



GREATER WASHINGTON
Board of Trade

Emergency Preparedness Task Force

Urban Area Security Initiative
Grant Program

Revised November 2005

*Emergency Preparedness Planning, Training and
Exercise Coordination in the Private Sector*

INTRODUCTION

As part of the Urban Area Security Initiative Grant Program for 2005, the Greater Washington Board of Trade is proposing a portfolio of projects that dovetail with the National Capital Region Strategic Plan that are aimed at enhancing private sector preparedness. By continuing to foster a robust collaborative relationship between the private sector and federal, state and local jurisdictions the Board of Trade will help the National Capital Region to be better prepared and more resilient. A project manager will be specifically dedicated to support new projects and ongoing initiatives launched either by grant or pro bono by the Emergency Preparedness Task Force.

OVERVIEW

The Board of Trade's Emergency Preparedness Task Force (Task Force) has played a key role in the National Capital Region since its inception following September 11th. The Task Force has developed programs and advanced policies to integrate the private sector - both businesses and nonprofit organizations - into emergency preparedness and response planning in Greater Washington. On a volunteer basis, the Task Force has initiated and managed a number of activities and has leveraged considerable in-kind contributions in support of its initiatives. To date, the Task Force has demonstrated its dedication to greater regional emergency preparedness through its commitment to successful implementation of its programs.

Through the work of the Task Force, emergency preparedness leaders in the region have come to see the private sector as an important partner in preparedness. The private sector serve as important communicators to millions of area employees, use their collective voice to change public policy, provide in-kind assets to the public sector during response and recovery, manage essential services, and help drive economic recovery. They also serve as expert resources on a range of issues including critical infrastructure, nonprofit coordination and capacity, public relations, communications and technology.

Since November 2001, the Task Force has brought on additional leaders and agencies in the community to lead the successful efforts in:

- Re-opening National Airport;
- Advocating and making recommendations on structure for, and promoting full staffing of the Office of National Capital Region Coordination (ONCRC);
- Writing a white paper recommending structure and staffing for the new federal office;
- Advocating for and identifying leaders to conduct a regional critical infrastructure protection assessment;
- Developing "Media and the First Response" a national model for helping federal, state and local public information officers and the media better communicate to the public during a crisis. In May 2004, this program was rolled out nationally in 10 cities across the country by the Department of Homeland Security;
- In December 2004, the task force held its second installment of the "Media and the First Response" Seminar;

- Partnering on the development of an online business continuity planning tool for small and medium size businesses;
- Initiating a plan for the nonprofit sector, that includes communications, donor vehicles, victim intake coordination and mechanisms for in-kind contributions in cases of disaster and a call for a 211 system; and,
- Gaining federal funding for and launching a private sector inventory assessment for support of first responders and an economic impact study to assess risk and determine best practices for regional economic recovery.

The Task Force evaluates its goals and effectiveness and sets new priorities on a bi-annual basis. This internal review determines whether the group is adding value to the process and whether it should go forward. In December 2004, the group unanimously decided that there is much to be accomplished within the private sector and in connecting public and private emergency preparedness efforts.

The Task Force met in December and January and developed regional priorities for 2005. The priorities consist of continuing and enhancing key projects already underway or advancing next steps of projects that have been recently completed. In order to fully realize these priorities and initiate and carry out the projects, the Emergency Preparedness Task Force of the Board of Trade envisions an emergency preparedness program supported by dedicated resources.

