke Short Range
1400	40MM Spede-Heat OC Short Range
1000	40MM Exact Impact
10	40MM 250 Shot Training Kits
10	Pouch Set
10	40MM Cleaning System
1400	Crowd Control OC (pepper)
1500	Smoke Canister (White)
2000	Rubber Blast Ball
1	MK-46, OC, Horizontal, Boxed, HV Stream
29	MK-46H Horizontal Valve Assembly Only
330	MK-46V / MK-46H, OC
40	MK-46V / MK-46H Sling
800	MK-9 Aerosol Projector, Stream, OC
1000	MK-4 Aerosol Projector, Stream, OC
50	MK-9 Aerosol Projector, Stream, INERT
50	MK-4 Aerosol Projector, Stream, INERT
300	MK-9 Cool-It Decon
19	Projectile, Inert, Purple, 375 count
58	Projectile, PAVA 10X Black/Red, 375 count
30	62/3000 PSI Air System, Air Tank
30	HP-High Pressure Remote Coil
120	Tube - Speed Load Pod
1	O-Ring, PA.-FA Fill Adaptor, 50 count
2	HPA Bottle, 13 Cubic Inch
30	5.11 Rush72 Backpack (BLACK)
30	5.11 Rush72 Backpack (GREEN)
30	5.11 Rush72 Backpack (FLAT DARK EARTH)
90	5.11 Push Pack (BLACK)
40	MK-46, OC, Horizontal, Boxed
300	MK-46V / MK-46H
800	MK-9 Aerosol Projector, Stream
1,000	MK-4, Crossfire Stream OC

Quantity	EOD Officers
4	Round Point Shovel
4	Square Point Shovel

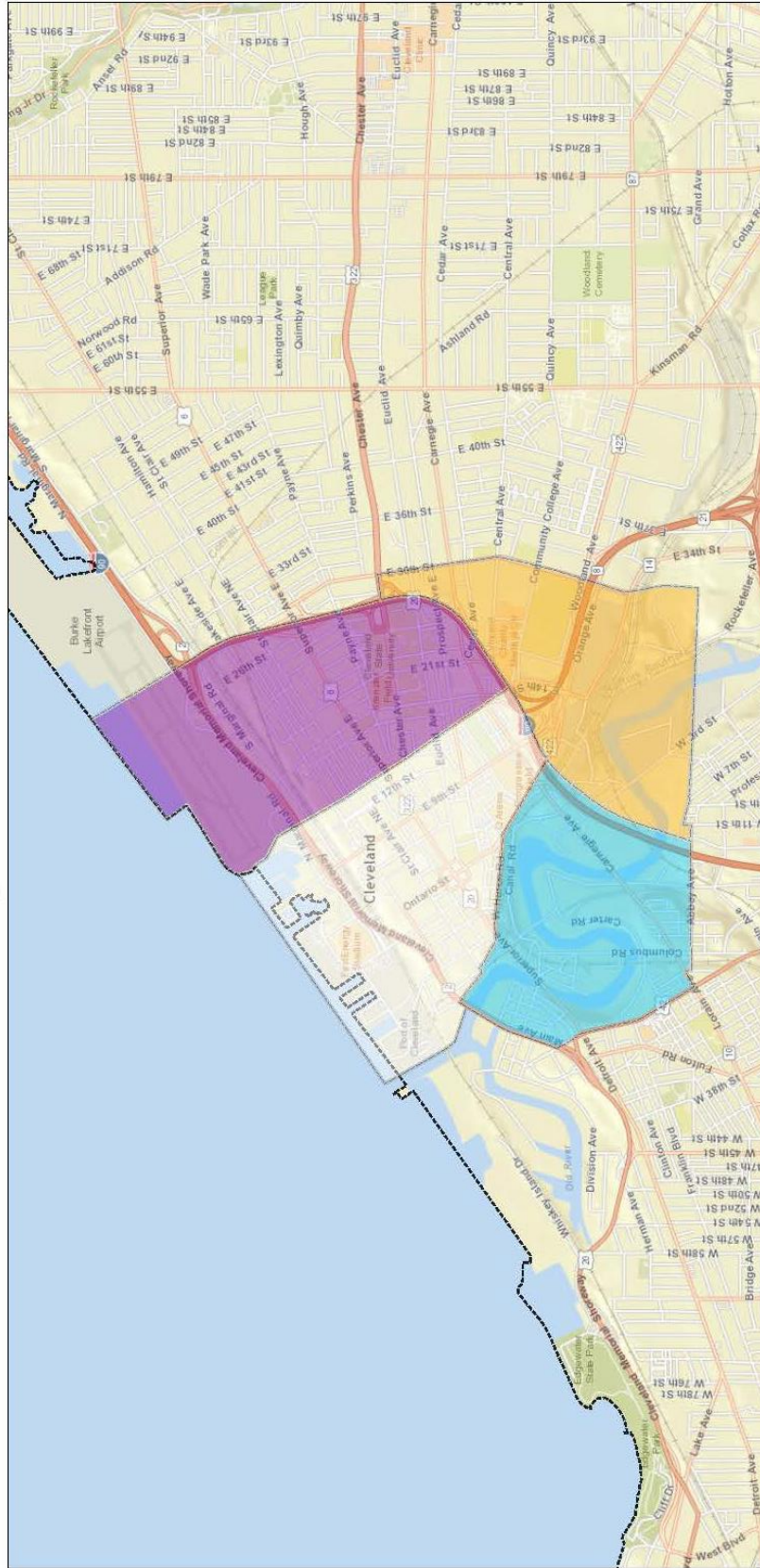
4	Curved Vice Grip Pliers
4	Long-Nose Vice Grip Pliers
4	Straight Grip Pliers
1	Remotec F6B Robot
2	Med Eng Brand,EOD #10 Bomb Suit Large
2	Med Eng,Brand,EOD #10 Bomb Suit Medium
1	X-Ray Source X-R 200 Kit
1	14" Bolt Cutter
1	36" Bolt Cutter
2	Combination Screwdriver Set
2	Combination Wrench Set
2	Adjustable Wrench Set
2	Metal Cutting Snip
2	40' Steel Tape Measure
2	Channel Lock Plier
4	Safety Goggles
4	Leather Gloves
4	Drop Cloth
1	X-Ray Source XRS-3 Kit
2	Tool Carrying Caddy
20	Duct Tape
4	Funnel
4	Gas Can
4	100' Extension Cord
4	Air Packs and Mask MSA-G-1
30	Plastic Containers for Ice and Water

<b>Quantity</b>	<b>Intelligence Officers</b>
2	Pole Camera: 360 Splice Boot Cam with the
6	Hand Held Retractable Pole Camera
60	HD Camcorders
60	HD Camcorder Batteries
60	HD Camcorder SD Cards
60	Camera Carry bag

## Attachment C– Law Enforcement Operational Maps



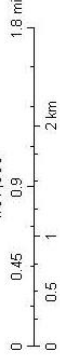
# Operational Zones



June 26, 2016

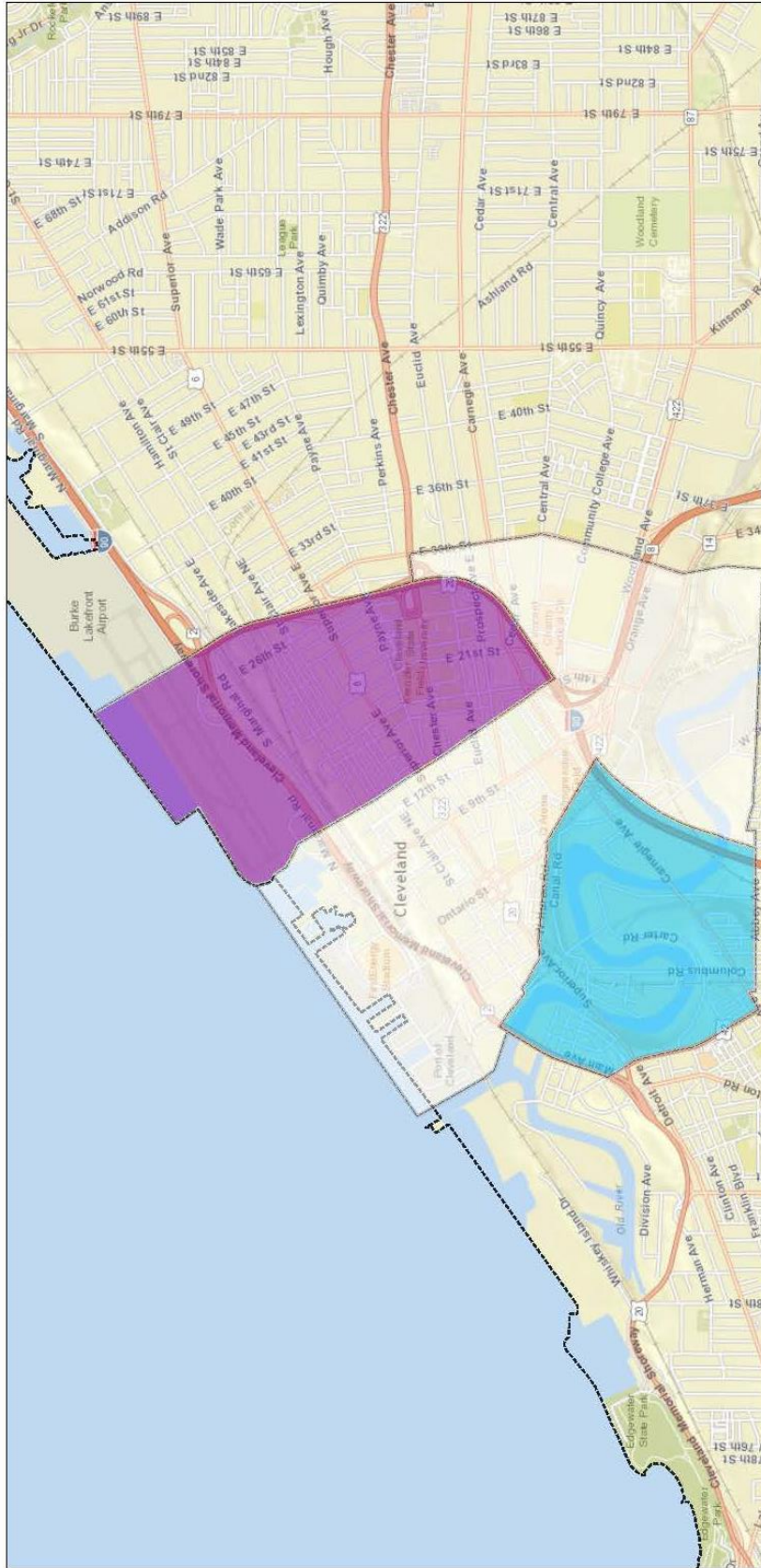
- Blue Zone
- Gold Zone
- White Zone
- Purple Zone
- City Boundary

1:37,000



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), Swire, Nippon, Mappymedia, OpenStreetMap contributors, and the SIS User Community  
 Sandermaurice

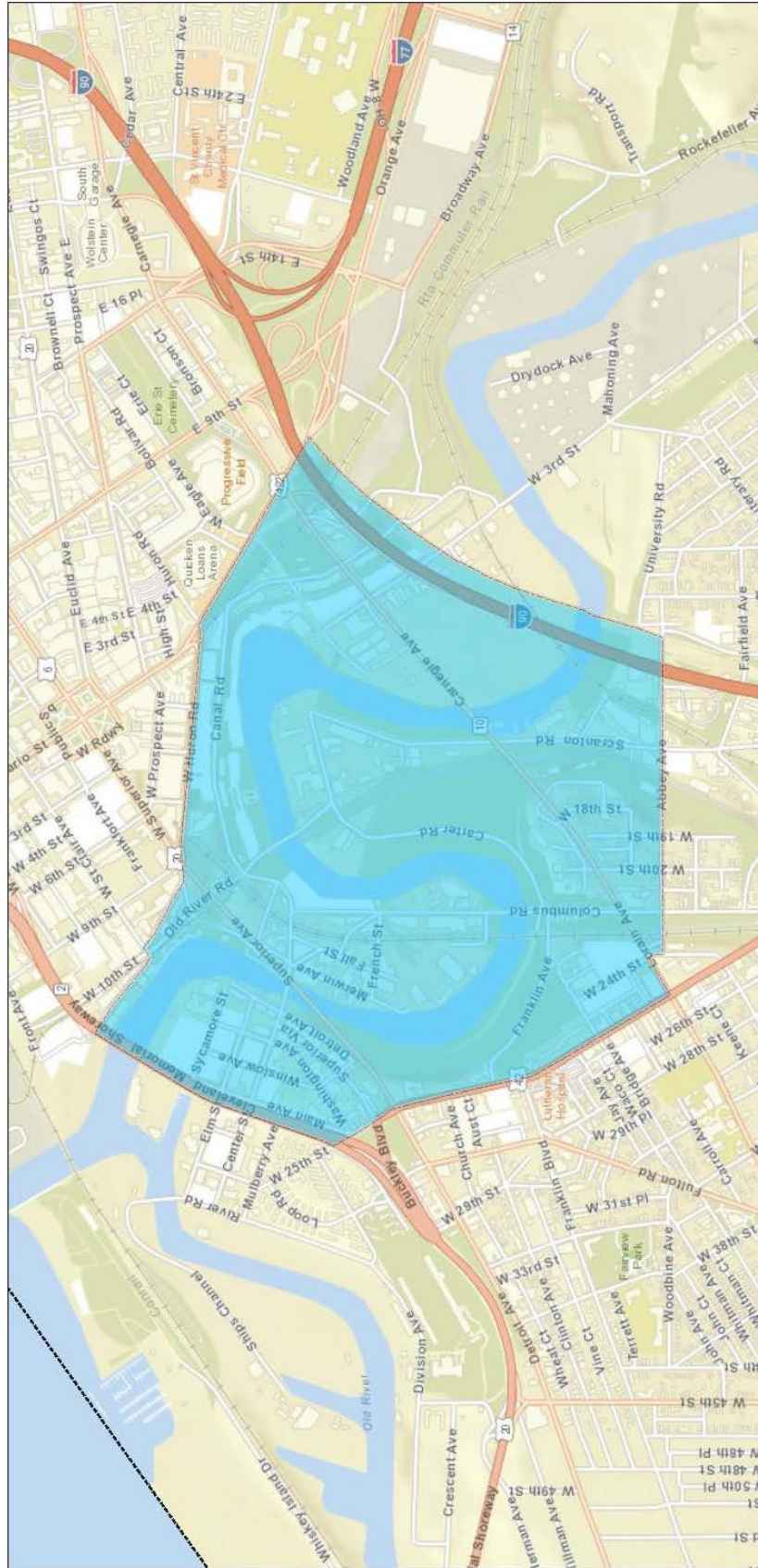
# Operational Zones (New)



- July 20, 2016
- Blue Zone
- White Zone
- Purple Zone
- City Boundary

Sources: Esri, HERE, DeLorme, USGS, Intermap, ioverseas, P  
 Ceo, NRCAN, Esri, Swisstopo, METI, Esri, Swisstopo, Esri  
 (Chennai), Mapbox, Mapbox, © OpenStreetMap contributors, and the  
 GIS User Community  
 xander merrides

# Blue Zone



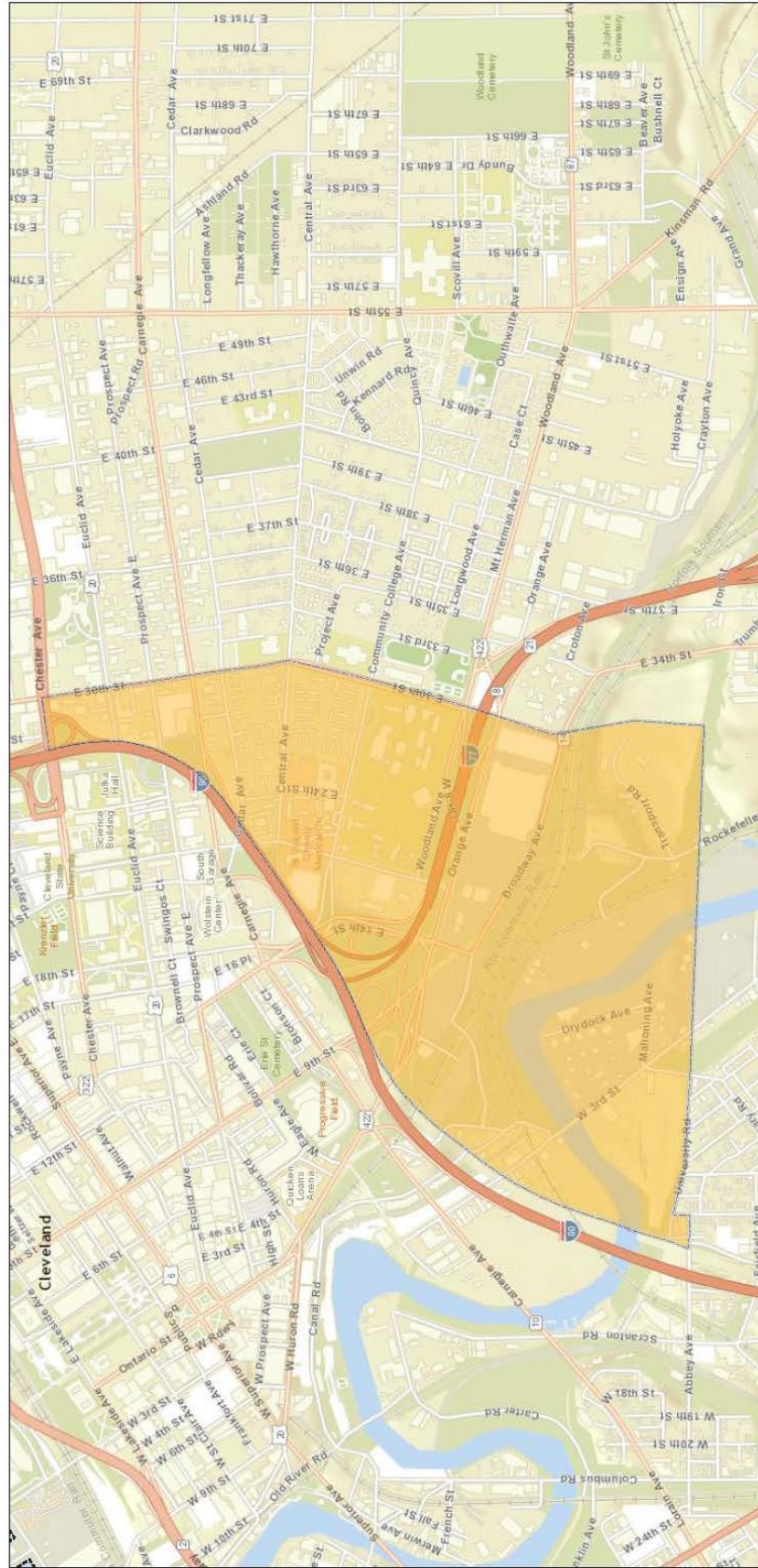
June 26, 2016

1:15,099

0 0.175 0.35 0.55 0.7 mi  
0 0.275 0.55 1.1 km

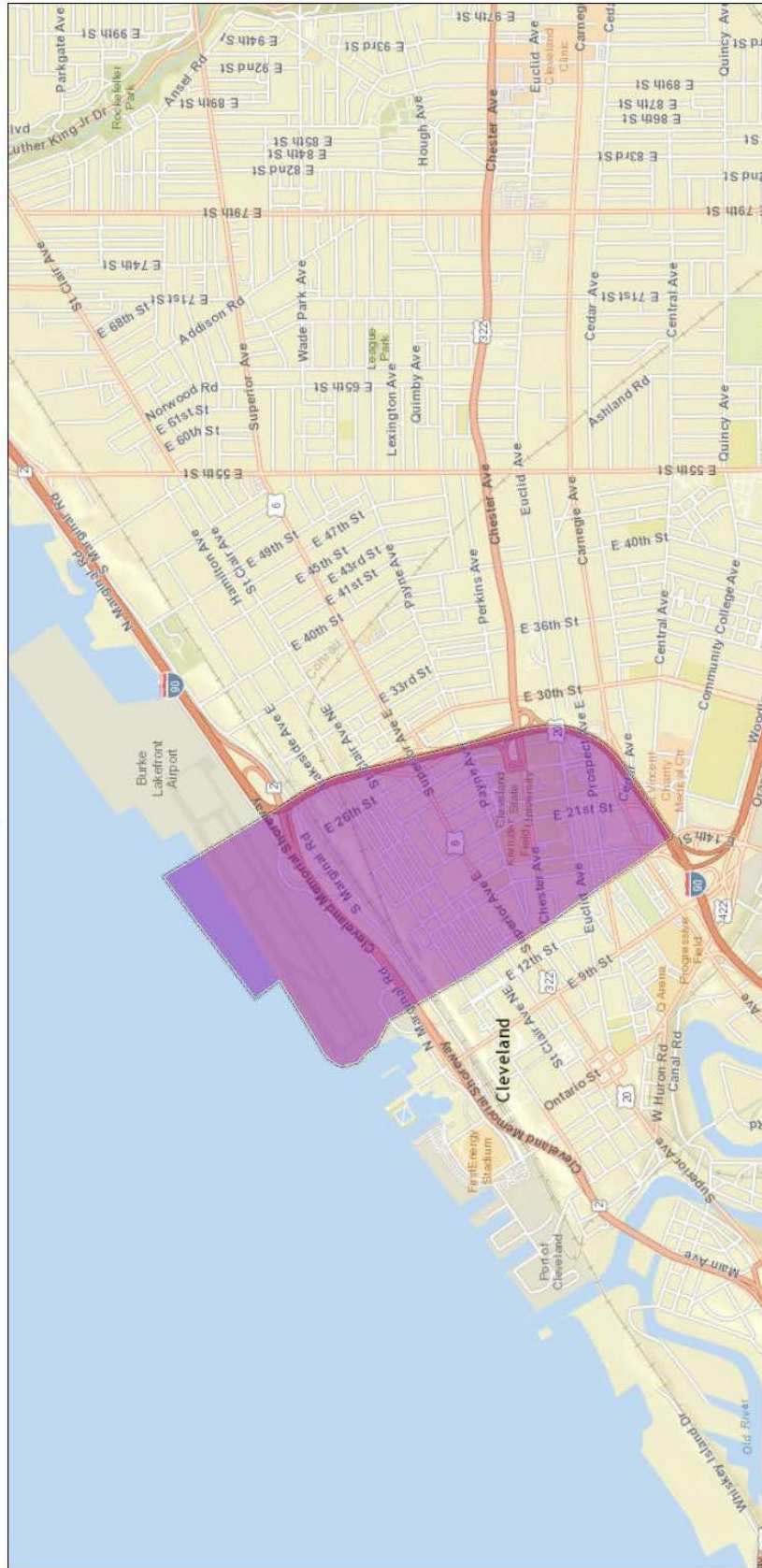
Blue Zone  
City Boundary

# Gold Zone





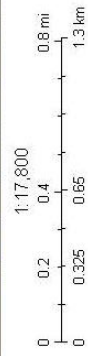
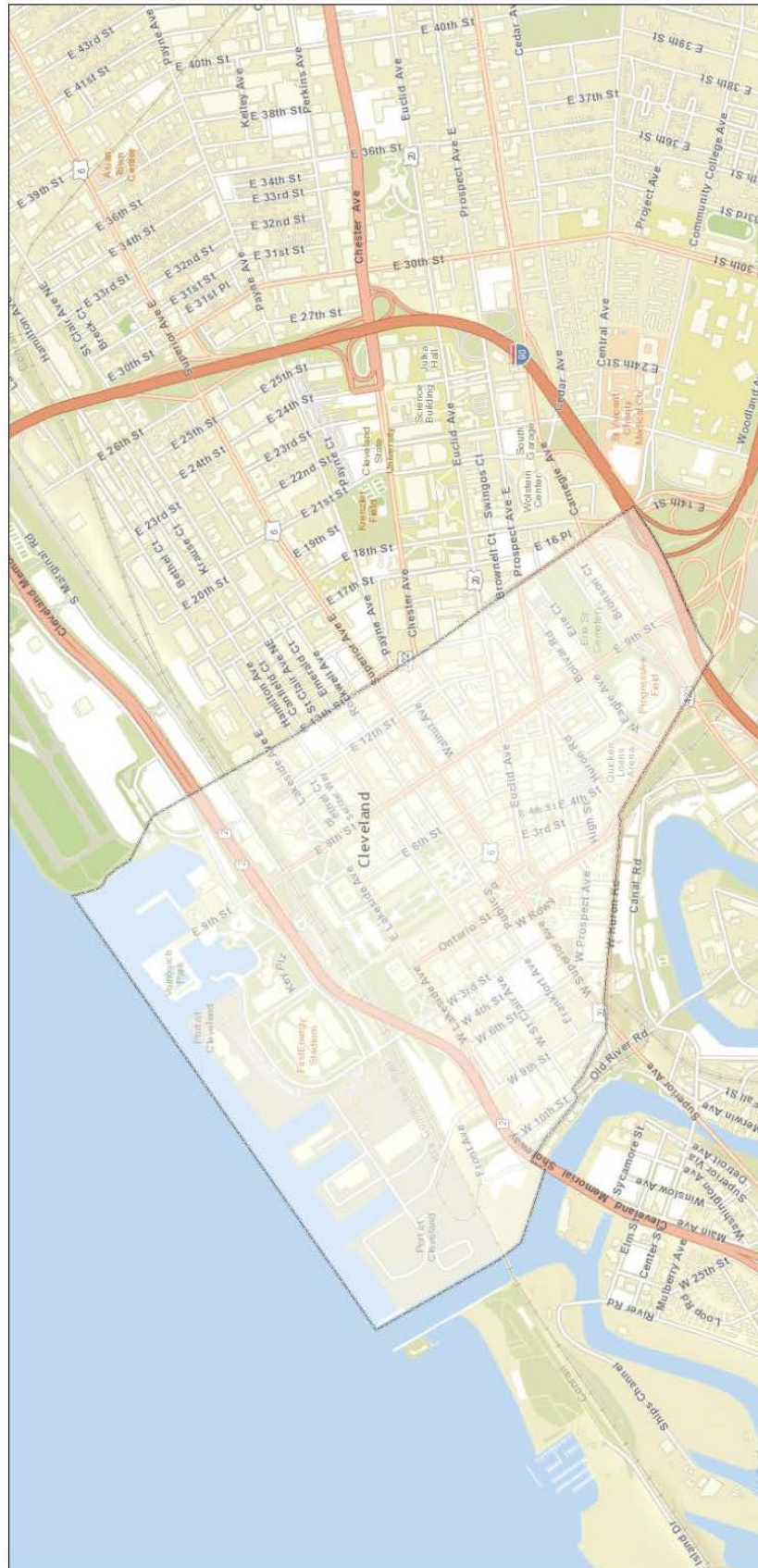
# Purple Zone



June 26, 2016

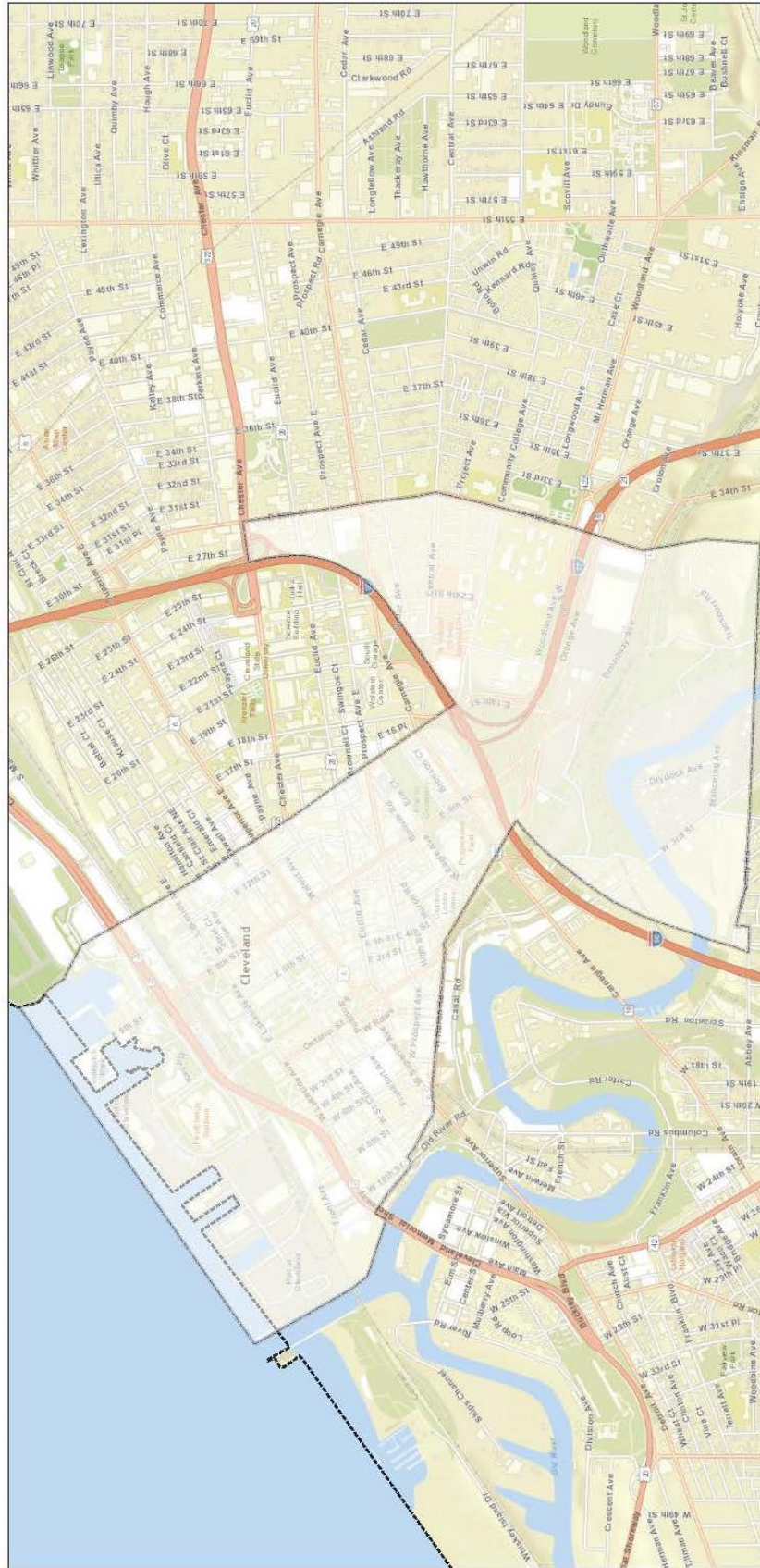
■ Purple Zone

# White Zone



June 26, 2016  
□ White Zone

# White Zone (New)



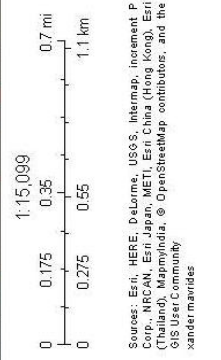
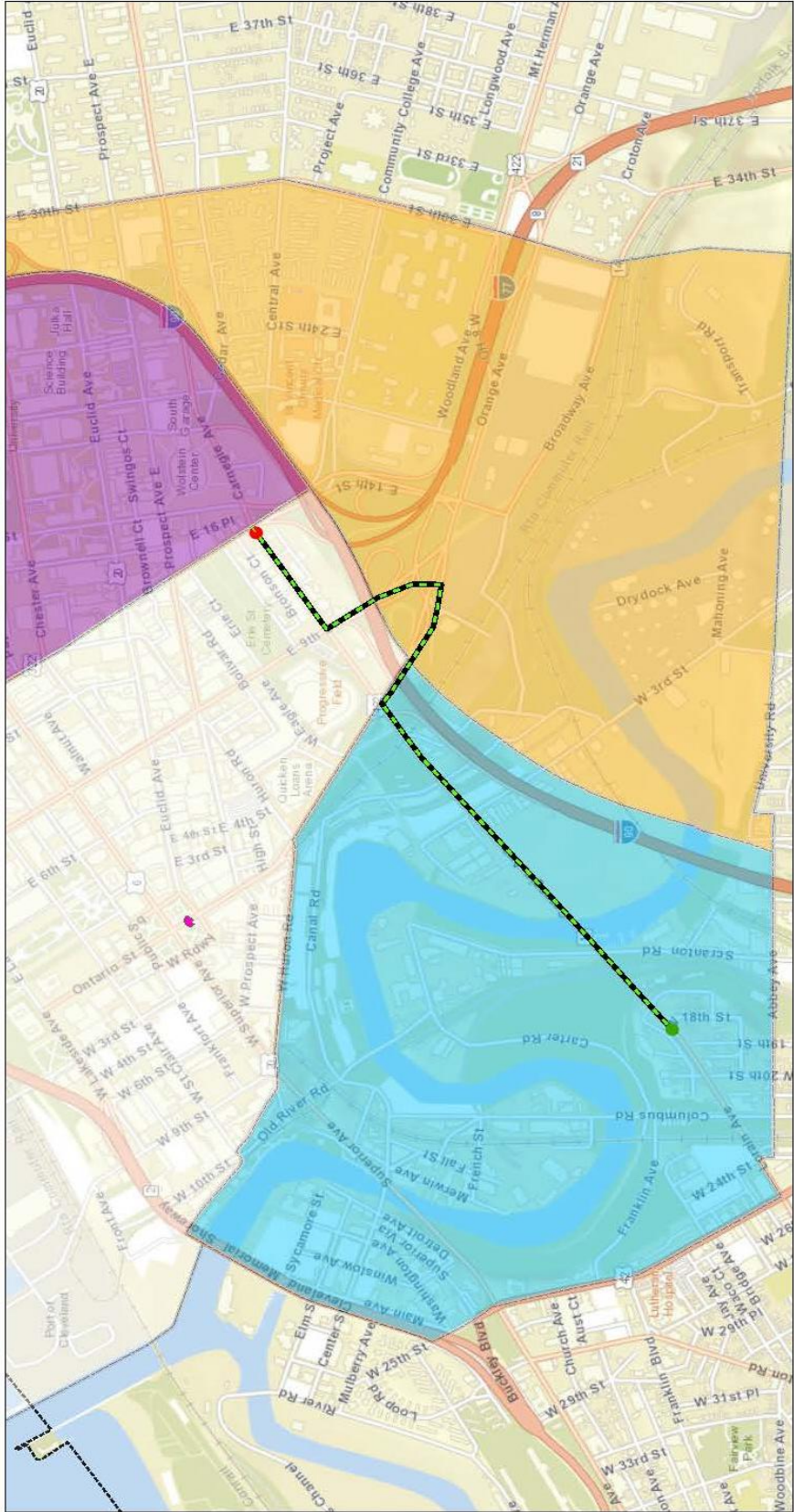
July 20, 2016

- White Zone
- City Boundary

1:22,903



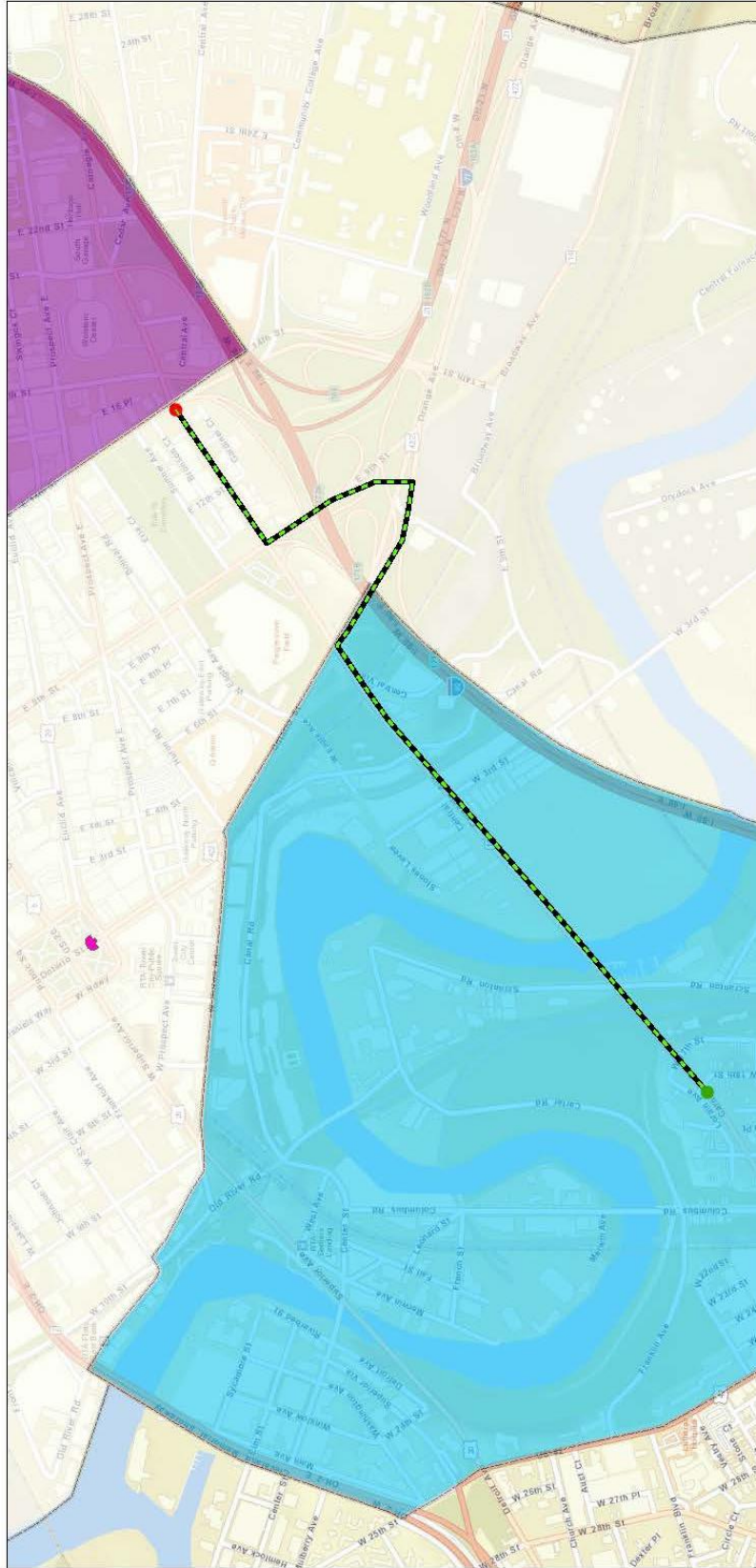
# Parade Route / Speakers Platform



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., GEBCO, Esri Japan, METI, Esri China (Hong Kong), Esri China (Taiwan), Swisstopo, Mapbox, © OpenStreetMap contributors, and the GIS User Community  
 xander mairides

- June 26, 2016
- Parade Route
- Speakers Platform
- Blue Zone
- Gold Zone
- White Zone
- Purple Zone
- City Boundary

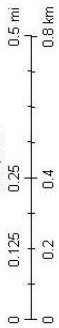
# Parade Route / Speakers Platform (New)



July 20, 2016

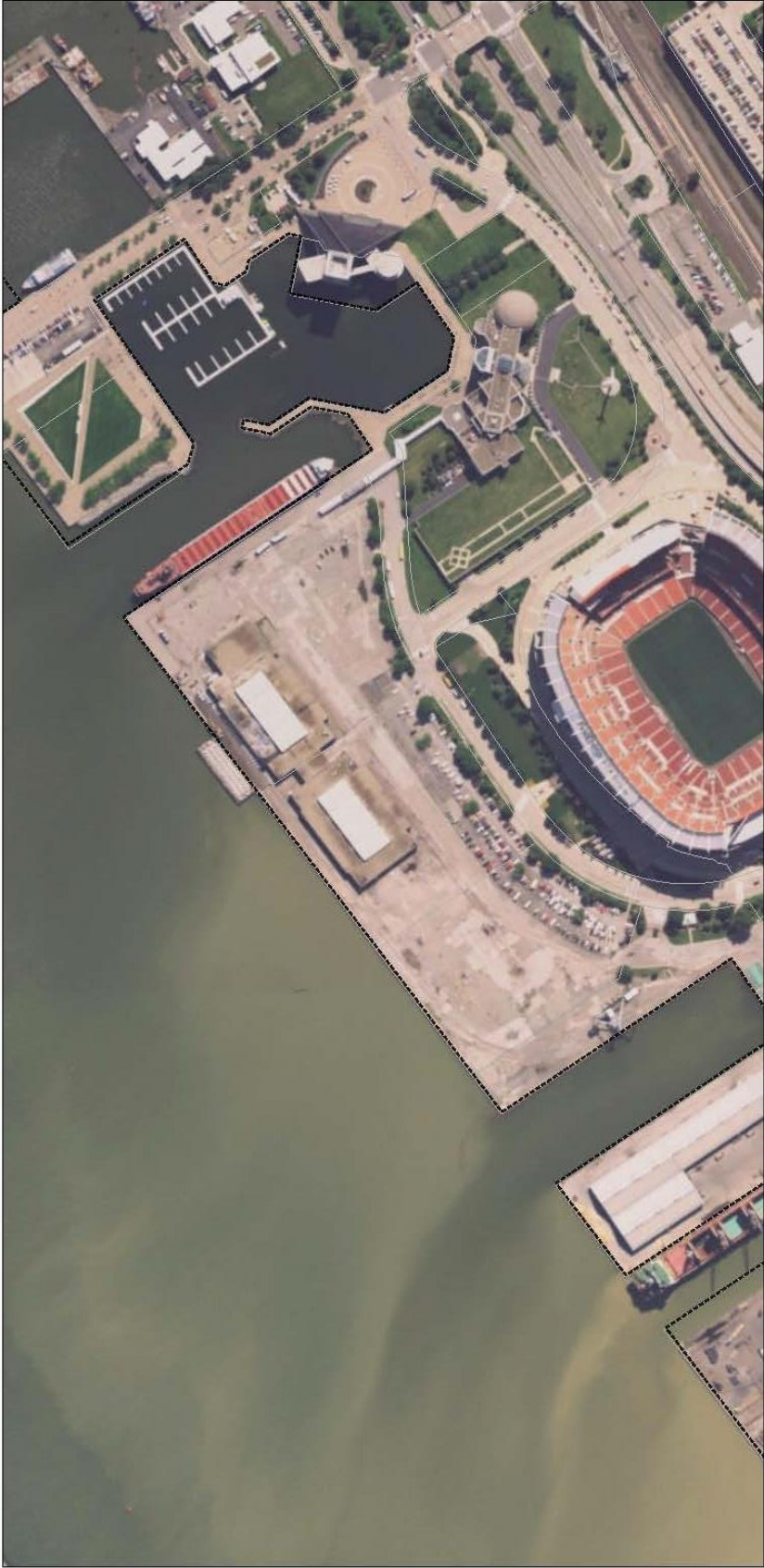
- Speakers Platform
- Parade Route
- Blue Zone
- White Zone
- Purple Zone
- City Boundary