PROJECT TEAM AND OVERSIGHT

The Project will be managed by the Vice President for Regional Partnership at the Greater Washington Board of Trade who reports directly to the President of the organization and to the Executive Committee of the Board of Directors. In her role, Caroline Cunningham also directs the Emergency Preparedness Task Force. The project will also be supported by the following Board of Trade staff:

Chief Financial Officer
 Manager of Accounting
 Vice President for Communications (Communications Director)
 Director of Communications (Communications Manager)
 Potomac Conference Program Manager
 IT Contractor - Webmaster

This group will be supported by contractors to facilitate specific aspects of the project including:

UASI FY05 Project Leader
 UASI FY05 Project Assistant
 Policy Contractor – Economic Impact Analysis
 Trainers – Business Continuity Seminars
 Project Contractor – Media and the First Response
 Pollster – Business Survey and ALERT Survey
 Contractor – Private Sector Exercises

PROJECT STAKEHOLDERS AND REPORTING

While the Greater Washington Board of Trade views its responsibility to conduct outreach to the entire business community in the National Capital Region, it does so primarily through at least four mechanisms .1 Board of Trade member companies – representing all industry sectors – which constitutes 40 percent of the private sector employee base in the region 2. the BOT Emergency Preparedness Task Force (see attached list) that includes association leaders from major industries in the region 3. the Metropolitan Council of Chambers of Commerce which the Board of Trade serves at the Secretariat, extending private sector reach to 17 additional chambers and their members throughout the region, and 4. the Non-profit Roundtable whose Executive Director co-chairs the Emergency Preparedness Task Force.

The Board of Trade, through its UASI grant work reports directly to the Deputy Mayor for Public Safety in the District of Columbia who serves as the lead Administrative lead for UASI programs in the National Capital Region. In addition, the Board of Trade reports to the Senior Policy Group, the Chief Administrative Officers group, and the Emergency Preparedness Council. To accomplish all of its Emergency Preparedness work, the Board of Trade views collaboration among all Emergency Support Functions imperative.

NOTE

The Greater Washington Board of Trade applauds the hard work of hundreds of dedicated elected and appointed officials, emergency managers and communications professionals who have spent countless hours making the National Capital Region better prepared. This hurricane season has reinforced the need to have coordination between every sector. We are fortunate that leaders in the region recognize the need to include the private and non-profit sectors at the planning table. It is the hope of the Board of Trade that the work outlined in the following pages will help extend preparedness to employers and individuals.

SPECIFIC PROGRAM REQUIREMENTS

1. PROJECT COORDINATION

OVERVIEW

A dedicated project coordination function is necessary to successfully manage the components of private sector preparedness as outlined in the National Capital Region Strategic Plan. The activities identified as priorities for 2005 require strategic guidance and project oversight to ensure goals and objectives are met on time and on budget and where possible leveraged by the support of member companies of the Greater Washington Board of Trade.

GOAL

To ensure coordinated, seamless management of all Board of Trade emergency preparedness initiatives that have been endorsed by the National Capital Region Strategic Plan.

Key Activities

- Coordinate all of the ongoing and new work of the private sector led by the Greater Washington Board of Trade, to include:
 - Economic Impact Study – Evaluating Policy and Implications
 - Business Continuity Training
 - Media and the First Response
 - Enhancing Asset Inventory and Partnering on Sustainability of Information
 - Communications Protocol
 - Private Sector Exercises - Coordination and Outreach
 - Business Community Survey
- Leverage other regional preparedness activities with Board of Trade activities
- Collaborate with other regional organizations
- Ensure continuity of projects within the Board of Trade
- Identify additional experts and in-kind work by private sector for the benefit of the public sector
- Manage the tasks within each of the sub-projects within the Emergency Preparedness Task Force’s portfolio, to include:
 - Coordination with various organizations involved in the effort(s)
 - Coordination with and oversight of all sub-contractors and consultants
 - Tracking of progress in each task via monthly and quarterly progress reports
 - Production of required deliverables
 - Adherence to timeline
 - Adherence to budget