1:11,452



Sources: Esri, HERE, DeLorme, USGS, Intermap, Incentiv P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Remote Delivery Site



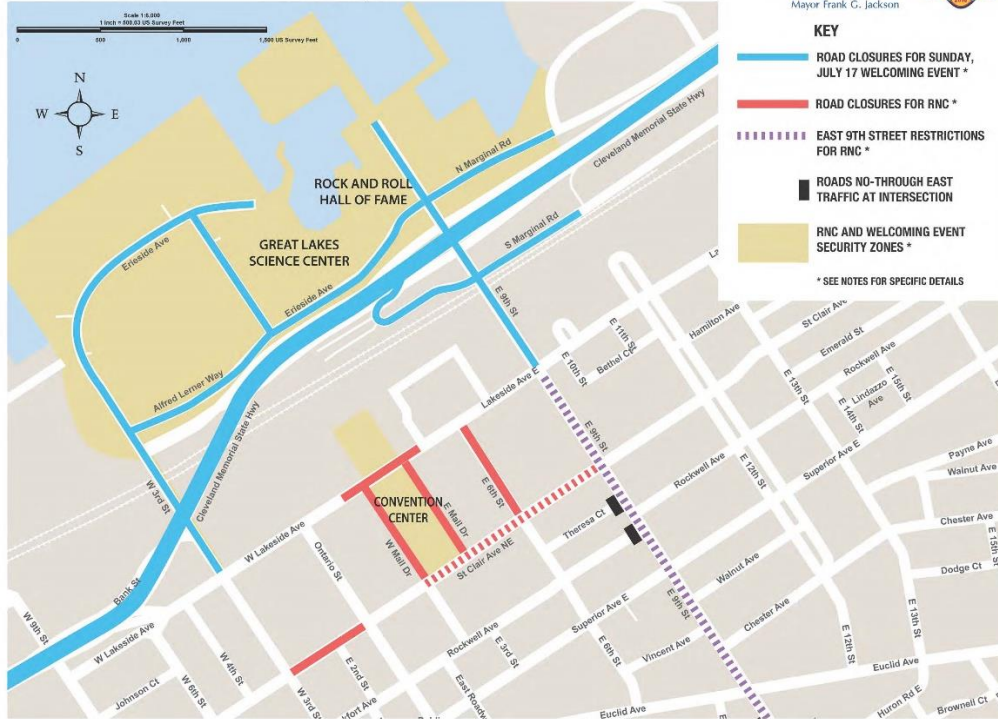
Press Release

Vehicle Restrictions

**REPUBLICAN NATIONAL CONVENTION  
WELCOMING EVENT • July 17, 2016  
Cleveland, Ohio**



CITY OF CLEVELAND  
Mayor Frank G. Jackson



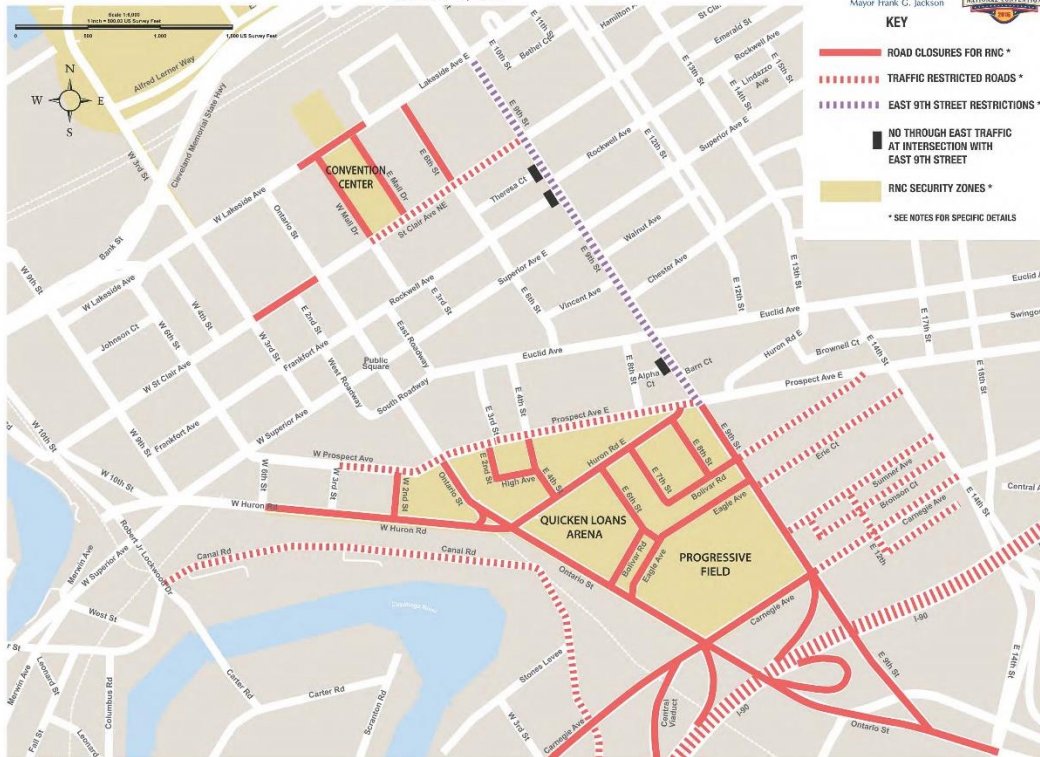
Press Release

Vehicle Restrictions

**REPUBLICAN NATIONAL CONVENTION  
July 18-21, 2016  
Cleveland, Ohio**



CITY OF CLEVELAND  
Mayor Frank G. Jackson



**(PAGE LEFT INTENTIONALLY BLANK)**



## **Prosecutor's Office**



### **Description of RNC Mission/Area of Responsibility:**

The Prosecutor's office was tasked with the review for charges and prosecution of any defendants who were charged during this event. Our office also was available to assist with any legal questions coming from any law enforcement agency or other agency involved with providing support for the RNC. This support includes coordinating with Federal, State and local police, corrections, courts, clerks and defense bar to ensure seamless transition from arrest to arraignment.

### **Description of City of Cleveland Prosecutor's Office's Planning Process from Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Overview/Planning/Collaborations***

The City of Cleveland Prosecutor's Office was involved in many collaborative areas of the legal planning process for the 2016 RNC. These included:

- Cleveland Division of Police Planning for arrest procedure and evidence gathering.
- Cleveland Municipal Court
- Cleveland Municipal Court Clerk's Office
- Cleveland Municipal Court/Clerk's IT department
- Cleveland Division of Corrections
- Cuyahoga County Prosecutor's Office, U.S. attorney's Office & other area municipal prosecutors
- City of Cleveland Directors, Managers and Chiefs
- City of Cleveland Emergency Operations Center
- Federal Multi-Agency Communication Center (MACC)

#### **Cleveland Division of Police Planning**

Meetings with the Cleveland Division of Police began in August 2015. These were held to ensure clarity and understanding of both the prosecutor perspective and the police perspective in relation to the anticipated 2016 RNC. The Prosecutor's Office began meeting monthly with the Cleveland Division of Police and then increased the frequency of meetings as plans became more solidified. There were also exercises participated in and scenarios discussed to be able to get the best understanding of the steps that are taken under different circumstances.

Issues discussed included: arrest procedure and protocol, structure of police teams, identification of officers, dispersal order (forms and methods), use of videography, evidence collection and logs, report writing and needs for prosecution, and anticipation of possible charges.

These meetings were very important in having a comprehensive understanding of the needs that each department had and the planning to be able to meet them. The group was able to ensure clear arrest procedure and protocol was developed with both public safety/law enforcement and prosecution elements developed. Other positives included the review of report writing protocol and current evidence documentation procedures, as well as the establishment of new evidence documentation procedures to make prosecution easier.

### Cleveland Municipal Court

Groups involved with this planning process included: Cleveland Municipal Court Administration, Cleveland Municipal Court Bailiffs, Cleveland Municipal Clerk of Court's Office, City of Cleveland Prosecutor's Office, City of Cleveland Division of Corrections, Cuyahoga County Public Defender's Office and several other court departments.

This group began meeting every month then increased to every week as the RNC approached. Planning occurred for various possible mass arrest scenarios and how cases would be moved through the system. Many discussions encompassed the changing variables which would affect the flow of cases into the court system. This group also engaged in mini-tabletops to avoid any gaps.

At the conclusion of these meetings, the City of Cleveland Prosecutor's Office and Municipal Courts were able to leave with a clear understanding of the case flow from charging through arraignment and a better understanding of the scope and abilities of each department. This also resulted in the building of better relationships and communications that will extend beyond the RNC.

### Cleveland Municipal Court Clerk's Office

Several meetings were held to discuss the possible slowdowns in charging to case creation. The offices work together on a daily basis and only a few meetings were needed to ensure full understanding of the process for notification in the event that a large volume of arrests occurred during the RNC.

### Cleveland Municipal Court/Clerk's IT Department

Members of both the Cleveland Municipal Court's IT department and the Cleveland Municipal Court Clerk of Courts IT department and our office were included in these meetings. There were many meetings beginning in Fall 2015 to begin discussing the accuracy and updates of codes in the court system and the inputting of complaints into the court system. These meetings encompassed more than planning for RNC, but did turn to RNC preparation.

These meetings enabled our offices to have a clear understanding of the case flow from charging through case creation and onto arraignment docket. During these initial meetings and subsequent follow ups, we were able to evaluate the statutes and data/information that is currently in court databases. This evaluation led to the updating of codes and statutes in court databases that prepared the court and prosecutor's office for any increase in cases filed during RNC. However, the group may have been able to make a more comprehensive evaluation and update of statute databases if the discussions had begun earlier.

### Cleveland Division of Correction

The planning for possible mass arrests began in the Fall 2015. Meetings were scheduled approximately every month and increased frequency as RNC approached. The purpose of these meetings was to better understand the processing of prisoners and the capacity of the process to handle possible mass arrests as well as identify any areas where breakdowns in the system may occur due to the increased number of arrests. During these meetings Cleveland Prosecutor's Office was able to gain a clear understanding of housing limits and prisoner transport as well as conducting an assessment of evidence and booking paperwork processing and a better understanding what is available for use in criminal cases.

### Cuyahoga County Prosecutor's Office, U.S. attorney's Office and other area municipal prosecutors

The planning and coordination between offices began early 2016. Monthly meetings occurred and increased in frequency as the RNC approached. These meetings were to anticipate the type and scope of police arrests stemming from the RNC. Memorandums of understanding were established should the City of Cleveland Prosecutor's Office become overwhelmed with the amount of arrests and case review. In Cuyahoga County, the municipal prosecutor handles the initial review of all cases (felony and misdemeanor) in our jurisdiction.

If charged as a felony, the case is set for first appearance and setting of bond in municipal court. The case would then be transferred to the Court of Common Pleas for further disposition. This collaboration occurred to produce a RNC Charging Guide and pocket card for the Cleveland Division of Police and all prosecutors in anticipation of possible charges that may be above the normal charges that we see.

There were several meetings with the U.S. Attorney's Office to better understand the types of cases which would fall into each other's jurisdiction. The City of Cleveland Prosecutor's Office also met with other area municipal prosecutors to share information about our preparation for the RNC.

These meetings allowed the Cleveland Prosecutor's Office to better anticipate and prepare for a diverse range of potential charges that may occur while also providing better clarity of jurisdiction and potential assistance available if needed.

### City of Cleveland Directors, Managers and Chiefs

The City of Cleveland Directors, Managers and Chiefs all met beginning Spring 2016 to gain updates on the progress all other agencies and departments had made concerning the planning for the RNC. These meetings ensured that all pertinent information was shared among every agency. This group conducted mini-tabletops with all representatives to ensure smooth transition of all resources and departments should arrests be made during this time. These meetings provided anticipation and preparation for mass arrest and the impact on various departments and agencies.

### City of Cleveland Office of Emergency Management/Emergency Operations Center

These meetings began in August 2015. Planning began for the first Republican Presidential Primary Debate that was held in Cleveland on August 6, 2015. This was the beginning of the planning process to determine additional parties that needed to be present and available for consultation during the upcoming RNC. These meetings were held periodically and also included training on ICS and the use of specialized forms for transmitting data during each operational period. The introduction of Knowledge Center was integral in the success of information sharing at the EOC. Training was offered on how to input and extract information from Knowledge Center.

Working with the Office of Emergency Management allowed an anticipation of the additional agencies which may be needed for consultation and coordination during RNC. Training on ICS forms and Knowledge Center allowed for seamless effective communication.

### Federal Multi-Agency Communication Center

There was only one open house at the site of the MACC. The meetings which impacted the agency coordination of resources were part of the 26 subcommittees established by the USSS. The open house allowed for all agencies to test out connectivity to agency databases.

Working with the MACC allowed an anticipation of the additional agencies which may be needed for consultation and coordination during RNC. Training on Homeland Security Information Network (HSIN) allowed for seamless effective communication.

### ***USSS Subcommittee Participation***

The City of Cleveland Prosecutor's Office was involved in multiple USSS Subcommittees during the planning process for the 2016 RNC. These included:

- Civil Disturbance Subcommittee
- Crowd Management Subcommittee

#### Civil Disturbance Subcommittee

USSS subcommittee meetings began in Fall 2015 and met approximately every 4-6 weeks. Issues discussed included safety and First Amendment rights, anticipation of the RNC Debate and the 2016 RNC and the possible civil legal concerns that may arise. Participation in this subcommittee enhanced understanding of the federal process and methods and means of putting on a political convention. This also provided preparation for possible civil legal issues arising out of both the August 2015 Republican Presidential Primary Debate and the RNC.

#### Crowd Management Subcommittee

USSS subcommittee meetings began in Fall 2015 and met approximately every four weeks. As the convention approached, there were several table tops to run through various possible scenarios ranging from mundane to worst case scenario. Present at this meeting were representatives of all the law enforcement agencies and departments (Federal, State & Local) as well as prosecution and legal representatives and advisors to the law enforcement agencies to discuss each agency's responsibilities.

Issues discussed included safety and First Amendment rights, the area and scope of control of each agency, predicting any problems with the hierarchy of command and inter-agency collaboration. Participation provided a clear understanding of the planning and protocols for all agencies. The City Prosecutor's Office also benefitted from discussions of the collaboration and sharing of resources (personnel and tangible) in different possible incidents. Better understanding the scope and abilities of each agency at all levels (federal, state and local).

### ***Training***

The City of Cleveland Prosecutor's Office was involved in many trainings during the planning process for the 2016 RNC. These included:

- Extrication Team Training
- Tactical Bike Training & Videography Training (Cleveland Division of Police)
- FEMA Training: Field Force Training & FEMA Extrication Team Training
- Field Force Training (Three-Day Offering)
- Field Force Command and Planning for Executives (One-Day Offering)
- Incident Command: Capabilities, Planning and Response Actions for All Hazards
- FEMA ICS-00700a –NIMS an Introduction

- Cleveland OEM ICS Forms Class

#### Extrication Team Training

This was training that was given to the Cleveland Division of Police as part of their additional RNC training. Kimberly Barnett-Mills, Chief Assistant Prosecutor, attended and received certification for the FEMA Field Force Training, Field Force Command and Planning for Executives and the Incident Command: Capabilities, Planning and Response Actions for All Hazards.

By attending these classes, she was able to better understand the law enforcement response to various possible scenarios. This helped to develop a strategy for gathering evidence and coordinate with law enforcement to create protocol which would allow for successful prosecution if necessary. Attending and participating in the Field Force Training Class created better relationships with Cleveland Division of Police at all levels and granted a better understanding of Division of Police procedures and actions to be used in a variety of different RNC-related scenarios. This greater understanding provided a better ability to assist in creation of policies that address public safety, law enforcement and prosecution perspectives.

#### Tactical Bike Training & Videography Training (Cleveland Division of Police)

Portions of the tactical bike training and the police videography training were attended. By attending these classes, a better understanding of the law enforcement response and possible tactics when using bike officers for crowd control was gained. This allowed the City of Cleveland's Prosecutor's Office to think strategically about the type of evidence that could reasonably be gathered if arrests were made.

Attending the videography training allowed the office to better explain the things needed to help make the possible video evidence useful for prosecution. Attending and participating in the Tactical Bike Training and Police Videography Class created better relationships with Cleveland Division of Police at all levels.

#### **Positive Actions Identified During Planning Process:**

1. Provided framework to build/strengthen relationships that will be utilized long after conclusion of RNC.
2. Meetings and trainings granted Prosecutor's Office a better understanding of police procedure and actions under different RNC-related scenarios.
3. Better ability to assist in creation of policies that address public safety, law enforcement and prosecution perspectives.
4. Attending ICS classes helped to better understand the organization of the chain of command when dealing with such a large number of agencies and the NIMS structure. The specialized EOC ICS forms helped prepare for uniform exchange of information during the RNC.
5. Attending classes which included different agencies proved to enhance better communications between all agencies when working in the Cleveland EOC.

#### **Opportunities For Improvement Identified During Planning Process:**

1. More coordination needed between USSS Civil Disturbance and USSS Crowd Management subcommittees.

2. Better coordination between all 26 USSS subcommittees to have better initial planning. Many plans had to be re-worked many times when one decision was made by one committee that resulted in a cascade of changes which needed to be made in other committees.
3. Better coordination and clarity in the roles both the Division of Police and the Division of Corrections would take during the RNC under difference scenarios.
4. Facilitation of more partners engaging in ICS Forms training.
5. Earlier training to and dissemination of the new/updated arrest protocol and report writing that was developed.
6. Earlier involvement of at least some or all the command staff to get officer feedback about protocols developed.

## **Description of City of Cleveland Prosecutor's Office Actions Taken during RNC Operations (July 15-22, 2016)**

The City of Cleveland Prosecutor's Office was available to staff the EOC should questions arise concerning any criminal legal matters. Our office coordinated with all agencies and departments to ensure seamless communication and review of charging any arrested people. The Prosecutor's Office changed staff schedules to work two 12-hour shifts resulting in 20 hour per day coverage for review of any arrests made during RNC and scheduled 2 prosecutor to be stationed at the EOC to be able to assist in any criminal manner needed. Throughout the RNC, the office also worked with the municipal court to have prosecutors available for additional court dockets which were scheduled to arraign any RNC arrests.

### **Positive Actions Identified During RNC Operations:**

1. Provided real-time assessment of unfolding situations to law enforcement.
2. Assisted in multiple dockets to move, process and arraign those arrested during RNC time.
3. Ease of communication with the decision makers during the ever changing events during RNC.

### **Opportunities For Improvement Identified During RNC Operations:**

None

### **Recommendations To Future Host Cities:**

1. The Prosecutors Office should meet with the law enforcement as soon as possible and review police policies and needs of the Prosecutor's Office to ensure the best possible outcome for any arrests or prosecution.
2. The Prosecutor's Office and Law Department should attend all FEMA trainings that law enforcement is participating in. This will help in arguing the justification for any police action in criminal and civil suits.
3. Ensure that any changes in host city's law enforcement policies are finalized as early as possible and trained to by both the host department and all other law enforcement partners participating.

**(PAGE LEFT INTENTIONALLY BLANK)**



## Public Health



### **Description of RNC Mission/Area of Responsibility:**

The Cleveland Department of Public Health was responsible for a variety of operations throughout both the planning and operations phases of the 2016 Republican National Convention. In order to ensure these were adequately addressed, various divisions were required to be incorporated into the operations. The Cleveland Division of Air Quality (CDAQ)'s primary mission supporting the 2016 Republican National Convention (RNC) was to conduct air sampling for the US Department of Homeland Security BioWatch Program. This program involved the deployment and sampling of 25 portable sampling units (PSU's) provided by DHS to three venues.

The Cleveland Department of Public Health Division of Environmental Health's primary mission was to conduct food safety, hotel, and swimming pool/spa inspections, in addition to implementing mosquito control measures, and conducting general public health nuisance complaint investigations several weeks prior to and during the event. The Cleveland Department Public Health Office of Communicable Disease Surveillance and Epidemiology conducted mass surveillance activities to ensure that the Northeast Ohio Collaborative Health Departments (NOCHD's) epidemiology operations followed a uniform protocol for mass surveillance during the Republican National Convention (RNC).

The Cleveland Department of Public Health Office of Emergency Preparedness conducted Medical Counter Measure Planning specifically for the RNC to be inclusive of not only the Greater Cleveland Area and surrounding counties, but also all visitors in town for the RNC.