	Duration	Start	Finish	Lead
Project Coordination			5/31/05	
Validate Approach through Em Prep Task Force (convene Task Force)	10 days			CC
Write job descriptions for Project Lead and Project Assistant	2 days			AKG
Hire Project Lead (PL) and Project Assistant (PA)	21 days			CC
<i>Develop and Finalize Project Plan</i>	5 days			PL/PA
Hire Sub-Contractors	10 days			CC/PL
Request Project Work plans and Timelines from Subcontractors	10 days			PL
Revise Project Work plans	Ongoing			PL/PA
Update Project Schedule	Monthly			PA
Submit Monthly Reports	Monthly			PL
Conduct Quarterly Meetings w/Emergency Preparedness Task Force	Quarterly			CC/PL
Conduct Quarterly Meetings Oversight Teams (SPG/CAO/EPC ask requested)				CC/PL
UASI Grant Final Report				
Compile Master Portfolio and Monthly Reports	10 days			PL
Review Budget	1 day			CFO
Create Outline	2 days			CC/PL
DRAFT - Final Report	10 days			PL
Review Final Report	5 days			CC
Complete Final Report	10 days			PL
Present Final Report to BOT Board of Directors	TBD (1)			TBD
Final Report to Regional Stakeholder Groups (SPG,CAOs, EPC etc.)	TBD			TBD
			END	

2. ECONOMIC IMPACT STUDY – EVALUATING POLICY AND IMPLICATIONS

OVERVIEW

To better prepare the National Capital Region to mitigate, prepare, respond to, and recover from disasters that could significantly affect human and economic health in the NCR, the Board of Trade contracted a study to determine the economic impacts caused by potential threats.

In the course of the study, a particular scenario was adopted. A simulation was then conducted based on the scenario utilizing two regional input-output models or series of models (economic impact and risk). The simulations resulted in a set of outcomes that reveal the significant economic impact to the NCR under varying circumstances.

Determining what can be done, and how, to minimize the regional economic impact will support advance planning for possible effects and potential reduction of negative outcomes.

WHY THIS IS IMPORTANT TO THINK ABOUT NOW

After September 11, 2001, the National Capital Region sustained a loss of approximately \$350,000,000 and 10,000 jobs. While New York's loss was much more substantial there was a federal infusion of funds to New York for recovery advertising – the net result was higher numbers of tourists in a much quicker time frame. The Greater Washington region however, had to raise its own public and private funds to recover their convention and tourism base. Eventually, \$7 million in funds were raised for NCR advertising.

This activity will build on the results of the Economic Impacts of an Emergency effort began in FY 2004. The information resulting from the economic modeling activity will be analyzed to develop action steps for mitigating potential impacts.

GOAL

Utilize the results of the *Economic Impacts of an Emergency* study to develop follow-on action steps that may be taken to better prepare the region for responding to disasters with potential catastrophic economic consequences.

Key Activities

- Continue the FY 2004 Project on *Economic Impacts of an Emergency*
- Convene a group of stakeholder experts to:
 - Review outcomes from the economic impact study and determine the policy implications for the region
 - Evaluate solutions to address impacts from short and long term recovery perspectives
 - Develop concrete strategic recommendations for follow-on activity
- Propose implementation of recommended recovery strategies
- Explore creative mechanisms to address regional economic impacts, such as the creation of a regional public/private “rainy day fund”

	Duration	Start	Finish	Lead
Economic Impact Study				
Review FY2004 Study	1 day			CC/PL
Hire Policy Lead (Econ)	14 days			PL
Develop Project Plan	10 days			PL
<i>Develop Initial Policy Recommendations</i>	30 days			Econ
Review Recommendations	5 days			CC/PL
Revise Policy Recommendations	10 days			Econ
Vet Policy Recommendations	10 days			
Convene Stakeholder Group to Review Recommendations	1 day			PL/Econ
Revise Policy Recommendations	5 days			Econ
Propose Recovery Strategies and Next Steps	5 days			CC/BOT

3. BUSINESS CONTINUITY TRAINING

OVERVIEW

Continuity of operations for business and government has gained additional importance in emergency preparedness planning since September 11th. Whether an organization is able to sustain an emergency or crisis situation and just how quickly an organization can get back to business/normal operations often depends on planning done well in advance. Early planning to ensure business continuity may help organizations survive and recover more quickly. This is especially critical for small and medium sized businesses.

In 2004, the Board of Trade initiated a program to provide training to regional business based on such national standards as the *NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs*. An educational curriculum was developed by volunteers of the Emergency Preparedness Task Force and seminars were planned and held within the region.

The Board of Trade will build on the work done to date in developing the curriculum by offering additional business continuity training seminars. While there has been initial participation, additional publicity about the training seminars would foster greater participation and increase effectiveness of the program.

VALUE ADDED

One of the lessons from the recent Citizen Education Campaign on Emergency Preparedness is that individuals and employers will take action on preparedness if someone walks them through the process. The Board of Trade plans on taking the program its Emergency Preparedness Task Force has already developed and expanding the number of trainings it can offer by enhancing marketing outreach. The goal is to use the funding to leverage additional pro-bono support from members of the Board of Trade Marketing and Communications Task Force to draw attention to seminars hosted in MD, VA and the District.

GOAL

Advance business continuity planning as a priority activity for emergency preparedness for all private sector organizations in the NCR and foster awareness about accessibility of related training.

Key Activities

- Update curriculum as appropriate with current developments
- Coordinate free seminars in specific locations throughout the Greater Washington area
- Develop a marketing strategy, including media and outreach to stakeholders, to raise awareness about the Seminars and drive attendance
- Work with local Volunteer Organizations Active in Disaster (VOADs) and other coordinating groups to extend scope of community outreach
- Print materials based on those currently available electronically for local distribution
- Promote use of materials on local community websites so there is parallel business continuity messaging and resources offered region wide

	Duration	Start	Finish	Lead
Business Continuity Training				
Review Current Resources on Potomac Conference Website	3 days			CC/PL
Develop Project Plan	10 days			PL
<i>Create Marketing Strategy for Multiple Seminars (VA,DC, MD)</i>	5 days			PL/BOT
Secure Locations for Free Seminars (# per month TBD)	6 days			PL
Identify Trainers for Seminars	Ongoing			PL
<i>Reach Out to VOADs and Chambers to increase attendance</i>	Ongoing			PL/BOT
Hold Seminars (VA, DC, MD)	Ongoing			PL/BOT
Develop and Print Materials for Distribution	Ongoing			PL/BOT

4. MEDIA AND THE FIRST RESPONSE

OVERVIEW

Government spokespeople need to know the process by which the media gathers and distributes information and the media needs to know the appropriate spokespeople to reach in order to report the events. In a crisis or emergency, a clearer understanding of how information is disseminated and how the media works is crucial to the ability of both to serve the public. Public information officers and reporters both need expertise and an informed staff capable of making quick decisions in a stressful environment.

This activity will build on the successes of the Media and the First Response Training Seminars held in June 2003 and December 2004 in the NCR in order to better prepare Public Information Officers (PIOs) and the local media to handle crisis communications in the event of an emergency situation. Not only was the value of the seminars and this type of engagement realized in the NCR, but the seminars also served as a National model as they were conducted in ten cities across the country in May 2004. The seminars brought together federal, state, and local

officials with members of the print, broadcast, and cable media to openly and candidly discuss communications in times of crisis.

Both the journalism community and the government press officers have recognized the need for this type of engagement prior to an event. Participants (media and PIOs) requested that these seminars continue to help them better prepare for an emergency.

2004 TRAINING SESSION

In 2004, The Greater Washington Board of Trade with the support of a grant from the Department of Homeland Security hosted a second training session “Media and the First Response.” The event was attended by approximately 90 invited guests including ALL of ESF-14 (now 15), local print, television, radio and internet media reporters. The event was hosted by program designer Mike McCurry, former Press Secretary to the President of the United States and Deborah Potter, Executive Director of NewsLab and a former chair of the Radio and Television News Director Association. Ms Potter has a distinguished career in journalism having reported for CNN and CBS. This “off-the-record” event helped public spokespeople and the media better understand their respective roles in reporting on disasters without fear of being caught off guard.