### ***Agencies Coordinated in Planning Process***

<b>City of Cleveland (Internal)</b>	<b>County, State, Federal, Private</b>
Cleveland Division of Assessments and Licenses	ABM Industries
Cleveland Division of EMS	Akron Regional Hospital Association
Cleveland Division of Fire	American Red Cross
Cleveland Municipal School District	Center for Health Affairs
Cleveland Municipal School District Police Department	Centers for Disease Control and Prevention
Cleveland Office of Emergency Management	Cleveland Clinic Foundation
Cleveland Public Power	Columbus Public Health
	Cuyahoga County Board of Health
	Cuyahoga County Medical Examiner's Office
	Department of Homeland Security
	Department of Veteran Affairs
	Federal Bureau of Investigation
	Federal Emergency Management Agency
	First Energy
	Food and Drug Administration
	Hospice of The Western Reserve
	Lake County Emergency Management
	MetroHealth Medical Center
	North Central Ohio Regional Health Departments
	Northeast Ohio Metropolitan Medical Reserve System
	Northeast Ohio Regional Health Departments
	Northwest Ohio Regional Health Departments
	Ohio Department of Agriculture

Ohio Department of Health
Ohio Emergency Management Agency
Ohio Mortuary Operations Response Team
Ohio National Guard
Portage County Emergency Management
United States Department of Agriculture
United States Public Health Service
United States Secret Service
University Hospitals

**Description of Cleveland Department of Public Health’s Planning Process from Cleveland’s Award of the 2016 RNC to July 14, 2016:**

In July 2014, the City of Cleveland received the nomination for and accepted the opportunity to be the host city for the 2016 Republican National Convention. The event itself would put the City of Cleveland on the national stage, bringing approximately 50,000 visitors, 30,000 credentialed media personnel and a host of federal, state, and private sector agencies to collaborate in planning efforts. In October 2015, RNC-related planning and preparedness activities commenced. Some of these activities involved the development of subcommittees and workgroups to address the wide variety of planning and preparedness activities that would need to take place for this large weeklong event.

The Cleveland Department of Public Health (CDPH) had staff representation on three RNC subcommittees. The subcommittees included: Fire, Life Safety, and Hazardous Materials Subcommittee, Health and Medical Subcommittee and Consequence Management Subcommittee. Out of those subcommittees, there were many workgroups formed that required either CDPH staff to lead the group or provide representation. These workgroups included the BioWatch Workgroup, the Epidemiology and Disease Surveillance Workgroup, the Food Safety Workgroup, and the Medical Countermeasures Workgroup. In addition to these, CDPH lead workgroups, CDPH staff also participated in the Fatality Management Workgroup with local, state and federal partners.

To maintain situational awareness throughout the planning process leading up to the event, CDPH held monthly internal planning meetings with workgroup leads and agency senior leadership which transitioned to weekly as the event drew closer. These meetings included report-outs on the status of planning efforts to increase situational awareness and address any obstacles to meeting deadlines and planning objectives. Another tool used to maintain situational awareness with our regional, state, and federal partners were monthly, eventually bi-weekly, status update conference calls to discuss all public health related planning activities. By the end of the planning efforts, leading up to the convention the CDPH staff had expended an estimated total of 3,000 hours.

***Committees / Working Groups***

1. Fire, Life-Safety, and Hazardous Materials Subcommittee
2. BioWatch Advisory Committee
3. BioWatch National Special Security Event Workgroup
4. BioWatch Tactical Planning: Portable Sampling Unit Deployment Strategic Workgroup
5. Rapidly Deployable Lab Site Assessment Workgroup
6. USSS Consequence Management Subcommittee

7. USSS Health and Medical Subcommittee
8. Health and Medical Subcommittee (Small Workgroup with USPHS)
9. Epidemiology Workgroup (Both Large and Small Workgroups)
10. Medical Countermeasures Dispensing and Distribution Workgroup
11. Fatality Management Workgroup
12. Regional Public Health Situational Awareness Conference Calls
13. CDPH Internal RNC Planning Meetings
14. CDPH Department Operations Center Planning Meetings
15. Incident Action Plan (IAP) Development Meetings
16. Staffing Plan Coordination Meetings
17. Coordinating and Planning Conference Calls with the Ohio Department Health, the Centers for Disease Control, and the Department of Health and Human Services

### ***Training & Exercises***

In addition to the above-mentioned subcommittees and workgroups, CDPH also participated in a wide variety of exercises with local, state, and federal partners starting in December 2015 continuing right up until July 2016. CDPH personnel participated as members of exercise planning teams, as well as players. Types of scenarios covered in the exercises ranged from intentional biological toxin releases, prophylaxis of first responders, mass fatality incidents, and community mass prophylaxis response.

1. BioWatch Full-Scale Exercise (March 29, 2016)
2. BioWatch Tabletop Exercise (March 30, 2016)
3. Health and Human Services: ESF 8 Mass Fatality Tabletop (April 13, 2016)
4. Consequence Management Subcommittee Tabletop (June 2016)
5. Cleveland EOC Functional Exercise (July 8, 2016)

### ***Plans Developed/Revised***

In the process of planning for the 2016 RNC, several existing CDPH plans required modification to accommodate special planning considerations due to the high number of visitors, special events, and parties associated with the convention. The development of a number of new plans was required specifically to account for special operations that were a direct result of hosting a National Special Security Event (NSSE).

1. Epidemiological Surveillance Concept of Operations Plan
2. Medical Countermeasure Dispensing and Distribution Plan (REVISED)
3. Pre-Positioning of Medical Countermeasure Assets for First & Critical Responders
4. BioWatch Republican National Convention Playbook
5. BioWatch Rapidly Deployable Lab Plan
6. Food Safety Concept of Operations Plan
7. Mobile Round-Up Plan for Food Trucks
8. Security Plan for 24/7 Operations for 75 Erieview Plaza location-CDPH DOC
9. Department Operations Center Set-Up and Operations
10. CDPH 2016 RNC Staffing Plan

## 11. CDPH 2016 Incident Action Plan Development

### ***MOUs***

In order to ensure adequate staffing, sufficient equipment resources, and appropriate information sharing it was necessary for CDPH to enter in to memorandums of understanding (MOU) or information sharing agreements with the following partners:

- Division of Air Quality: Surge Event Contract with Ohio Environmental Protection Agency and Department of Homeland Security
- Division of Environment: Food Safety Inspection Support with Cuyahoga County Board of Health
- Cleveland Department of Public Health: Information Sharing Agreement with Food and Drug Administration

### **Positive Actions Identified During Planning Process:**

1. There was a lot of support and engagement with our regional planning partners at other health departments, especially in the Epidemiology Workgroup and the Medical Counter Measures Workgroup.
2. The event gave us the opportunity to participate in exercises with local, state, and federal agencies that we don't usually include in exercise play.
3. Availability of a wide array of training opportunities.

### **Opportunities For Improvement Identified During Planning Process:**

1. Generate agendas and minutes from subcommittee meetings to increase information sharing and situational awareness from the start of the planning process all the way up to the event.
2. Identify early on in the planning process who will need credentialed and identify all individuals that could need access in a worst-case scenario situation.
3. Define the event footprint early in the planning process. The "public health footprint" started out as 10 counties and eventually became 16 counties.

## **Description of Cleveland Department of Public Health's Actions Taken During RNC Operations (July 15-22, 2016).**

The Cleveland Department of Public Health operated a Department Operation Center (DOC) from July 15, 2016, at 0600 through July 22, 2016, at 1100. This facility coordinated field operations conducted by health department staff for the duration of the RNC. An Incident Commander, Operations Sections Chief, Deputy Operations Section Chief, an Environmental Health Group Supervisor, an Epidemiologist, an Information Technology Specialist, and a liaison officer from the United States Public Health Service staffed the DOC 24/7 starting on July 16, 2016. The DOC generated Situation Reports every four hours for the duration of the event until the DOC demobilized at 1100 on July 22, 2016. Additionally, CDPH staffed the City of Cleveland EOC with two representatives to serve as Health & Medical branch Director. One senior staff member was available for the A-Shift and one for the B-Shift.

The Cleveland Division of Air Quality (CDAQ)'s primary mission supporting the 2016 Republican National Convention (RNC) was to conduct air monitoring through the use of 25 portable sampling units (PSU's) provided by DHS to three venues as modeled by the Los Alamos Laboratory for optimum BioWatch coverage, secure power and ensure the security of the units at each site. Filters were collected daily and taken to the Rapidly Deployable Lab, located at the Cuyahoga County Medical Examiner's Office.

The Cleveland Department of Public Health Division of Environmental Health started to conduct focused environmental health operations including food safety inspections (in cooperation with the Food and Drug Administration FDA) and responding to nuisance complaints on July 17, 2016, through July 21, 2016.

The Cleveland Department Public Health Office of Communicable Disease Surveillance and Epidemiology conducted mass surveillance activities to ensure that the Northeast Ohio Collaborative Health Departments (NOCHD's) epidemiology operations followed a uniform protocol for mass surveillance during the Republican National Convention (RNC). They also produced a daily situation report to document their findings and share with internal and external partners.

*(NOTE: More information about the Cleveland Department of Public Health response activities during the RNC can be found in our Department Specific After Action Report/Improvement Plan. This document will be made available upon request to the Cleveland Department of Public Health Office of Emergency Preparedness.)*

### **Positive Actions Identified During RNC Operations:**

1. The presence of the United States Public Health Service Liaison Officer was a valuable resource to have in the Department Operations Center.
2. The Epidemiology staff was able to collaborate with a health department outside our regular planning region and the Ohio Department of Health to coordinate response efforts to a Norovirus Outbreak at one of the delegate hotels.
3. The use of the Department Operations Center made it easier to focus on health department related activities occurring in the field.

### **Opportunities For Improvement Identified During RNC Operations:**

1. Knowledge Center entries often contained discipline specific jargon or acronyms (fire, law enforcement, EMS) that made it difficult to gain true situational awareness, plain language should be used when entering event details into Knowledge Center.
2. It would have been beneficial to have a Food and Drug Administration Liaison Officer in the Cleveland Department of Public Health Departmental Operations Center.
3. More employees at the Cleveland Department of Public Health need advanced incident command training.

### **Recommendations To Future Host Cities:**

1. Do not wait for guidance from the US Secret Service or other federal agencies to begin planning. An example is that of the 2016 RNC's footprint. Outside of receiving hotel location information about 75-days pre-kickoff day, the footprint was never defined by the US Secret Service or other federal partners. Local public health agencies developed their own footprint of 16 counties to account for RNC delegations and visitors, which spanned about 75 miles from the RNC venue site (Quicken Loans Arena). This was done about 60-days pre-event.
2. Public health needs to be better integrated into the overall event operational coordination and planning, specifically with public safety forces. Public health was for the most part not included in the planning outside of the few subcommittees that public health and public safety that both attended. This resulted in some information sharing and operational coordination expectation variations.
3. Public health plans (mainly addressing Medical Countermeasures) that were developed using the Centers for Disease Control & Prevention (CDC) Cities Readiness Initiative (CRI) requirements were largely questioned (although accepted as adequate prior to the RNC in local technical assistance reviews and operational readiness reviews). There was unexpected scrutiny by the CDC.
4. Be prepared for a lot of hours being spent on planning, training, and exercising including table tops for the RNC.
5. Public health should be very proactive early and identify who needs access to the RNC hardened zone (to conduct food safety audits, etc.) – specifically because certain credentials are required for access into certain zones.
6. Luckily, no incident occurred where medical countermeasure operations were needed, but point of dispensing (POD) staffing was identified very late as a problem and volunteer pool coordination was lacking. As a recommendation, develop memorandums of understanding (MOU)/agreement with non-affected areas for POD staffing.
7. Intermediate and advanced Incident Command System (ICS) trained staff was limited. More people in public health require training beyond the IS-700, IS-100, and IS-200. Have a larger pool of staff trained in ICS-300 and ICS-400, and it would be optimal to have several staff complete the ICS position-specific trainings (specifically, Planning Section Chief, Situation Unit Leader, Resource Unit Leader and Operations Section Chief).

## **Public Information/Joint Information Center**



**CITY OF CLEVELAND**  
Mayor Frank G. Jackson

### **Description of RNC Mission/Area of Responsibility:**

The objectives of the City of Cleveland's Public Information/JIC were to disseminate information on City of Cleveland operations, establish City of Cleveland channels as the credible source of City information for the event, monitor media and social media, triage public records requests for the Department of Law and media inquiries for Lead PIOs, identify and dispel rumors and support Lead and Field PIO activities.

### **Description of the City of Cleveland Public Information's Planning Process from Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Lead PIO Planning***

Lead PIOs participated in multiple meetings and briefings leading up to the RNC. These included meetings with Mayor Jackson's communications team including representatives from Dix & Eaton and JIJ Communications as well as City of Cleveland Governmental Affairs Chief Valarie J. McCall. Additional meetings were held with City of Cleveland officials including: Department of Public Safety, Division of Police, Chief of Public Affairs Natoya Walker Minor and with internal communications staff.

In addition, planning and meetings were conducted with external agencies such as the United States Secret Service (USSS), FBI, Ohio Department of Health (ODH) and other local planning committees.

#### ***Joint Information Center (JIC) Planning***

Pre-RNC, JIC Managers Beth Zietlow-DeJesus and Erica Creech were tasked with creating a plan that would provide an efficient and effective JIC for City of Cleveland operations during the RNC. Planning goals were to establish the City of Cleveland as a credible source of real-time information for all audiences during a National Special Security Event (NSSE) with more than 50,000 delegates from across the country, 15,000 local/national/international media outlets and more than 3,000 law enforcement partners expected in Cleveland. JIC planning also required ensuring proper staffing, equipment and resources during the event and opening lines of communications with other areas of the Incident Command System (ICS) and JIS.

Both of the aforementioned JIC Managers engaged in the planning process in late March 2016 when it was determined that the City of Cleveland's needs for an effective JIC were not being addressed. From April 2016 until activation of the JIC on July 15, several planning meetings were held in person and over the phone to develop RNC-specific JIC plans and standard operating procedures (SOPs). The following items were drafted as part of the JIC planning process:

- City Operations/RNC Communications Plan
- Blog/Website Content Management/Provider Plan
- JIC Operations Plan
  - Staffing
  - Job Action Guides
  - Pre-scripted messaging
    - All Hazards
    - All Mediums
  - Approval processes
  - Contact lists

- Partner coordination
- Press briefing protocols
- Standard Operating Guidelines (SOG)
- Media Day Presentation
- Inventory Assessments

### ***Assessments***

JIC Managers completed technology, supply and resource assessments for the City of Cleveland's JIC. Although a technology and supply assessment was made following the last JIC activation, it was unclear whether recommendations would be considered with RNC upgrades to the Emergency Operations Center (EOC). A draft specific to the RNC was reviewed in a planning meeting in May 2016. However, it was discovered in June that the upgrades made in the JIC but would not include providing additional computers, phones and network coverage. As such, another assessment was made and submitted very late in the planning process and required fast-tracking by multiple IT Divisions throughout the City. Technology and equipment needs were completed on the first day of activation for temporary use throughout the event.

Supplies were gathered from multiple JIC staff. No special supply order was possible due to budget constraints. However, the JIC was able to secure everything needed with help from Cleveland's Department of Finance and the Office of Emergency Management.

A resource assessment was also conducted to determine availability, knowledge, skills, and abilities of City PIO and communications staff and make recommendations to fulfill functional needs in the JIC as well as for on scene external affairs and media briefings.

### ***Trainings/Exercises***

Both JIC Managers and staff participated in several classes held by the Office of Emergency Management (ICS Forms, EOC and YOU, Knowledge Center, etc.) as well as the G290/291 Basic Public Information Officer Series training hosted by the Cuyahoga County Office of Emergency Management on behalf of the Ohio Emergency Management Agency. One JIC Manager and one Lead PIO also participated in portions of the regional BioWatch exercise in March. Additional staff may have benefitted from this exercise as well. Public Utilities Communications Unit staff, many of which staffed the JIC, also participated in utilities-based table top exercises.

### ***Meetings***

Throughout the planning process, JIC Managers and Lead PIOs were engaged in a variety of meetings in order to coordinate and disseminate information pertinent to RNC JIC operations and planning. These included:

- Multiple meetings of JIC Managers to write, revise and develop JIC plans, Standard Operating Procedures (SOPs), contingency messaging, and templates.
- Phone meetings with the Lead PIO for the USSS JIC – Nicole Mainor.
- Several meetings with the EOC Manager – Alex Pellom.
- One large meeting with internal executive staff regarding RNC Communications including:
  - Chief of Government and International Affairs - Valarie J. McCall
  - Assistant Director of Public Safety - Ed Eckart



- Chief of Public Affairs - Natoya Walker Minor
  - Lead Police PIO - Jennifer Ciaccia
  - Media Relations Director - Dan Williams
  - Assistant Media Relations Director - Dan Ball
  - JIC Managers and others.
- Training meeting for planned JIC staff was held on June 23, 2016, for JIC Managers to outline the Incident Command Structure (ICS), activation schedules and shifts, general roles of those working the event, an organizational chart, and brief tutorials on social media monitoring.
  - Internal communications meetings with Mayor's office staff and consultants, Dix & Eaton and JI Communications.
  - Meetings with the Ohio Virtual Operations Support Team (OH-VOST) Coordinator - Kevin Sur.

### **Positive Actions Identified During Planning Process:**

Overall, the JIC planning process was a bit disjointed but ultimately came together for the event, in part due to the following:

1. City-wide experience, expertise and information from previous activations made planning in less than four months possible.
2. Excellent support from the EOC Manager, Division of ITS and the Finance Department made it possible to get JIC technology in order quickly and efficiently.
3. Supervisors allowed flexibility in work schedules, especially for JIC Managers, to complete required planning and preparation.
4. Buy-in was received from city-wide Public Information Officers and communications staff as well as their supervisors.

### **Opportunities For Improvement Identified During Planning Process:**

The purpose of a JIS/JIC is to coordinate public information across multiple jurisdictions to ensure consistent, timely and accurate information sharing during an event or emergency. Successful JIS/JIC planning and activations eliminate the duplication of efforts and competition for attention of media with limited time and public audiences who are often overwhelmed by the amount of information or who are unsure of the credible source of information during an event. With that, and the City of Cleveland's specific RNC JIC objectives (as outlined under the JIC Activation section of this document) in mind, the following observations offer room for improvement during planning for such events:

1. City of Cleveland JIC planning should have been considered as part of the planning process from the onset, just as it was for the EOC, Lead PIO and JIS planning across all jurisdictions.
2. JIC Managers and JIC staff needed to be involved in planning and preparations much sooner.
3. An overall external affairs strategy, to include public information, Lead and Field PIO actions, JIC, JIS, hotlines, and government affairs should have been developed and communicated to provide guidance for all staff.
4. Many recommendations and plans were developed and agreed upon, but without an overall strategy, ended up unhelpful and/or not used at all.
5. Better coordination was needed between all communications groups in the JIS (Committee on Arrangements, Department of Public Safety, Mayor's Office, USSS JIC, City of Cleveland JIC, etc.).

6. Roles, responsibilities and purposes were not coordinated and communicated, both internally with JIC and PIO staff and externally with partners such as the USSS.
7. Decision making authority and approval processes for pre-planned events should be part of the planning process and universally adopted.
8. More training and exercises were needed and should be required for all PIO and JIC staff. In particular, a review of equipment, roles, functional needs and objectives as well as training and exercises specific to the event would have been helpful.
9. Permanent technology, equipment and a budget for supplies are needed for the JIC.
10. JIC staff need flexibility and authority to work with partner agencies from the onset as by the time approval was granted, most partner agencies had made other plans.
11. A more complete assessment of knowledge, skills, abilities and confirmed availability agreed upon by all staff may have eliminated some confusion and issues during activation.

## **Description of the City of Cleveland's Public Information/JIC's Actions Taken During RNC Operations (July 15-22, 2016)**

### ***Overview***

The City of Cleveland Joint Information Center (JIC) fully activated at 6 a.m. on July 15, 2016, and remained activated until 3:00 p.m. on July 22, 2016, although staffing was planned through the B-Shift Operational Period (6 p.m. – 6 a.m.) on July 23, 2016.

### ***Staffing***

Staffing for the RNC activation was based on the needs of the JIC. Operational Periods mirrored those of the Emergency Operations Center. However, a swing shift was added to coordinate and staff twice daily press briefings and meet news cycle demands. There were three JIC Operation staffing schedules as listed below:

1. A-Shift (6 a.m. - 6 p.m.)
2. B-Shift (6 p.m. - 6 a.m.)
3. Swing shift (8 a.m. - 8 p.m.)

Staffing and room layout for each of these shifts are represented in Attachments A and B.

### ***Operations***

The City's blog ([www.clecityhall.com](http://www.clecityhall.com)) served as the base of City information related to the RNC. A separate page was made on the site and posts tagged to keep them organized. Once posted on the blog, information was tweeted and posted to Facebook. Twitter was also used extensively to dispel rumors and correct misinformation as well as to respond to inquiries and engage with the media and public.

The JIC prepared for, held and followed up with two media briefings daily: one at 10 a.m. and one at 7 p.m. Lead PIOs and Field PIOs reported to all media briefings. A summary of each briefing was emailed out to the JIC contact list and also posted to the City's blog.

The JIC triaged incoming media calls, answering what was known and tracking other inquiries and interview requests for Lead PIOs. Many public calls were also received on the JIC's Media Hotline as no official public hotline existed.

The JIC established a separate hotline and email address for public records requests, as well as a form on the City's blog for entering public records requests. Form entries and emails went directly to the City's Department of Law for processing. Public records requests received by phone in the JIC were triaged, tracked and sent to the Department of Law. Dropbox folders were also made public in advance of the event with records already released and records anticipated to be requested. These included policies, General Police Orders, parade permits and road closure information.

The JIC monitored media and social media to gauge public and media response and perception, determine information needs, and look for rumors and misinformation. OH-VOST (Virtual Operations Support Team) provided social media monitoring support as well, sending updates, intelligence and rumor information through the JIC for processing. OH-VOST also assisted as needed during minor incidents.

The JIC and OH-VOST Coordinator, Kevin Sur, also supported Field PIOs and Lead PIOs in public information efforts in the field. These included Periscope and Facebook Live videos, tweets from the beat, pictures, on-scene interviews and more.

Field PIOs, when not on scene or at a briefing, monitored radios and gathered information for situational awareness from the EOC and their respective areas. They also assisted in other JIC functions as needed. JIC Managers and Lead PIOs held twice daily briefings regarding JIC operations and participated in EOC/Command briefings.

### ***Suggested Actions For Improvement of JIC Planning and Activation***

Overall, the City's JIC and public information efforts were successful. Obstacles were overcome and objectives met. Efforts became coordinated as operations continued and the many arms of the JIS came together to get the job done. However, the following suggested actions for improvement may help to streamline processes, better prepare staff for what may come, and provide consistent crisis communications and JIC planning and operations for the future.

1. A required, regular training and exercise program for crisis communications and public information should be established for all City employees who may be utilized during an emergency. This includes public information officers, support staff, public answering points, and internal media such as photographers and videographers.

Additionally, supervisors and senior officials should be regularly apprised and trained on the evolving trends and demands of public information. Training and exercises should be general for all hazards and JIS/JIC operations, but also include specific activities relevant for large pre-planned events and curriculum for managing stress and interpersonal communications during an incident.

2. Equipment and resources, including basic technology and supplies, should be dedicated to the JIC. Trained personnel should be identified and included in planning and preparations for all upgrades and inventory. A budget and/or method of obtaining and tracking resources may be necessary to ensure the JIC has what is needed to activate at a moment's notice.
3. The physical location of the City's JIC may be better positioned within or next to the Emergency Operations Center to ensure public information is supporting the needs of first responders, Incident Command and the EOC. Multiple staff are not always available to serve as runners, liaisons, deputies and/or assistants, communication within the ICS structure may be streamlined and the duplication of efforts decreased.
4. The City of Cleveland should also develop plans and methods for ensuring a public hotline is available during emergencies as well as during large pre-planned events that do not take place during normal business hours. This hotline should be reserved for public education, information, and service requests that do not directly support objectives to mitigate a threat to life and property.
5. Public information and crisis communications should be embedded in the City of Cleveland's planning and preparation process for all events and incidents. Communicating to the right people at the right time using the right medium and the right message is a need that should be considered equally as important as those of first responders, the ICS and the EOC. Lives can be saved and property protected by effective communication which no longer includes just "ensuring the City looks good through a press release and media interviews."

### **Positive Actions Identified During RNC Operations:**

1. Daily press briefings were well-planned and attended by media, which decreased media inquiries overall.
2. Technology upgrades, networking and equipment implemented were excellent and much appreciated by JIC staff who do not have equipment to lend for activations.
3. The chemistry of the staff working in the JIC provided a teamwork atmosphere.
4. Having safety PIOs in the field and active on social media (Periscope, Facebook Live, Twitter, etc.) provided credible, real-time information to all stakeholders.
5. The organization of personnel and tasks went well as most knew their role and did their part to contribute to the whole of the team.
6. The janitorial staff was extremely considerate and helpful.
7. Staffing was adequate, possibly more than necessary, but would have been needed if an emergency occurred and was useful in the small-scope incidents that did transpire.
8. Vast media and social media monitoring, especially in coordination with our partner OH-VOST, resulted in quickly identifying and dispelling rumors.

### **Opportunities For Improvement Identified During RNC Operations:**

1. Shifts needed more overlap, especially at peak times.
2. Some JIC staff received direction and tasks from their daily supervisors which left the staff in a difficult position and the JIC without reliable staffing at times (ICS structure was not always followed).
3. As the activation was heavily based on safety, more experienced Public Safety representatives were needed in the JIC at all times.
4. Large Incident Command Structure made communication and getting answers in a timely fashion harder. As the Lead PIOs were busy or in the field unable to respond, JIC staff did not always have access to Incident Command in order to provide real time information when necessary.
5. Communication between the JIC, EOC and Incident Command was confusing and efforts were often duplicated or stressful as a result.
6. Navigating around the city and to the JIC/EOC which was in the center of activity and did not have parking was difficult and resulted in even longer hours for staff.

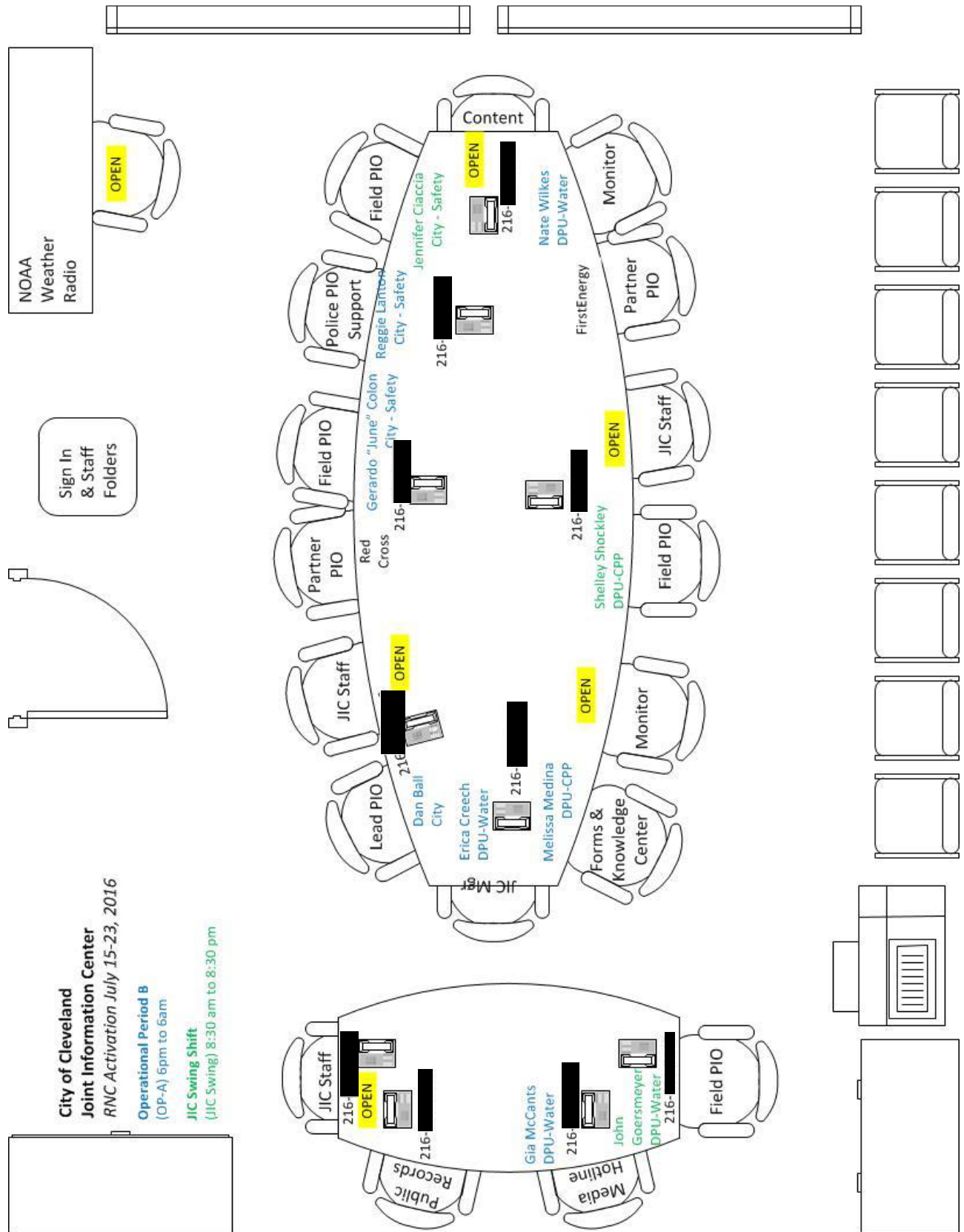
### **Recommendations To Future Host Cities:**

1. Starting no later than one year out from the RNC the Communications Leaders should begin a regular training and exercise program for crisis communications. Public Information guidelines and training should be established for all City employees who may be utilized during an emergency.
2. Designate a PIO to manage all incoming media requests for the City at least six months in advance. I would be prepared to set up a virtual JIC (establish a JIC email for single review and response) for response to these the six weeks to a month prior – request volume was incredibly high and going to several areas throughout the City. Implement a tracking and facilitation system early on for these requests. We had one group working on local requests and another on National requests - that developed out of necessity.

3. It is important to note that although the United States Secret Service (USSS) is responsible for overall security of this and every National Special Security Event, and they are inextricably linked to the City in the planning and execution of the convention, the Joint Information Center (JIC) for the City and the USSS JIC have separate roles during the event. The City is responsible for all information outside of the convention. The USSS is focused on the convention site and convention related activities. So, whether separate from the USSS JIC or co-located within the USSS JIC, the City should establish communications plans for all activities and actions outside the convention facility (Traffic delays, additional road closures, arrest records of those outside of the convention, health and wellness, etc.).
4. Have a well-versed social media person in the field, with a support person. Our Police PIO quickly became a real-time, established source of reliable information, with a partner to handle video and assist with posting. Make sure someone else from Law Enforcement with public info experience is in the actual JIC to provide direction on inquiries while the field PIO is in the field.
5. Hold daily media briefings. This really cuts down on volume of requests. The City of Cleveland planned for two media briefings daily and we stuck to the plan. It cut down on requests and made the senior leadership (Mayor, Police Chief and on occasion the EMS Commissioner and Fire Chief) available at least two times every day so that the media could count on having access.
6. Public information and crisis communications should be embedded into your cities planning and preparation process and greatly encourage training your cities subject matter experts to be spokespersons through scenario driven training events.
7. Capitalize on use of social media as the primary means of communication throughout the convention. Have a vast media/social media monitoring support system in place – rumor control will be vital. Being nimble and adept in the social media realm is the key means we were able to keep the media apprised of activities, shut down rumors and, using this as the primary source, drove the media to our blog and twitter accounts.



## Attachment B - Operational Period B and Swing Shift





## **Public Utilities**



CITY OF CLEVELAND  
Mayor Frank G. Jackson

### **Description of RNC Mission/Area of Responsibility:**

Pre-RNC, the Department of Public Utilities (DPU) was tasked by the City of Cleveland's Office of Emergency Management with leading/coordinating the Utilities Branch of the Operations Section during the event activation. This included coordination of the Department's three operational utilities (Cleveland Water, Cleveland Public Power, and Water Pollution Control) with private utilities including; the Northeast Ohio Regional Sewer District, Cleveland Electric Illuminating Company/First Energy, Dominion, and Cleveland Thermal. During the planning/preparation phase, DPU developed staffing plans for all three internal operational utilities, identified key on-call resources, participated as needed in security planning, and made multiple pre-event checks/enhancements of facilities. During the event activation, DPU was responsible for staffing at key locations and response, as needed, to utility issues.

### **Description of Cleveland Department of Public Utilities' Planning Process from Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Overview***

The Department of Public Utilities (DPU) Republican National Convention (RNC) planning process covered operational, security, personnel, information technology, and communications issues necessary to maintain day to day operations, and to support the RNC event implementation, for Cleveland Water, Cleveland Public Power and the Division of Water Pollution Control.

#### ***Meetings***

The Cleveland Department of Public Utilities participated in a series of regular meetings to coordinate all internal planning activity. Beginning in early June 2016, key DPU staff met weekly to review 24-hour staffing and critical operational coverage during the RNC. Additionally, DPU and divisional representatives participated in regular meetings to plan, assess, and report on operational activities in the immediate vicinity of RNC events. This meeting involved DPU, the Department of Public Works and Mayor's Office of Capital Projects. Additionally, RNC coverage and operations were a key discussion point in all regularly scheduled staff meetings.

Staff from the Cleveland Department of Public Utilities also participated in multiple RNC coordination meetings with other agencies. This included the regularly occurring USSS Critical Infrastructure Subcommittee. Representatives from each of the three operational divisions, as well as DPU Security and IT, attended these meetings. DPU also had multiple representatives attend RNC Special Event Committee meetings to ensure resources and facilities were available during the planning process and implementation phase. Multiple resources were also assigned to work the Joint Information Center (JIC) during the RNC activation. Critical resources attended all regularly scheduled JIC planning meetings. Similarly, DPU designated a representative to serve on the RNC Volunteer Captain team, although this process was ultimately not necessary at DPU.

#### ***Exercises***

The Cleveland Department of Public Utilities participated in multiple exercises to test preparedness activities and identify areas in need of improvement prior to the RNC. These included the City of Cleveland's Emergency Operations Center (EOC) functional exercises, as well as several trainings

conducted by the EOC to support the utilization of the situational awareness tool to be used during the RNC - Knowledge Center. Additionally, critical resources participated in multiple DHS/FEMA trainings to support ICS structures during the activation, as well as the Senior Official's workshop (either one-day or three-day training).

Several tabletop exercises (TTX) were also conducted to prepare for divisional specific events during the RNC. For example, Cleveland Water conducted a table top exercise that assessed the response to an event that damaged electrical systems to one of the four water treatment plants. A series of additional events created a cascading effect that resulted in the loss of additional treatment capacity, malfunctions in the distribution system, and tested how Cleveland Water and DPU would maintain operations and communications under stress.

Additionally, this exercise identified points where support would need to be requested via the EOC. Cleveland Public Power also conducted a table top exercise. During this TTX, Cleveland Public Power responded to the loss of one of its primary substations which supplies power to a significant portion of downtown including all the traffic signals and streetlights. Based on this TTX, a series of meetings were held to discuss additional critical infrastructure security to mitigate this risk. These meetings were coordinated with Cleveland Division of Police.

### ***Actions Taken***

DPU actions taken can be broadly grouped into four categories:

1. Event Area Operational Preparation;
2. Physical Security;
3. Procurement and Inventory Management; and
4. Communications Planning.

#### ***1 - Event Area Operational Preparation***

Prior to the start of the RNC activation, DPU identified a 24-hour coverage structure for various locations including the EOC, the Multi-Agency Coordination Center (MACC), and the JIC. Additionally, DPU identified 24-hour credentialed field resources. In total, more than 100 employees were put through background checks to ensure sufficient personnel coverage in the event that something occurred in the RNC area during the convention. Each operational division had an upper level supervisor or manager available 24-hours per day to respond to issues. Procedures were put in place to establish that all communications and requests from the EOC resources would flow from the DPU EOC representative serving as the Utilities Branch Director to these designated resources. Supporting crews were designated to respond on as needed basis, and as coordinated through the proper channels.

In the lead up to the RNC, DPU conduct extensive repairs and improvements to infrastructure in the vicinity of the event zone. Planning for this work began, in earnest, in March 2016, and all work items were completed by the end of June 2016. This includes more than 2,500 individual work items across all three operational divisions.

In addition to these repairs, Cleveland Water completed leak detection efforts in the vicinity of the event area. Cleveland Water is currently in the midst of a full system lead detection survey. As a part of this four-year process, Cleveland Water contractors will conduct direct inspections of all 5,200 miles of water mains in the Cleveland Water system to identify potential leaks before they surface and cause service

interruptions, street damage, and/or traffic disruptions. The downtown area, which is part of the Low Service area, was completed as a part of the normal project schedule in advance of the RNC. A limited number of leaks were identified and repaired.

Division	Task Category	Total	Complete	% Complete
CPP	Pole Painting	275	275	100.0%
CPP	Access Covers	212	212	100.0%
CPP	Pole Shroud	158	158	100.0%
CPP	Fixture Replace/Repair	68	68	100.0%
CPP	Pull Box	67	67	100.0%
CPP	Pole Replace/Repair	41	41	100.0%
CPP	Concrete Repair	25	25	100.0%
WPC	Clean Catch Basins	628	628	100.0%
WPC	Catch Basin Repair	11	11	100.0%
WPC	Catch Basin Connection	1	1	100.0%
WPC	Sewer Repair	2	2	100.0%
WPC	Inner Harbor Pump Station	1	1	100.0%
WPC	Adjust Curb Box	33	33	100.0%
WPC	Adjust Rim/Cover	18	18	100.0%
CWD	Hydrant Painting	1,029	1,029	100.0%
CWD	Leak Repairs	4	4	100.0%
<b>TOTAL</b>		<b>2,573</b>	<b>2,573</b>	<b>100.0%</b>

### 2 - Physical Security

Prior to the RNC, DPU had already begun an extensive physical security improvement project. This project was focused primarily on hardening the perimeter security at critical Cleveland Water, Cleveland Public Power and Water Pollution Control facilities. This hardening incorporated the clearing of landscaping, improved technology systems, and an enhanced camera monitoring facility (CMF). These improvements, while not explicitly a part of the RNC planning/preparation process, were completed in advance of the event and were utilized during the activation.

### 3- Procurement and Inventory Management

As described above, DPU had limited additional procurement and inventory needs. DPU rented three additional water buggies to support the medical plan. This also required the purchasing of additional paper cups to be used during the event. Leftover cups can be re-purposed for future Cleveland Water needs.



In addition to the water buggies, Cleveland Water was asked to identify additional water dispensing mechanisms that could be used to augment the medical plan or to provide heat relief to convention attendees. Based on this request, and at the direction of the Director of Public Utilities, Cleveland Water staff fabricated four “hydration stations” – which are essentially tree assemblies with water fountainheads that can be attached to fire hydrants. Two of these assemblies were utilized during the event activation. Items necessary to support activities outlined in the *Event Area Operational Preparation* section were tracked for inventory purposes and potential cost recovery by the DPU Fiscal team.



#### 4- Communications Planning

During the RNC planning process, communication between work areas and locations in use during the activation was identified as a potential, critical risk. During the Cleveland Cavaliers 2016 Championship parade, cell phone communication became problematic making it difficult to relay information from the field to the EOC and vice versa. As a result, we developed a more robust internal communications plan.

This started with the creation of a master list of all personnel resources working during the event activation. We then created a daily contact sheet that identified the named resource filling all roles as identified during our *Event Area Operational Preparation* activities. This contact sheet was color coded to make for easier, quick reference. Each day had its own sheet, which we bound together to create a contact book for the entire event activation. A one day sample of the contact is available at the end of the Public Utilities section as **Attachment A – Daily Contact Sheet Example**.

During our planning process, DPU identified the easiest method of contact during the activation would be to utilize cell phones. However, the experience during the Cleveland Cavaliers 2016 Championship parade required us to identify additional communication channels. As a result, our contact sheet also included land lines for all individuals. Additionally, radio communications was identified as an important redundancy from a communications planning standpoint. DPU coordinated with the Office of Radio Communication to identify an exclusive radio protocol to utilize during the event activation (Zone 63; Regional 12). Handheld radio devices were assigned to all parties, including individuals that had a handheld for normal operations, so that 24-hour credentialed coverage could use existing handhelds to communicate with field crews, and have a dedicated hand held for RNC/EOC communication.

#### **Positive Actions Identified During Planning Process:**

1. Overall DPU’s level of pre-planning was good preparation for event activation. Based on the pre-planning, DPU was well prepared to address issues that could have arisen during event activation. As mentioned before, DPU, fortunately, did not have any major issues. However, based on preparations DPU is confident on its position to respond if something had occurred.
2. By pre-planning communications, we were able to mitigate potential breakdowns as a source of risk.
3. Early trainings coordinated through the EOC helped develop an understanding of potential situations we may encounter, and table top exercises allowed us to evaluate our internal ERP’s.
4. Having all relevant personnel trained in Knowledge Center prior to the start of activation helped smooth our start up process.

### **Opportunities For Improvement Identified During Planning Process:**

1. Inclusion of EOC resources in tabletop and planning efforts would have been helpful. As DPU conducted our own table top exercises, we identified several circumstances that required our coordination of agencies or required a request of additional resources that would have been facilitated via the EOC.

At a minimum, DPU should have included representatives from the EOC in our TTXs and subsequent debriefs to better understand the resource request and coordination process. It may have been potentially valuable to include agencies that we would request resources from (excluding the Ohio EPA which did participate in our Cleveland Water TTX) as well.

## **Description of Cleveland Department of Public Utilities' Actions Taken During RNC Operations (July 15-22, 2016)**

During the RNC, DPU had 24-hour coverage at the City of Cleveland's EOC, the MACC and the JIC. Additionally, dedicated individuals were credentialed and assigned to respond to incidents in the immediate vicinity of the RNC. Credentialed individuals were available for Cleveland Water, Cleveland Public Power, the Division of Water Pollution Control, Information Technology and DPU Security throughout the duration of the event. All assigned shifts were adequately covered during the event activation.

Overall, demands for DPU action or resources during the event implementation were limited. No major water main breaks, power outages or sewer failures occurred in the immediate vicinity of the RNC event area. The few events that did occur outside of the event area were handled quickly and recorded in Knowledge Center.