2005 Panel Participation

Media

Carlton Bryant, Metro Editor, *Washington Times*

John Matthews, News Director, *WMAL 630 Radio*

Tom Sherwood, Regional Political Reporter, *NBC4*

Steve Redisch, Deputy Bureau Chief, *CNN Washington*

Local Government

Sharon Gang, Acting Director Communications, Office of the Mayor – Washington, DC

James Keary, Communications Director, Prince George’s County

Federal / State Government

Tasia Scolinos, Deputy Director of Public Affairs, U.S. Department of Homeland Security

Peter Todd, Virginia Department of Transportation

GOAL

To foster common understanding and continue to build a robust relationship between reporters in the media and public information officers in order to ensure effective communications during an emergency.

Key Activities

- Organize and facilitate informational meetings about Emergency Response Plans in the NCR to provide an orientation for the media (may take the form of roundtable discussions, brown bag lunches, or more formal speaker series)
- Conduct an exercise focused on communication surrounding a scenario of a “breaking news” story with the media, emergency responders, and PIOs
- Building on lessons learned from the original seminars, plan, coordinate, and host a third installment of Media and the First Response Training Seminar

	Duration	Start	Finish	Lead
Media and the First Response		TBD	TBD	
Review Past 'Media and the First Response' Action Reports	3 days			PL
Hire Sub-Contractor (MFR)	10 days			
Develop Project Plan	10 days			MFR/PL
Secure Locations Meetings/Seminar	5 days			
Develop Invite Lists (Use Past 'MITFR' Attendees as a Start)	5 days			PL/ESF15
Identify Moderators for Training Seminar	10 days			
Identify Panel for Training Seminar	10 days			
Create Materials for Training Seminar (including evaluation form)	3 days			
Training Seminar	1 day			
Review Training Seminar Evaluations	5 days			
Produce After Action Report and Next Steps				

5. ENHANCING ASSET INVENTORY/INFORMATION SUSTAINABILITY

OVERVIEW

One of the lessons from September 11th was that the private sector had considerable resources to bring to bear to assist in the response and recovery process, but that a rational method for utilizing the resources did not exist. Recognizing the significant resources that reside within the private sector in the NCR, the *Private Sector Response and Asset Inventory Project* was initiated in 2004 to ensure that emergency planners were aware of available resources and there would be a plan to work with the private sector to make the resources accessible during and after an emergency.

PRIVATE SECTOR/EMERGENCY MANAGER COORDINATION

The Emergency Preparedness Task Force with the help of organizations local Emergency Managers and federal emergency response organizations determined a common list of resource needs and shortfalls in the National Capital Area. From that information, a Private Sector Emergency Response and Recovery Resource Catalogue was developed that includes source organization, contact information, and special requesting procedures. In addition, conditions under which resources may be requested and provided, including legal areas of concern, reimbursement requirements and resource operator requirements were established. **The catalogue was exercised by the Red Cross, DCEMA and Montgomery County for the first time in response to Hurricane Katrina evacuees to the region.**

While there has been initial participation, additional publicity about the existence and functionality of the Asset Inventory would strengthen the utility of the program and increase its effectiveness in a crisis situation. The success of its functionality is dependent on the information provided as well as awareness about its availability. The greater the awareness within the private sector about the Asset Inventory, the greater the participation will be, and the more operational the overall Inventory will be within the local jurisdictions when it is needed.

MAKING THE LOCAL LINK

The next step in making the Private Sector Emergency Response and Recovery Resource Catalogue fully functional is to work with Emergency Managers to develop a real-time web-

based system. This system will also need the support of the EMA-Volunteer Coordinators in each jurisdiction who can enhance the list and help develop a sustainability structure for the data.