### **Positive Actions Identified During RNC Operations:**

1. Pre-event planning left DPU well positioned to respond to any issues.
2. While there were only minor utilities related issues during the event, DPU was able to handle each effectively. The only DPU activity in the event activation area was a broken seal on a WPC manhole.
3. Resources were effectively coordinated and dispatched through the identified process. In general, resources understood their responsibilities and we were able to effectively communicate between the EOC and field operations.
4. DPU was able to coordinate effectively with non-DPU resources (primarily EMS, Public Works and the Hospitals) as needed through the EOC.

### **Opportunities For Improvement Identified During RNC Operations:**

1. Better incorporation of NIMS/ICS into organization culture and daily operational work force could improve response during future activations. While our personnel directly involved in the RNC activation were trained in NIMS/ICS protocols, a similar awareness was not completely translated to our workforce.
2. Personnel directly involved with the activation was able to communicate effectively regarding the common operating picture. Had the need to go deeper into our organization arisen, we may have been challenged to effectively communicate EOC priorities.
3. Better preparing our work force to operate in NIMS/ICS settings will likely improve our response in future activations and make our coordination and prioritization processes more effective.
4. Better alignment of resource schedules could facilitate improved communication of situation awareness and the establishment of a common operating picture. While we set schedules to ensure 24-hour coverage of all critical areas during the RNC activation, DPU allowed operational divisions to establish schedules that aligned with existing operational structures.

This meant, in some instances, shift changes we not synced with one another requiring multiple communication handoffs between EOC personnel and field leads. While this did not negatively impact DPU operations during the RNC, it could have a negative impact during a future activation if a DPU incident occurs.

### **Recommendations To Future Host Cities:**

1. Identify dedicated resource/group to coordinate all departmental activities. During the planning process for the RNC, DPU personnel were working on multiple aspects of the event (security, operations, beautification, special events, EOC, etc.). DPU implemented a regular, standing meeting with all personnel involved in the pre-event planning process in order to make sure everyone involved in any way had a complete picture of the work in progress, regardless of it was something they were directly working on. This was immensely helpful in establishing a common operating picture within the Department prior to, and most importantly, during the event.

## Attachment A – Daily Contact Sheet Example

July 15, 2016 -- DPU Operational Coverage																													
	6a	7a	8a	9a	10a	11a	12p	1p	2p	3p	4p	5p	6p	7p	8p	9p	10p	11p	12a	1a	2a	3a	4a	5a					
EOC Coverage; Land Line # [REDACTED]	Robert Davis, [REDACTED]		Keith Cromer, [REDACTED]		Jason Wood, [REDACTED]																								
MACC Coverage; Land Line # [REDACTED]	Hernando Harge, [REDACTED]		Larry Insana, [REDACTED]		Chris Warren, [REDACTED]																								
WPC Credential Coverage	Daniel Tomko, [REDACTED] or [REDACTED]		Quan Robinson, [REDACTED] or [REDACTED]																										
CWD Credential Coverage; Land Line # [REDACTED]	Kim Thompson, ext. [REDACTED] or [REDACTED]		Tom Scullin, ext. [REDACTED] or [REDACTED]		Mike LaMonica, ext. [REDACTED] or [REDACTED]																								
CPP Credential Coverage	Joe Ricciarelli, [REDACTED] or [REDACTED]		Steve Holland, [REDACTED]																										
IT On-Call Coverage; Land Line #664 [REDACTED]	Mark Lasic, ext. [REDACTED] or [REDACTED]		Michael Dean, ext. [REDACTED] or [REDACTED]																										
Security Mobile Coverage -- EAST	Lt. Gerald Still, [REDACTED]		Lt. Brian Dunn, [REDACTED]																										
Security Mobile Coverage -- WEST	Lt. James Ruth, [REDACTED]		Lt. Brian Dunn, [REDACTED]																										

<p><b>Other Key Numbers:</b></p> <p>Darnell Brown, [REDACTED]</p> <p>Ollie Shaw, [REDACTED]</p> <p>WPC Commissioner Office, [REDACTED]</p> <p>Rachid Zoghail, [REDACTED]</p> <p>Ramona Lowery, [REDACTED]</p> <p>WPC Emergency, [REDACTED]</p> <p>Brian Stapleton, NEORS D Infrastructure, [REDACTED]</p> <p>John Rhoades, NEORS D Environmental, [REDACTED]</p>	<p>Frank Badalamenti, [REDACTED]</p> <p>CWD Commissioner Office, [REDACTED]</p> <p>Alex Margevicius, [REDACTED]</p> <p>Maggie Rodgers, [REDACTED]</p> <p>Jose Hernandez, [REDACTED]</p> <p>Gregg Faust, [REDACTED]</p> <p>CWD Emergency, [REDACTED]</p> <p>Ohio EPA Primary, [REDACTED]</p>	<p>Mark Lasic, [REDACTED]</p> <p>CPP Commissioner Office, [REDACTED]</p> <p>Ivan Henderson, [REDACTED]</p> <p>Bill Zigli, [REDACTED]</p> <p>Rich Barton, [REDACTED]</p> <p>CPP Emergency, [REDACTED]</p> <p>Norm Brzozowski, [REDACTED]</p> <p>DPU Security CMF, [REDACTED]</p> <p>Lt. Robert Jarvis, [REDACTED]</p>
--	---	--

### ADMIN RADIO PROTOCOL -- Zone 63; Regional 12





CITY OF CLEVELAND  
Mayor Frank G. Jackson

## **Public Works**

### **Description of RNC Mission/Area of Responsibility:**

In preparation for this event, the Department of Public Works coordinated with the Department of Public Utilities and Department of Public Safety to establish collective roles and responsibilities and create specific task lists to be completed prior to July 18, 2016. Specifically ensuring that all parks, streets and public right of ways were kept clean and free of debris and properly protected throughout the duration of the RNC event.

### **Description of the Cleveland Department of Public Works' Planning Process from Cleveland's award of the 2016 RNC to July 14, 2016:**

The Director of Public Works and Chief of Inter-Governmental Affairs conducted weekly meetings beginning in April 2016, with all City of Cleveland operating divisions and other downtown agencies. The purpose of these meetings was to plan and implement a coordinated approach to the maintenance and cleanliness of the downtown area throughout the entire RNC event. Each department developed specific task lists related to their areas of responsibilities inclusive of but not limited to: fire hydrant painting, light pole painting, park maintenance, sewer cleaning/maintenance, sidewalk/street repair, street lighting, street/sidewalk cleaning, traffic control upgrades and tree planting.

The Department of Public Works also developed contracts for additional security and inventory such as Tenable Security service for our fueling installations and maintenance facilities, and purchased CDP approved waste receptacles which were placed in and throughout the downtown area. Communications were established specifically for Public Works Divisions using 800 MHZ radios, city issued cell phones and email. MOU's and permits were also entered into on an as requested basis, in conjunction with the Departments of Public Works, Finance and Law.

The Department of Public Works worked at the request of the Cleveland Division of Police to transport large deliveries of safety equipment and personal protective gear for warehouse distribution to the various branches of the Department of Public Safety. The Department of Public Works' Division of Motor Vehicle Maintenance also worked with the Department of Public Safety to assist in the timely procurement, delivery and inventory of all motorized equipment and vehicles required for this event.

### **Positive Actions Identified During Planning Process:**

1. Coordination and communication between all operating Divisions and Departments were seamless and timely, with no major incidents or negative impacts.
2. Centralization for resource requests, were established through the Director of Public Works and the Director of Public Utilities, which provided immediate and coordinated resolutions to all issues and concerns.
3. The City of Cleveland and the Downtown Business District were kept clean and free of litter, debris, graffiti and structural damage throughout the entire RNC event.

### **Opportunities for Improvement Identified During Planning Process:**

1. Authorized access to secured areas needs to be more effectively communicated to the affected Divisions and Departments.
2. Due to security concerns, traffic and pedestrian flow was somewhat inconvenient for the public as well as businesses.

## **Description of The City of Cleveland Department of Public Works Actions Taken During RNC Operations (July 15-22, 2016).**

### ***Overview***

During the RNC event the Department of Public Works performed specific tasks as required to support a successful endeavor and maintain the City of Cleveland's image as it relates to cleanliness, safety, and Civic Pride, for all visitors who attended this event, and the residents who also participated. The Department divided the downtown area in four specific sectors, in order to provide a scheduled and systematic approach to service delivery.

The Director of the Department of Public Works, Michael Cox, acted in the capacity of the Lead Departmental Coordinating Director, for all other City of Cleveland operational departments and agencies, such as Public Utilities and Downtown Cleveland Alliance during the planning and implementation phases of this event.

### ***Staffing***

Streets, Parks, Waste Collection, Traffic Engineering, Property Management and Special Events Divisions were staffed in a combined and coordinated approach to service delivery.

- Streets, Parks and Waste Divisions were staffed in two 12-hour shifts providing 24-hour coverage for seven days. This provided coverage to the City of Cleveland prior, during and post event.
- Traffic Engineering, Property Management, and Special Events provided 12-hour daily staff and support during this same time period until the event conclusion.

### ***Equipment/Personnel***

Equipment and Staffing included two boom crane trucks, four street sweepers (with drivers), two dump trucks, eight snowplow trucks (used as rolling barricades for Division of Police activities), two waste collection packers, one parks waste packer and more than 20 laborers per shift. These assets were managed by seven supervisors and one EOC Administrator serving as Public Works Branch Director each shift.

### ***Work Tasks***

1. Swept all downtown streets daily.
2. Serviced all downtown waste receptacles 24 hours a day during operations.
3. Installed security bike racks at various locations at the request of Cleveland Division of Police.
4. Cleaned sidewalks in all four downtown sectors daily.
5. Set up concrete and water filled jersey barriers at strategic locations.
6. Set up official Speakers Platform and associated electrical service needed.
7. Scheduled, staffed and monitored permitted public events daily.
8. Staffed the EOC with administrative personnel to serve as Public Works Branch Director from July 15, 2016, at 6 a.m. throughout the duration of the event on July 22, 2016, at 12 p.m. on a 24-hour basis.

### ***Special Requests***

Over the course of the EOC activation, Public Works crews were requested to perform a variety of jobs to assist both the Cleveland Division of Police and the United States Secret Service. All requests that occurred during the activation of the Cleveland EOC were captured in Knowledge Center in addition to being forwarded to the Public Works Branch Director stationed in the EOC 24-hours a day. Examples of these requests can be seen as follows.

1. Removed and replaced 218 concrete waste receptacles in downtown Cleveland.
2. Installed chain link fencing at Kirtland Park camping area.
3. Transported, installed and dismantled more than 1,000 bike racks (4' and 6') at various locations.
4. Repaired downtown Cleveland sidewalks and handicap ramps as needed in all four sectors prior to RNC event.
5. Installed and maintained temporary waste receptacles on a 24-hour basis.
6. Provided transportation and delivery of specialized Cleveland Division of Police personal protective equipment from Cleveland Hopkins International Airport to Cleveland Division of Police warehouse facilities.

### **Positive Actions Identified During RNC Operations:**

1. Public Works employees assumed additional responsibilities of providing public information, directions and recommendations to visitors who were unfamiliar with the City of Cleveland.
2. The operational departments and divisions worked collectively and shared equipment resources and supervision in a systematic approach for service delivery on a 24-hour basis.
3. A clear chain of command and communication process was established and implemented which made service delivery efficient.

### **Opportunities For Improvement Identified During RNC Operations:**

1. Public information with regards to street closures, detours and bus route availability could have been enhanced.
2. The process of obtaining security clearance for Department of Public Works crews to enter restricted areas needed to be more clearly defined prior to the event.

### **Recommendations To Future Host Cities:**

1. Begin the process of inter-departmental coordination meetings a minimum of one year in advance of the event.
2. Perform an assessment of all infrastructure repairs within the vicinity of the event primary areas. These assessments should include, but not be limited to: sidewalks, curbs, handicap ramps, lighting, pedestrian crossing signals and street scape amenities.
3. Develop a plan to accommodate all visitors, delegates and protestors, to ensure safety and dignity for each respective group.

**(PAGE LEFT INTENTIONALLY BLANK)**



CITY OF CLEVELAND  
Mayor Frank G. Jackson

## **Radio Communications**

### **Description of RNC Mission/Area of Responsibility:**

Pre-RNC, The Office of Radio Communications (ORC) was responsible for coordinating and creating the Communications Plan. The ORC was also responsible for creating a service center at 2001 Payne Ave. to support the services being used during the convention as well as issuing radios and swapping batteries and supplies. During the RNC, staff was split to cover the service center as well as act as the Communications Leader (COML) and monitor the system 24/7 at the City of Cleveland's EOC.

### **Description of Cleveland Office of Radio Communications' Planning Process from Cleveland's Award of the 2016 RNC to July 14, 2016:**

#### ***Overview***

The communications planning process for the RNC began in November 2015 with the first planning meeting which led to the Office of Radio Communications (ORC) evaluating their needs for the upcoming event. The personnel of the ORC covered communications needs at multiple locations from the Friday before the start of the Convention through the following Friday. They staffed both the Emergency Operations Center (EOC) as well as at 2001 Payne Ave. which acted as a hub for Public Safety Personnel to be deployed from. At no point in the convention were there less than three ORC staff members on duty.

ORC created and cultivated the content for both the Communications Plan as well as the ICS 205 (Incident Radio Communications Plan) that laid out the plans for available talk groups. They also created Quick Reference Guides that would be given to Public Safety forces that came in from outside jurisdictions and would be using rented radios.

#### ***Plans Developed/Revised***

Copies of past action plans were made available so that the event COML and assistant would be able to begin assessing needs and start building the eventual Communications Plan. An outline was made and a timeline established of completion dates and other goals. The City Communications Committee began having bi-weekly meetings on January 29, 2016. Several different Communications committees were established and the COML attended as many of those meetings as possible.

As of March 2016, a physical Communications Plan and ICS 205 were under development. After discussion, the decision was made to create additional RNC-specific Zones (Regional 64 and 65) on the Greater Cleveland Radio Communications Network (GCRCN) as well as to utilize other resources that could be provided by the state. During the development, Greg Hauser (Charlotte Fire Department) provided information and guidance as to what documentations were used during the Democratic National Convention (DNC) that he was the COML and created the Communications Plan for in 2012.

The final draft of the 2016 RNC Communications Plan was printed and distributed July 13, 2016 with a first major draft produced in April 12, 2016. The Communications Plan contained all of the policies and procedures that existed for use of the Greater Cleveland Radio Communications System along with the completed ICS 205 (Incident Radio Communications Plan), handouts on how to use a rented radio and what the radio contained, as well as a comprehensive list of talk groups that would be used during the convention and what system they were on. It also included additional information from the MARCS State Radio System as well as Federal National Public Safety Planning Advisory Committee (NPSAPAC) Channels.

**Agencies Coordinated**

<b>City of Cleveland (Internal)</b>	<b>County, State, Federal, Private (External)</b>
Cleveland Public Power	AT&T
Department of Public Health	Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
Department of Public Safety - Admin	California State Highway Patrol
Division of EMS	City of Akron
Division of Fire	Cleveland Clinic Foundation
Division of Police	Columbus Police Department
NEORFC	Cuyahoga County Amateur Radio Emergency Service
Office of Emergency Management	Cuyahoga County Sheriffs
	Cuyahoga Emergency Communications System (CECOMS)
	Department of Homeland Security,
	Federal Bureau of Investigations (FBI)
	Federal Communications Commission (FCC)
	Federal Emergency Management Agency (FEMA)
	Federal Protective Services
	Federal Reserve
	Federal Reserve
	Federal Reserve Bank
	First Energy
	Greater Cleveland Rapid Transit Authority (RTA)
	Medina County ARES
	MetroHealth Medical Center
	Motorola
	Multi-Agency Radio Communications System (MARCS)
	NAACP
	NASA
	NE Ohio American Red Cross
	Ohio Department of Transportation (ODOT)
	Ohio National Guard
	Ohio State EMA
	Ohio State Highway Patrol
	Quicken Loans Arena
	Regional Emergency Management Associates (EMA)
	St. Vincent Charity Medical Center
	Summit County ARES
	Summit County EMA
	United States Coast Guard
	United States Secret Service
	University Hospitals
	US Capitol Police
	West Virginia State Police

## ***Training***

In preparing for the RNC, the ORC opted to send their Assistant Manager along with several other city employees (outside of the department) to get trained and certified as Communications Unit Leaders (COML) through FEMA. Having additional people certified would allow for the event's primary COML to be mobile when necessary as well as to take time off outside the peak call volume periods. It was necessary to have a COML monitoring the system for outages and loading 24/7 during the convention.

In February 2016, the Cuyahoga County Communications Committee arranged COML classes for anyone interested in participating in the RNC. The class was completed by eight City of Cleveland employees. The majority of those employees as well as others that took the class but were not City employees, were involved in communications during the convention and were stationed in either the EOC or the Incident Command Center (ICC).

## ***Meetings***

ORC participated in various meeting throughout the planning process. These meetings have been chronicled and are available as **Attachment A – Meetings Attended**.

### **Positive Actions Identified During Planning Process:**

1. The City Communications meetings had good turn outs of people who all played roles in making sure their divisions were prepared.
2. We started our planning well before communications was made essential by the City and we were able to show progress weekly.

### **Opportunities For Improvement Identified During Planning Process:**

1. We should have issued "T" cards for radios given out in advance and not just used sign-out sheets.
2. More daily supplies should have been pre-packed (Leather cases, antenna, knobs, etc.)
3. It needed to be established in Communications Meetings that they are the Cleveland Division of Police aka "CDP" and not the Cleveland Police Department aka "CPD". This caused some confusion because Columbus Police were assisting and they are "CPD".
4. Our shifts should have been staggered differently than the rest of the cities because turning over communications at the same time as everything else caused some havoc and also increased the chance of confusion with traffic.
5. The designated use of former Public Safety Central was in a state of disrepair and wasn't as efficient as other locations could have been. It may have been more efficient to have the technicians on a lower floor where there was more foot traffic.
6. Communications was not included in planning meetings until late in the pre-event process.
7. Programing for Public Safety started late because getting approvals of templates took much longer than anticipated. The CDP programing (the first Division of Public Safety that was programmed) started April, 20.
8. The Communications Subcommittee, led by the COML submitted requests for communications equipment based on the usage and orders from past events and anticipated support of outside agencies. The requests not only were processed late but were incomplete. Administration drastically cut the requested equipment which led to months being spent negotiating and

defending the original order to in the end, meet in the middle with what would be rented from Motorola.

9. It would have been a better situation for the Communications team if internal and external entities had gotten their communications plans in sooner. Several entities wanted drastic changes after the event had already begun and some of what they wanted had already been assigned. We did the best we could to accommodate however, there are limitations that far into the event.
10. Scheduling of Office of Radio Communication was done very late in this process. This caused strain on planning schedules due to the lack of understanding the personnel situation.



## **Description of Cleveland Office of Radio Communications' Actions Taken During RNC Operations (July 15-22, 2016)**

The Office of Radio Communications established several different work zones to most effectively monitor the system and provide service to the greatest number of individuals. We had between two and three technicians working at all times out of Public Safety Central (2001 Payne Ave.), a technician during regular hours out of Radio Repair (4600 Harvard) and one member of management at all times at the City of Cleveland Emergency Operations Center (205 W. St. Clair Ave.).

Each location was able to support a different need of the convention while staying in constant contact with each other by use of radios on the Greater Cleveland Radio Communications Network.

The ICS 205 (Incident Radio Communications Plan) produced during the planning phase was included in each Incident Action Plan (IAP) produced each operational period and distributed by the Planning Section located in the City of Cleveland Emergency Operations Center.

Technicians worked shifts at Public Safety Central that mirrored operational periods A (6 a.m. – 6 p.m.) and B (6 p.m. – 6 a.m.). Management at the Emergency Operations Center staggered their shifts after the first day due to the congestion trying to swap out at the same time as all of the rest of the communications teams.

Greg Hauser (Charlotte Fire Department) lent support during the day shift at the Emergency Operations Center during the peak hours to maximize the COML's ability to monitor the primary talk groups as well as continue to coordinate with other communications team members.

The peak hours for radio communications were between 10 am and 10 pm daily, with an average 231,648 push to talks during the four days of the Convention. The busiest RNC specific talk group during the four days of the Convention was Regional 25. This talk group served as the primary channel for Cleveland Division of Police's White Zone and eventually encompassed the Gold Zone as well after the decision to consolidate the zones was made by Operations Section Chief Edward Tomba.

Over the course of the activation, the Communications Unit issued 702 radios and 1600 batteries to responders to facilitate effective communications.

### **Positive Actions Identified During RNC Operations:**

1. System loading was never an issue on the Greater Cleveland Radio Communications Network (GCRCN) during the event.
2. The ICS 205 and Communications Plan were successful in spreading the users out to maintain the GCRCN. There was some busies on the State's MARCS system but we were able to coordinate with them to get the issue alleviated quickly.
3. Because we choose to not activate the RNC talk groups until immediately before the start of the Convention we were able to keep listening traffic (Radio Reference, Broadcastify, et al) in the dark until midway through the convention.
4. A secure talk group was monitored 24-hours a day by all working Radio Communications staff to ensure that there was constant feedback and flow of information.

5. Greg Hauser's assistance in the Emergency Operations Center served as a force multiplier that was extremely beneficial during peak hour.
6. Boxes were labeled and a chart was created to track radios and their locations. This made placing radios that were returned simple.
7. A blank template was ready to program into the radios and it only took 3-5 seconds to reprogram each radio.
8. The Department of Public Utilities provided a Transit vehicle for returning the rented supplies which saved a lot of trips and made it so the bulk of the returns could be done in just two trips.
9. All radio returns were able to be completed by Monday, August 8, 2016.
10. Motorola handled the return shipping on all the rented radios.

### **Opportunities For Improvement Identified During RNC Operations:**

1. Having the COML in a separate room at the EOC did not allow for us to be proactive in some decisions that were made. We had to decide whether or not it was worth it to walk away and leave the system unmonitored to assess any needs that were developing in the main room.
2. Signs should have been posted throughout the building about where radio was located as well as signs outside. We had people stopped by Police at the gate from other City divisions who needed service and were unable to contact the technicians to gain access or get their assistance.
3. We didn't spend enough time reviewing how the processes we had put in place would work. Technicians were confused on how "T" cards worked and how they were passing things out.
4. Each radio should have been individually signed out not just one card for a group.
5. Handouts were not given with every rental radio. Too many were sent back afterwards and technicians forgot to pass them out for the first day. Handout should have also included bar schedule. There was a lot of chatter on the talk groups trying to establish what times the bars were closing each day.
6. Clearer instructions were needed for radio returns. It took too long to get them all back because some people just gave them to City of Cleveland employees instead of actually returning them back to where they were issued from.
7. There should have been an additional person on each shift to have access to kill radios. When this needed to happen we had to pull a technician from the second location and potentially shorted them.
8. Some divisions were monitoring more talk-groups than necessary by not following the plan.
9. Encryption wasn't managed well by the individual departments. Those who had it weren't sharing information correctly by either withhold or oversharing.

### **Recommendations To Future Host Cities:**

1. Hold firm on what your system needs are and what the limitations are. Do not let other agencies (outside or Federal) coming in to help overload or cause confusion on your system. Also, be cognizant of other systems in the area and what frequencies they utilize.
2. Make sure that people can find where you have your radio shop. It should be clearly labeled and in a convenient location with a phone line.

3. Start planning early, the earlier the better. If your City does not see the importance of Communications upfront, continue to prepare so that you are ahead of the game when called upon.
4. The COML or another communications designee should get on as many planning committees as possible to help the Communications Committee to assess needs and clear up confusion.
5. Allow other experienced entities to give guidance and advice for communications. This includes national interop's, other local systems, Bluetooth, etc. They can be assets while planning, but do not let them make the final decisions or change your established policies and procedures.
6. Limit or closely control vehicular repeaters, broadband testing or demoing communications equipment as well as towable towers, and similar system affecting devices. Keeping in mind these may be assets during the convention, but still need to be closely monitored.

## **Attachment A – Meetings Attended**

19-Nov	RNC Interagency Communications Subcommittee
2-Dec	OEC/ICTAP Support for Ohio RNC
15-Jan	ARES Meeting
28-Jan	City RNC Communications Planning
18-Feb	USSS Communications Meeting
23-Feb	Radio System Interruption Meeting
1-Mar	COML Training
2-Mar	COML Training
3-Mar	COML Training
18-Mar	City RNC Communications meeting
2-Mar	RNC Issues-Utilities
4-Mar	Progress Update- City RNC Communications
1-Apr	City RNC Communications meeting
15-Apr	City RNC Communications meeting
20-Apr	Being Programming for Cleveland Division of Police
22-Apr	RNC Critical Infrastructure Subcommittee Meeting
26-Apr	Public Safety RNC Planning Meeting
26-Apr	FBI Communications Meeting
27-Apr	FBI Communications Meeting
28-Apr	City of Cleveland and AT&T Follow-up meeting
29-Apr	City RNC Communications meeting
10-May	Public Safety RNC Planning Meeting
11-May	TSA Meeting
13-May	City of Cleveland RNC Communications meeting
18-May	RNC Radio Staff scheduling changes
18-May	Discovery Discussion Regarding Cleveland's LMR and ePTT Interop Trial
19-May	RNC Staff Change meeting w/Radio personnel
24-May	Public Safety RNC Planning Meeting
27-May	City of Cleveland RNC Communications meeting
31-May	Press Conference on RNC Progress
1-Jun	FBI Programming
3-Jun	Critical Infrastructure Subcommittee Meeting
7-Jun	Public Safety RNC Planning Meeting
8-Jun	RNC Conference Call with Columbus
9-Jun	ATT ePTT
9-Jun	RNC Communications Planning for FHP
10-Jun	City RNC Communications meeting
15-Jun	EOC/RNC Staffing Issues
16-Jun	Discussion on HHS Communications Plan for the RNC

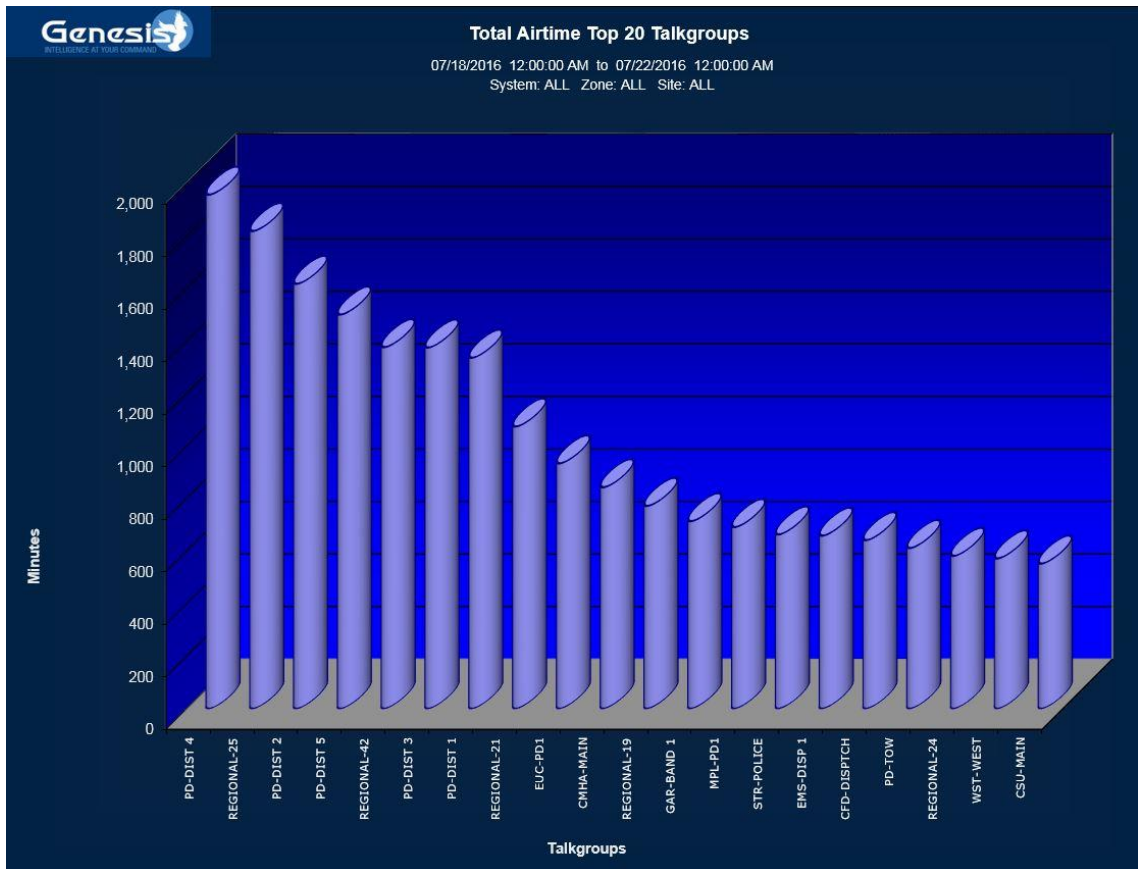
17-Jun City of Cleveland and AT&T  
20-Jun Motorola Device Training  
21-Jun Public Safety RNC Planning Meeting  
22-Jun Suburban Radio System Training with Strongsville  
24-Jun City of Cleveland RNC Communications meeting  
28-Jun Communications Exercise  
29-Jun Zone Commanders Table Top Exercise  
5-Jul Public Safety RNC Planning Meeting  
6-Jul MACC Open House  
7-Jul Radio Training at CHIA  
8-Jul RNC Interagency Communications Subcommittee  
8-Jul City RNC Communications meeting  
10-Jul Department of Public Utilities RNC Radio Mtg.  
12-Jul Radio communication & dispatch review with Public Safety  
13-Jul Motorola Meeting  
14-Jul RNC ALL CALL IP Interop Review

## Attachment B – Total Airtime – Top 20 Talkgroups (July 18-22, 2016)

Start Date: 07/18/2016 12:00:00 AM  
 End Date: 07/22/2016 12:00:00 AM

TalkgroupID	Talkgroup Alias	Minutes
56132	PD-DIST 4	1,954.9
56667	REGIONAL-25	1,816.5
56130	PD-DIST 2	1,615.5
56133	PD-DIST 5	1,498.5
56684	REGIONAL-42	1,374.3
56131	PD-DIST 3	1,372.9
56129	PD-DIST 1	1,334.1
56663	REGIONAL-21	1,072.4
56645	EUC-PD1	932.0
56576	CMHA-MAIN	841.1
56661	REGIONAL-19	770.1
56557	GAR-BAND 1	711.9
56641	MPL-PD1	689.5
56528	STR-POLICE	661.7
56106	EMS-DISP 1	656.8
56099	CFD-DISPTCH	639.9
56137	PD-TOW	609.9
56666	REGIONAL-24	580.0
56238	WST-WEST	570.3
56712	CSU-MAIN	550.6

Data Provided by Genesis 20,253



## Appendix 1 – Acronyms

ACLU – American Civil Liberties Union  
ADA – Americans with Disabilities Act of 1990  
ALS – Advanced Life Support  
ARFF – Airport Rescue & Firefighting  
ASAP – As Soon As Possible  
BHS – Bureau of Homeland Services (Cleveland Division of Police)  
BJA – Bureau of Justice Assistance  
BKL – Burke Lakefront Airport  
BLS – Basic Life Support  
BMAP – Bomb Making Awareness Program  
BSU – Building Security Unit  
CARE – Cleveland Association of Rescue Employees  
CBP – U.S. Customs and Border Patrol  
CCA – Complex Coordinated Attack  
CCESAB – Cuyahoga County Emergency Services Advisory Board  
CCOEM – Cuyahoga County Office of Emergency Management  
CCSO – Cuyahoga County Sheriff’s Office  
CDAQ – Cleveland Division of Air Quality  
CDC – Center for Disease Control  
CDF – Cleveland Division of Fire  
CDP – Cleveland Division of Police  
CDPH – Cleveland Department of Public Health  
CECOMS – Cuyahoga Emergency Communications System  
CFR – Code of Federal Regulations  
CIA – Central Intelligence Agency  
CLE – Cleveland Hopkins International Airport  
CMHA – Cuyahoga Metropolitan Housing Authority  
CMO – Chief Medical Officer  
COA – Committee on Arrangements  
COML – Communications Unit Leader  
CPOD – Closed Points of Dispensing  
CPU – Central Processing Unit  
CSU – Cleveland State University  
CWRU – Case Western Reserve University  
DCHSEMA – Washington D.C. Homeland Security and Emergency Management Agency  
DHS – Department of Homeland Security  
DMAT – Disaster Medical Assistance Teams

DNA – Deoxyribonucleic Acid  
DNC – Democratic National Convention  
DPC – Department of Port Control  
DPU – Department of Public Utilities  
DVD – Digital Versatile Disc  
EOC – Emergency Operations Center  
EMA – Emergency Management Agency  
EMAC – Emergency Management Assistance Compact  
EMD – Emergency Medical Dispatcher  
EMS – Emergency Medical Services  
EMT – Emergency Medical Technician  
EO – Executive Order  
EPA – Environmental Protection Agency  
EPI – Epidemiology  
FAA – Federal Aviation Authority  
FBI – Federal Bureau of Investigation  
FBO – Fixed Base Operations  
FCC – Federal Communications Commission  
FEMA – Federal Emergency Management Agency  
FOUO – For Official Use Only  
FUNEX – Functional Exercise  
GCRCN – Greater Cleveland Radio Communications Network  
GCRTA – Greater Cleveland Regional Transportation Agency  
GETS – Government Emergency Telecommunications Service  
GMS – Grants Management System  
HAZMAT – Hazardous Materials  
HERT – Hospital Emergency Response Team  
HHS – DHS Health & Human Services  
HOC – House of Corrections  
IAP – Incident Action Plan  
ICC – Incident Communications Center (Cleveland Division of Police)  
ICS – Incident Command System  
IED – Improvised Explosive Device  
IEMC – Integrated Emergency Management Course  
ILO – Intelligence Liaison Officer  
IMAT – Incident Management Assistance Team  
IOC – Intelligence Operations Center  
IS – Independent Study  
IT/ITS – Information Technology / Information Technology Services



JHAT – Joint Hazard Assessment Team  
JIC – Joint Information Center  
KC – Knowledge Center  
KM – Kilometer  
LEO – Law Enforcement Officer  
M – Meter  
MACC – Multi-Agency Coordination Center  
MARCS – Multi-Agency Radio Communications System  
MCI – Mass Casualty Incident  
MFF – Mobile Field Force  
MJIEDSP – Multi-Jurisdictional Improvised Explosive Device Security Planning Program  
MOU – Memorandum of Understanding  
NAACP – National Association for the Advancement of Colored People  
NASA – National Aeronautics and Space Administration  
NDC – Notre Dame College  
NECO – Northeast Central Ohio  
NEORFC – Northeast Ohio Regional Fusion Center  
NIMS – National Incident Management System  
NOCHD – Northeast Ohio Collaborative Health Department  
NPSPAC – National Public Safety Planning Advisory Committee  
NSSE – National Special Security Event  
ODH – Ohio Department of Health  
ODOT – Ohio Department of Transportation  
ODPS – Ohio Department of Public Safety  
OEM – Office of Emergency Management  
OHA – Ohio Hospital Association  
OH-VOST – Ohio Virtual Operations Support Team  
OIC – Officer In Charge  
ONG – Ohio National Guard  
OpSec – Operational Security  
ORC – Office of Radio Communications  
OSHP – Ohio State Highway Patrol  
POC – Point of Contact  
PIO – Public Information Officer  
PO – Purchase Order  
PPE – Personal Protective Equipment  
RFP – Request For Proposal  
RHC – Regional Health Coordinators  
RNC – Republican National Convention

SAM – System for Award Management  
SEAR – Special Event Assessment Rating  
SITREP – Situation Report  
SNS – Strategic National Stockpile  
SOG – Standard Operating Guidelines  
TFR – Temporary Flight Restriction  
TNC – Transportation Network Companies  
TSA – Transportation Security Administration  
TTX – Tabletop Exercise  
USCG – United States Coast Guard  
USSS – United States Secret Service  
UTV – Utility Task Vehicle  
VBIED – Vehicle Borne Improvised Explosive Device  
VIP – Very Important Person  
WPS – Wireless Priority Service

## Appendix 2 – RNC Week Daily Summaries

### Friday, July 15, 2016

On Friday, July 15<sup>th</sup>, 2016, the City of Cleveland Emergency Operations Center (EOC) activated at 0600 in advance of the 2016 Republican National Convention (RNC). The EOC was under a Full Activation from 0600 on the 15<sup>th</sup> until the end of the event the following Friday. Under a Full Activation, The EOC serves as the primary coordinating entity for resources for the City, and acts as the interface between incident operations and additional County, State, and Federal resources. During this Full Activation for the RNC, the Executive Policy Group and Joint Information Center (JIC) were staffed and functioning in coordination with the main EOC floor.

The first day of the RNC was not until Monday, the 17<sup>th</sup>, however a large welcome event was planned for Sunday the 16<sup>th</sup> on the lakefront. Activating the EOC on 15<sup>th</sup> enabled staff to re-familiarize themselves with EOC systems and processes as delegates and other RNC related individuals were arriving in town. Also arriving on this day were hundreds of law enforcement personnel from around the country to be officially sworn in. Additional preparation activities were being conducted across the City, including the erection of various barriers in anticipation of the large crowds expected during the RNC.

On Friday the 15<sup>th</sup> there was one RNC-related gathering of 75-100 individuals in Perk Plaza from 1800-2300. The gathering kept to the park and did not attempt to obstruct sidewalks or streets.

A number of other RNC-related events were held on this day at the following locations: Playhouse Square, Olivet Institutional Baptist Church, Gund Dance Studio, and the Second Ebenezer Baptist Church.

#### ***Department of Public Safety Activity within the RNC Event Zones:***

##### EMS

- Calls For Service: 11
- Transports: 4

##### Fire

- Calls For Service: 3

##### Law Enforcement

- Calls For Service: 24
- Arrests: 0

##### EOC Deliverables

- Situation Reports (SITREPs) #1 - #6
- Incident Action Plans (IAPs) #1 & #2

## Saturday, July 16, 2016

On Saturday, July 16<sup>th</sup>, 2016, law enforcement personnel from around the country continued arriving in Cleveland to be sworn in. Barrier construction also continued. A group of approximately 50 people identifying themselves the Black Lawyers for Justice held a rally in Perk Plaza on this day. There were also a few marches/protests conducted around the City, including a gathering of approximately 50 people in the area of E. 55<sup>th</sup> and Woodland Ave.

Various RNC-related events were held in the following locations: Playhouse Square, Smith Studio, MC Auditorium, Cleveland State University (CSU), Olivet Institutional Baptist Church, Gund Dance Studio, Westfield Insurance Studio Theatre, Edgewater Park, and the Powerhouse.

### ***Department of Public Safety Activity within the RNC Event Zones:***

#### EMS

- Calls For Service: 16
- Transports: 8

#### Fire

- Calls For Service: 1

#### Law Enforcement

- Calls For Service: 25
- Arrests: 0

#### EOC Deliverables

- Situation Reports (SITREPs) #7 - #14
- Incident Action Plans (IAPs) #2, #3 & #4

## Sunday, July 17, 2016

On the day before the official beginning of the RNC, Sunday, July 17<sup>th</sup>, 2016, approximately 650 law enforcement personnel were sworn in. Also on this day, the Rock and Roll of Fame was the site of the RNC Host Committee Welcome Party from 1800 to 2200. A large stretch of the Shoreway and multiple streets on the downtown lakefront were closed for this event.

The largest demonstrations to occur on this day included: "Circle the City with Love," a permitted march across the Lorain-Carnegie Bridge of approximately 200 people, and "Open Carry 2<sup>nd</sup> Amendment March and Rally," a permitted march of around 50 people from Settler's Landing to Public Square.

Other RNC-related events were held at: Playhouse Square, CSU, the Masonic Auditorium, Cleveland Agora, and Gray's Armory.

### ***Department of Public Safety Activity within the RNC Event Zones:***

#### EMS

- Calls For Service: 13
- Transports: 2

#### Fire

- Calls For Service: 1

#### Law Enforcement

- Calls For Service: 51
- Arrests: 1

#### EOC Deliverables

- Situation Reports (SITREPs) #15 - #30
- Incident Action Plans (IAPs) #4, #5 & #6

## Monday, July 18, 2016

On Monday, July 18<sup>th</sup>, 2016, the RNC officially began at Quicken Loans Arena with its first session from 1300-1730 and its second session from 2000-2300. There were multiple, permitted, First Amendment Protected events held on this day: 13 groups reserved designated park space (Willard Park and Perk Plaza), 11 speakers were permitted to use the speaker's platform on Public Square, and 5 parades were permitted for the approved Downtown Parade Route. These events were sponsored by a variety of groups, including but not limited to: United March for Trump, Coalition to Dump Trump, Bikers for Trump, Prophets of Rage, Organized Ohio, Iraq Veterans against the War, and End Poverty Now. The Prophets of Rage demonstration was the largest of the day.

Approximately 600 individuals marched from E. 45<sup>th</sup> St. to Perk Plaza. There were multiple reports of individuals from this group throwing and breaking glass bottles on the streets, possibly as a tactic to flatten tires. Cleveland Police investigated several individuals exhibiting suspicious behavior. There were multiple reports of armed individuals around downtown.

Other RNC-related events on this day were held at multiple venues, including: Playhouse Square, Cleveland Agora, Gray's Armory, US Bank Plaza, Public Auditorium, Case Western Reserve University (CWRU), CSU, Settlers Landing, and First Energy Stadium.

### ***Department of Public Safety Activity within the RNC Event Zones:***

#### EMS

- Calls For Service: 10
- Transports: 8

#### Fire

- Calls For Service: 2

#### Law Enforcement

- Calls For Service: 23
- Arrests: 1

#### EOC Deliverables

- Situation Reports (SITREPs) #31 - #48
- Incident Action Plans (IAPs) #6, #7 & #8

## Tuesday, July 19, 2016

On Tuesday, July 19<sup>th</sup>, 2016, the RNC continued at Quicken Loans Arena with one session from 1700-2300. There were multiple, permitted, First Amendment Protected events held on this day: 16 groups reserved parks, 12 speakers reserved the speaker's platform, and three groups received parade permits. These events were sponsored by a variety of groups, including but not limited to: Anti-Trump Protestors, Pro-Life Leadership, Pro-Choice, Black Lives Matter, RevComm, Westboro Baptist Church, Heart to Heart Nationalists, the Believers Bible Group, and the KKK. A number of non-permitted demonstrations occurred on this day, including a group carrying an upside down American flag and attempting to burn it on Public Square. The fire was stopped almost immediately and the flagpole was taken from them. Demonstrators were also seen throwing urine bottles and using squirt guns filled with urine around Prospect Ave. and E. 4<sup>th</sup> St. There were multiple reports of armed individuals around downtown.