GOAL

To sustain the Private Sector Response and Asset Inventory to ensure its availability during an emergency situation. Encourage greater participation in the program so that the Inventory realizes its full potential by fostering relationships between the private sector and the public sector which may ultimately need the resources.

Key Activities

- Continue to oversee activities initiated as part of the 2004 Project, including:
 - Maintenance of website to solicit asset information
 - Database storing asset information
- Develop a marketing strategy, including a media campaign, to raise awareness about the Private Sector Response and Asset Inventory to increase local participation
- Implement marketing strategy and media campaign
- Engage local jurisdictions about utilization of the inventory in an emergency or crisis situation
- Develop a transition plan for the database in conjunction with regional Volunteer Organization Active in Disaster (VOAD)
- Manage transition of the database to local systems for sustained use

	Duration	Start	Finish	Lead
Private Sector Response and Asset Inventory Project				
Review Current Project Participants	10 days			CC/PL
Hire Sub-Contractor (AIP)	10 days			CC/PL
Develop Project Plan	10 days			AIP
Establish Mechanism for Updating Data	21 days			PL/VOADs
Develop Marketing Strategy	Ongoing			AIP
Work with EMA Working Group to Establish Data Distribution/Access	21 days			PL/EMA
Reach Out to Local Media/Chambers to Expand List	Ongoing			PL/AIP
Set-Up Meetings with Local Chambers for Briefing on Inventory Project	21 days			PL
Create "Invitation to Participate"	5 days			PA
Develop and Execute Training for EOCs	21 days			AIP
Develop and Execute Training for VOADs	21 days			AIP
Develop Transition Plan for Database	10 days			PL/VOADs

6. COMMUNICATIONS PROTOCOL

OVERVIEW

In order to have a prepared and responsive region, an effective means of communication between the public, private and non-profit sectors is necessary. Especially in an emergency or crisis situation, consistent, timely, and accurate information needs to be delivered from the public sector to the private sector and non-profit sector. Recognizing this need, in 2004 the Communications Work Group of the Emergency Preparedness Task Force began the process of developing a communications protocol to afford consistent, timely, and accurate information between the public sector, the private sector and the non-profit sector. In addition to the protocol, the Work Group began the development of methods for ensuring that businesses, non-profit organizations, and citizens are informed and educated on emergency precautions and protective actions before, during, and after an event.

The Work Group published a *Draft Communications Protocol (Protocol)*, which was presented to the Emergency Preparedness Council in January 2005. The *Protocol* was built on a series of interviews conducted in the NCR with local officials and emergency managers. The *Protocol* outlines a broad set of activities in three key areas: coordination, notification, and analysis of information and desired action. Within the “coordination” area, the *Protocol* offers recommendations for action by the public sector and the private sector to establish a coordination mechanism for emergency notification that includes the business and non-profit community. The emergency “notification” area addresses the notification process. And, the “analysis and desired action” area specifies how the information will be utilized. The *Protocol* also includes messaging guidelines that will help to establish the foundation for a messaging framework. Technology and operations support, including interoperable communications (voice and data), an expanded RICCS, regional/statewide paging system, reverse 911, text messaging, hotel and building manager system, and emergency response team capabilities were also recommended in the *Protocol*.

Building on the work completed in developing the *Protocol*, this activity will allow for the completion of the Protocol as well as its implementation. This will involve training all Emergency Operation Centers (EOCs) in utilization of the *Protocol*. Additionally, at the request of regional emergency managers, a survey of the public will be conducted to determine expectations of the regional Alert Systems, in order to afford their more effective utilization.

GOAL

Complete the *Communications Protocol* and implement the processes it outlines to ensure more effective and efficient communications between the public sector, private sector, and non-profit sector.