There were multiple RNC-related events held on July 19<sup>th</sup> in multiple locations, including: Playhouse Square, Cleveland Agora, Gray's Armory, Public Auditorium, CSU, Hofbrauhaus, Key Tower, Cleveland City Hall Rotunda, the Rock and Roll Hall of Fame, and Severance Hall.

### ***Department of Public Safety Activity within the RNC Event Zones:***

#### EMS

- Calls For Service: 7
- Transports: 4

#### Fire

- Calls For Service: 7

#### Law Enforcement

- Calls For Service: 52
- Arrests: 3

#### EOC Deliverables

- Situation Reports (SITREPs) #49 - #63
- Incident Action Plans (IAPs) #8, #9 & #10

## Wednesday, July 20, 2016

On Wednesday, July 20<sup>th</sup>, 2016, the RNC continued with its one session at Quicken Loans Arena from 1900-2300. There were multiple, permitted, First Amendment Protected events held on this day: 16 groups reserved parks, 12 speakers were permitted to use the speaker's platform, and one group was permitted for the Downtown Parade Route. These events were sponsored by a variety of groups, including but not limited to: Westboro Baptist Church, RevComm, Anti-Trump group, Anarchist, "Wall of Trump", and Bible Believers.

At approximately 1600 hours, First Amendment-protected gatherings on Prospect Avenue between E. 2<sup>nd</sup> and E. 4<sup>th</sup> St. created a disturbance, resulting in 18 arrests. Cleveland Police determined the assembly to be unlawful and issued three dispersal warnings to the crowd prior to the arrests. There were multiple reports of armed individuals around downtown expressing their legal open carry rights.

There were multiple RNC-related events held on this day in multiple locations, including: Playhouse Square, CSU, CWRU, the Rock and Roll Hall of Fame, Great Lakes Science Center, and Gray's Armory.

### ***Department of Public Safety Activity within the RNC Event Zones:***

#### EMS

- Calls For Service: 8
- Transports: 4

#### Fire

- Calls For Service: 2

#### Law Enforcement

- Calls For Service: 61
- Arrests: 18

#### EOC Deliverables

- Situation Reports (SITREPs) #64 - #75
- Incident Action Plans (IAPs) #10, #11 & #12



## Thursday, July 21, 2016

On Thursday, July 21<sup>st</sup>, 2016, the RNC continued with its final session at Quicken Loans Arena from 1930-2300.

There were multiple, permitted, First Amendment Protected events held on this day: 14 groups were permitted for use of the parks, 12 speakers reserved the speaker's platform, and three groups were permitted for the Downtown Parade Route. These events were sponsored by a variety of groups, including but not limited to: RevComm, Stand Together Against Trump, Anarchists, Black Lives Matter, and Code Pink. On this day, approximately ten RevComm demonstrators congregated at the Justice Center to protest the arrests made on July 20<sup>th</sup>. Throughout the course of the day, officers reported being harassed by Anarchist and Pro-Government groups on Public Square. Also on this day, an individual placed yellow stickers on the hands of multiple officers. Some of the officers indicated they felt ill as a result. The stickers were analyzed and cleared. There were multiple reports of armed individuals around downtown expressing their legal open carry rights.

There was one arrest in Quicken Loans Arena bringing the total number of RNC arrests to 24.

Other RNC-related events on this day were held at multiple venues, including: Public Auditorium, Playhouse Square, CSU, CWRU, the Bohemian National Hall, and Gray's Armory.

### ***Department of Public Safety Activity within the RNC Event Zones:***

#### EMS

- Calls For Service: 18
- Transports: 5

#### Fire

- Calls For Service: 3

#### Law Enforcement

- Calls For Service: 73
- Arrests: 1

#### EOC Deliverables

- Situation Reports (SITREPs) #76 - #87
- Incident Action Plans (IAPs) #12, #13 & #14

## Friday, July 22, 2016

On Friday, July 22<sup>nd</sup>, 2016, EOC staffing included a representative from Cleveland Hopkins International Airport to enhance situational awareness and coordination efforts as RNC delegates boarded their respective flights. The Republican presidential nominee's flight departed at 1215. The EOC activation for the RNC ended at 1230. The Multi Agency Coordinating Center (MACC) at the IX Center closed at 0300, and the Cuyahoga County EOC demobilized at approximately 1030.

There were no First Amendment Protected Events scheduled for this day.

There were a few RNC-related events held on this day, including a press conference with the presidential nominee at a hotel before his departure flight.

### ***Department of Public Safety Activity within the RNC Event Zones:***

#### EMS

- Calls For Service: 9
- Transports: 6

#### Fire

- Calls For Service: 1

#### Law Enforcement

- Calls For Service: 7
- Arrests: 0

#### EOC Deliverables

- Situation Reports (SITREPs) #88 - #91
- Incident Action Plans (IAPs) #14

## Appendix 3 – RNC Omnibus Legislation



City of Cleveland  
Clerk of Council

### ORDINANCE NO. 880-14

Page 1 of 5

By Mayor Jackson and Council Member Kelley.

An emergency ordinance authorizing the Mayor to enter into agreement with the Cleveland 2016 Host Committee, Inc. to hold the 2016 Republican National Convention in Cleveland and authorizing various directors to accept grants and gifts, issue permits, enter into contract, and perform various tasks necessary to support the Convention in Cleveland in 2016.

WHEREAS, the City of Cleveland ("City") has been selected to hold the 2016 Republican National Convention (the "Convention"); and

WHEREAS, the Convention will attract thousands of delegates, visitors and news media to the City and showcase the City on a national and world stage; and

WHEREAS, the Cleveland 2016 Host Committee, Inc. (the "Host Committee") desires to secure and the City desires to provide certain facilities and services and to undertake certain obligations related to conducting the Convention in Cleveland; and

WHEREAS, the City recognizes the compelling need for security and other essential City services during the Convention to provide a safe, secure, clean and positive environment for those attending the convention and other visitors to Cleveland during the event; and

WHEREAS, the City supports and endorses the efforts of the Host Committee, its partners and regional officials to promote the local economy, encourage commerce and economic development and promote the positive achievements in our community; and

WHEREAS, this Council supported the efforts of Mayor Jackson and the Host Committee to bring the Convention to Cleveland through the unanimous adoption of Resolution No. 281-14, adopted on February 24, 2014; and

WHEREAS, the Convention provides an opportunity for Cleveland to establish partnerships and regional collaboration benefiting our City and the region into the future, and will generate millions of dollars of economic impact for the City and the surrounding region; and

WHEREAS, this ordinance constitutes an emergency measure providing for the usual daily operation of a municipal department and constitutes an emergency measure providing for the immediate preservation of the public peace, property, health and safety in that the timely authorization and signing of the necessary agreements and commitments to support the Convention are required to accomplish the City's goal of bringing the 2016 Republican National Convention to Cleveland; now, therefore,

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF CLEVELAND:

Section 1. That, notwithstanding any Code provision or ordinance to the contrary, the Mayor is authorized to enter into one or more agreements with the Host Committee to hold the Convention in Cleveland, which shall include the following provisions:

(a) That City-owned facilities, including Public Hall, the public areas of City Hall, Browns Stadium, Voinovich Park, Malls A, B & C, the City-owned lakefront parking lots, Public Square, and the North Coast Marina, may be made available to the Host Committee as needed as a venue for Convention-related activities, as an in-kind contribution on terms acceptable to the Director of Public Works or such other director having management responsibility for the facility;

(b) That the Gateway East Parking Garage may be temporarily closed and converted to a media work space at the cost of the Host Committee and Willard Park Garage may be made available for the parking of vehicles as part of the Convention, including a payment to the City in the projected amount of lost parking revenue during the period that the garage is closed or a fee for the parking of vehicles as determined by the Director of Finance based on past parking revenue figures and the requirements of the City's parking facilities bonds;

(c) That the City will expedite the review and approval process for all licenses, permits, approvals, reviews, variances and inspections required by the laws of the City as needed for the Convention and related activities;

(d) That the City will provide all security, traffic control and related protective services as required by the Convention security and traffic control plan authorized by Section 2 of this ordinance and as determined by the Director of Public Safety;

(e) That the City will coordinate with the Host Committee on the implementation of a comprehensive technology and telecommunications services plan for the Convention and provide access as determined appropriate by the Directors of Public Safety and Finance, as applicable to the duties of their respective departments;

(f) That, notwithstanding any Code provision or ordinance to the contrary, the City may issue the necessary permits required for the hanging or display of banners and other signage related to the Convention on City rights-of-way and City-owned property and to expedite the review and permit approval process for a comprehensive general signage plan for the temporary display of signage in support of the Convention within the Central Business District and the major routes into the City, in accordance with a plan proposed by the Host Committee and approved by the Director of Capital Projects;

(g) That the City will coordinate with the Host Committee the making of any public improvements likely to impact the Convention and further agrees to negotiate completion guarantees on City construction projects to insure completion prior to the start of the Convention;

(h) That, in support of the economic development and promotion opportunities for Cleveland associated with the Convention, the City agrees to contribute an amount not to exceed \$2,500,000 to the Host Committee at such time and on such terms as are acceptable to the Director of Economic Development;

(i) That the Host Committee agrees to secure all necessary permits and consents and pay the City's standard permitting fees as required for the Convention and related activities;

(j) That the Host Committee agrees to reimburse the City for reasonable, anticipated costs unrelated to the provision of the City's standard municipal services and not covered by grants, gifts or other sources of funds accepted under this ordinance; and

(k) That the City will work in partnership with the Host Committee in all of its activities related to the Convention, including the regulation of Convention related services to insure consistency in treatment and cost.

Section 2. That, notwithstanding any Code provision or ordinance to the contrary, the Director of Public Safety is authorized to develop and implement a Convention security and traffic control plan in consultation with federal, state and other local law enforcement agencies and consistent with national security requirements, including the designation of one or more security zones related to the Convention and development and implementation of a traffic plan that involves the closing of streets and rerouting of traffic to accommodate the increased traffic, buses and vehicles related to the convention. The Director is further authorized to enter into agreements with federal, state and other local law enforcement agencies as needed to implement the plan.

Section 3. That the Director of Public Safety is authorized to apply for and accept a National Special Security Events (NSSE) grant or grants and grants from other federal, state and local granting agencies for the purpose of developing and implementing the security and traffic control plan for the Convention. The Director is further authorized to file all papers and execute all documents necessary to receive the funds accepted under this ordinance, and upon acceptance of the funds by the Director, they shall be appropriated for the purposes set forth in grant agreement.

Section 4. That the Directors of Public Works, Public Safety, Capital Projects, and Finance, as applicable to the duties of their respective departments, are authorized to employ by contract or contracts one or more consultants or other professionals or one or more firms of consultants or other professionals, including insurance consultants, necessary for the purpose of supplementing the regularly employed staff of the several departments of the City of Cleveland in order to provide professional services necessary to prepare for and hold the Convention. The selection of the professional consultants shall be made by the Board of Control on the nomination of the appropriate director.

Section 5. That, under Section 167 of the Charter of the City of Cleveland, this Council determines to make the public improvement of constructing improvements in the rights-of-ways and on public property in the City necessary to prepare for and hold the Convention, for the Departments of Public Works, Public Safety and Capital Projects, by one or more contracts duly let to the lowest responsible bidder or bidders after competitive bidding on a unit basis for the improvement.

Section 6. That the Directors of Public Works, Public Safety, and Capital Projects, as applicable to the duties of their respective departments, are authorized to enter into one or more contracts for the making of the public improvements authorized by Section 5 of this ordinance with the lowest responsible bidder or bidders after competitive bidding on a unit basis for the improvement, provided, however, that each separate trade and each distinct component part of the improvement may be treated as a separate improvement, and each, or any combination, of the trades or components may be the subject of a separate contract on a unit basis.

Section 7. That the Directors of Public Works, Public Safety, Capital Projects, and Finance, as applicable to the duties of their respective departments, are authorized to make one or more written standard contracts and written requirement contracts under the Charter and the Codified Ordinances of Cleveland, Ohio, 1976, the period of requirements to be determined by the appropriate director, for the purchase or rental of the necessary items of materials, equipment, supplies, and services, including insurance policies, necessary to prepare for and host the Convention, to be purchased or procured by the Commissioner of Purchases and Supplies on a unit basis for the appropriate department. Bids shall be taken in a manner that permits an award to be made for all items as a single contract, or by separate contract for each or any combination of the items as the Board of Control determines.

Section 8. That the costs of any requirement contract authorized by Section 7 of this ordinance shall be charged against the proper appropriation accounts and the Director of Finance shall certify the amount of the initial purchase or procurement, which purchase or procurement, together with all later purchases or procurements, shall be made on order of the Commissioner of Purchases and Supplies under a requisition against the contract or contracts certified by the Director of Finance.

Section 9. That under Section 108(b) of the Charter, any purchases authorized by this ordinance may be made through cooperative agreements with other governmental agencies. The Directors of Public Works, Public Safety, and Capital Projects, as applicable to the duties of their respective departments, may sign all documents that are necessary to make the purchases, and may enter into one or more contracts with the vendors selected through that cooperative process.

Section 10. That the Directors of Public Works, Public Safety, and Capital Projects, as applicable to the duties of their respective departments, are authorized to apply and pay for permits, licenses, or other authorizations and fees required by any regulating entity or other public authority to implement this ordinance, including those relating to construction of any improvements.

Section 11. That, notwithstanding any Code provision or ordinance to the contrary, the Public Works, Public Safety, and Capital Projects, as applicable to the duties of their respective departments, are authorized to issue public gathering permits, demonstration permits, temporary use permits, parade permits, and business access and operations permits during the a period starting one month before the first day of the Convention until one week after the completion of the Convention, subject to reasonable time, place, and manner regulations promulgated by the appropriate director and approved by the Board of Control, to use the rights-of-way and public property, to allow appropriate access and operation of affected businesses and/or to protect public safety, persons, property, and to accommodate the interests of persons participating in the gathering and persons not participating in the gathering, all in accordance with the security plan promulgated under Section 3 of this ordinance. The permits issued under this section may exclude public assemblies in certain areas defined in the regulations and as required in the Convention security and traffic control plan and prohibit materials and objects defined in the regulations in certain areas as defined in the regulations.

Section 12. That, notwithstanding any Code provisions or ordinances to the contrary, the various City directors are authorized to develop and implement policies and practices for consolidating applications for and expediting review and issuance of City licenses, permits, approvals, reviews and inspections as required by the laws of the City as need for the Convention and related activities and to issue a comprehensive convention permit that incorporates various City permits for the Convention, including review and approval of a comprehensive signage plan in the Central Business District and the major routes into the City as proposed by the Host Committee, in a form acceptable to the Director of Law.

Section 13. That the Directors of Public Works, Public Safety, Capital Projects, and Finance as applicable to the duties of their respective departments, are authorized to apply for and accept any gifts or grants from public or private entities for the purpose of effectuating this ordinance. The appropriate director is further authorized to file all papers and execute all documents necessary to receive the funds accepted under this ordinance, and upon acceptance of the funds by the appropriate director, they shall be appropriated for the purposes set forth in this ordinance.

Section 14. That the Directors of Public Works, Public Safety, and Capital Projects, as applicable to the duties of their respective departments, are authorized to apply and pay for permits, licenses, or other authorizations required by any regulatory agency or public authority to permit performance of the work authorized by this ordinance and as needed to accommodate the Convention.

Section 15. That, notwithstanding any Code provisions or ordinances to the contrary, the Director of Port Control is authorized to enter into one or more agreements with the Host Committee for the use of airport and lakefront property under the Director's management, including the Burke Lakefront Airport parking areas, as needed for Convention related activities on terms acceptable to the Director.

Section 16. That the Director of Public Utilities is authorized to enter into one or more agreements with the Host Committee to provide utility services to the Convention and related activities in accordance with the standard terms and conditions of the City's utilities.

Section 17. That the Directors of Public Works, Public Safety, and Capital Projects, as applicable to the duties of their respective departments, are authorized to enter into one or more contracts with the federal government, the State of Ohio, the Greater Cleveland Regional Transit Authority, Cuyahoga County, the Gateway Development Corporation, the Cleveland-Cuyahoga County Port Authority, Cavaliers Operating Company, LLC, Cleveland Indians Baseball Company Limited Partnership, and any other entity involved in the Convention process as needed to effectuate the purposes of this ordinance.

Section 18. That all agreements authorized by this ordinance shall be approved by the Director of Law and contain such terms and conditions as necessary to protect the public interest consistent with the purposes of this ordinance.

Section 19. That the cost of any expenditure incurred under this ordinance, including all contracts, shall be paid from Fund No.10 SF 963, from the fund or funds to which are credited any grant funds or gifts received under this ordinance, from the fund or funds to which are credited the proceeds of any existing or future bond issue that includes these purposes, and from any other funds that are appropriated for this purpose as determined by the Director of Finance.


Section 20. That this ordinance is declared to be an emergency measure and, provided it receives the affirmative vote of two-thirds of all the members elected to Council, it shall take effect and be in force immediately upon its passage and approval by the Mayor; otherwise it shall take effect and be in force from and after the earliest period allowed by law.

Passed July 16, 2014.  
Effective July 16, 2014.

---

**I, Patricia J. Britt, City Clerk, Clerk of Council, do hereby certify that the foregoing is a true and correct copy of Ordinance No. 880-14, passed by the Council of the City of Cleveland on July 16, 2014.**

WITNESS my hand and seal at Cleveland, Ohio, this 24<sup>th</sup> day of July, 2014.



Patricia J. Britt  
City Clerk, Clerk of Council

# Appendix 4 – Outside Law Enforcement Oath Administered



**CITY OF CLEVELAND**  
Mayor Frank G. Jackson

## Appointment as Temporary Additional Police Officer

To all law enforcement officers from states outside Ohio that are assisting the City of Cleveland, Division of Police, with security at the 2016 RNC:

1. A large number of additional law enforcement personnel, both from within the State and outside the State, are needed on a temporary basis for the 2016 Republican National Convention (RNC) in Cleveland, designated as a National Special Security Event (NSSE) by the U.S. Department of Homeland Security, to assist with security operation for the protection of all participants and the general public.


2. The City of Cleveland is a home rule charter city under Ohio law pursuant to, but not limited to, Section 3 of Article XVIII of the Ohio Constitution, and is entitled to exercise all powers of local self-government and all police powers not in conflict with general state law. As a home rule charter city, the City of Cleveland has the right to proceed under the terms of its Charter with respect to augmentation of its police department by the appointment of additional police officers on a temporary basis, including in the event of a riot or like emergency.

3. Therefore, as permitted under City of Cleveland Charter Chapter 25, sections 116 and/or 117, and other applicable Ohio law, I, Frank G. Jackson, Mayor of the City of Cleveland, with the City's Director of the Department of Public Safety, Michael McGrath, to whom, or his designee, I give authority to administer the oath of office, hereby appoint the out-of-state officer whose name and signature and other identifying information appears at the bottom of this form, to act as a temporary additional police officer with the same duties and powers of arrest as a Cleveland Division of Police officer in good standing for the purpose of assisting the City of Cleveland Division of Police with security during the 2016 RNC.

4. The duration of each officer's appointment is in accordance with the Proclamation of Emergency Declaration executed on the 7<sup>th</sup> day of July in the year 2016, and shall commence on Sunday July 17, 2016, at 8:00 AM, so long as the officer has signed this form confirming that he/she has taken his/her oath of office administered by the Director of Public Safety or his designee(s). This commission shall expire on Friday, July 22, 2016, at 11:59 PM, or in the event the RNC has to be extended, until one day after such conclusion of the extended RNC; or, upon dismissal from duty by the Cleveland Chief of Police Calvin Williams; or until I, Mayor Jackson, or Director McGrath, order otherwise, whichever shall occur first.

5. Each officer's police authority under this commission shall be exercised under the direction of Cleveland Division of Police Chief Calvin Williams directly or through his designee(s) and in conformance with the applicable RNC law enforcement assistance agreement or Emergency Management Assistance Compact documentation signed by the officer's Agency or home state respectively.

  
\_\_\_\_\_  
Frank G. Jackson, Mayor  
City of Cleveland

  
\_\_\_\_\_  
Michael McGrath, Director  
Department of Public Safety  
City of Cleveland

### Oath of Office

I do solemnly swear that I will support the Constitution of the United States, the Constitution and Laws of the State of Ohio, the Charter and Ordinances of the City of Cleveland; obey the applicable rules, regulations and orders of the Division of Police of the City of Cleveland, and will discharge the duties of my office to the best of my knowledge and ability, so help me God.

The undersigned officer hereby acknowledges that the above oath of office was duly administered to him/her on the below date and that the terms of this Appointment are accepted.

IN WITNESS WHEREOF, I have signed my name at Cleveland, Ohio on the 7<sup>th</sup> day of July, 2016.

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Print Full Name, Rank and Officer Badge Number*

\_\_\_\_\_  
*Print Name of Agency, Address, City/County, State, Zip Code*

**(PAGE LEFT INTENTIONALLY BLANK)**