Key Activities

- Continue work on the *Communications Protocol* began in 2004 and complete it
- Develop and coordinate EOC training program focused on implementation of the *Protocol*

- Promote the use of the *Protocol* within the private sector, public sector, and non-profit sector
- Create a survey instrument focused on the regional Alert Systems and administer it to private sector stakeholders

	Duration	Start	Finish	Lead
Communications Protocol				
Review EPTF Draft Communications Protocol	5 days			PL
Develop Project Plan	3 days			PL/CC
Finalize Communications Protocol	3 days			
Develop Emergency Operation Centers (EOCs) Training Program	21 days			PL/EMA
Schedule Training Dates and Determine Locations	10 days			
Host Trainings in EOCs (group or one-on-one TBD)	3 days			PL/EMA
Test Protocols (multiple tests)	21 days			
Make Revisions to Protocol and Distribute to EOCs	10 days			PL/EMA
Distribute ALERT systems survey results to EOCs	10 days			PL/EMA

7. PRIVATE SECTOR EXERCISES – COORDINATION AND OUTREACH

OVERVIEW

To ensure that any activity is carried out well, it is necessary to practice. The same is true for responding to an emergency or crisis situation. Thus, to ensure that processes and procedures for emergency response that have been developed and put in place within an organization will actually work during an emergency or crisis situation, it is imperative that such planning activities are exercised in advance. Having a plan in place is important, but being familiar with how to carry it out as well as how to handle the impacts from others' activities, may be the key to the effective management of a crisis or emergency situation.

As such, this activity will allow for stakeholders in the NCR to practice responding to an emergency or crisis situation through an exercise/series of exercises. Any event in the NCR will involve multiple stakeholders, including local officials, emergency personnel, and the private sector. These stakeholders need to test their assumptions about their individual emergency plans and get a sense for how they would actually work together during an emergency situation. This is particularly important because of the interdependencies between different entities within the National Capital Region. An element of one organization's emergency preparedness plan may be dependent on that of another in order to function properly. Decisions made by individual stakeholders in an emergency will have consequences on other stakeholders. Communication channels need to be established in advance of an emergency so that they are functional and available when needed. If appropriate mechanisms and communication channels between such organizations have not been established in advance, chaos may result during a crisis situation in which there is heightened stress as well as potential for significant consequences.

Many exercises have been held to date in order to practice emergency response, but often the private sector is not included in such activity. It is necessary for the private sector to have an

opportunity to engage in exercise activity along with other regional stakeholders including local officials and emergency personnel due to the following factors: the private sector retains a significant amount of the regional population as employees, so effective execution of their emergency plans is crucial to managing citizens; the private sector owns and operates 85% or more of the critical infrastructure in the NCR and coordination of essential services, especially energy and telecommunications, is critical during an emergency situation; and, the private sector owns assets that may be useful during an emergency situation and accessing such assets requires coordination.

This exercise/series of exercise will bring stakeholders together to play out an emergency scenario, which will allow for response to be practiced. In addition, relationships will be developed and communication channels will be established. In some instances, just knowing who the appropriate contact in an organization is, and having an established relationship may be the key to ensuring successful communications and consequence management during an emergency. Further, practicing how such activity and communication may take place provides an opportunity to identify the possible obstacles and potential complications so that they may be avoided.

GOAL

Provide a forum in which stakeholders from the private sector and local officials may practice responding to an emergency scenario through an exercise in order to ensure that appropriate mechanisms and communications channels are established in advance and incorporated into emergency planning processes.

Key Activities

- Coordinate all logistics for the exercise including:
 - Identification of stakeholders – private sector executives, local officials, and emergency personnel
 - Invitation of stakeholders
 - Selection of venue
 - Development of agenda
- Develop an emergency scenario to be utilized during the exercise(s) to specifically include injects focused on private sector assets
- Promote the exercise(s) to encourage participation among stakeholders
- Produce after action report to identify lessons learned, shortfalls or areas requiring additional attention, and future action steps for future exercise(s) or other mechanisms

	Duration	Start	Finish	Lead
Private Sector Exercises				
Hire Contractor (PSE)	21 days			CC/PL
Develop Project Plan (w/BOT Exec Committee and EMA reps)	3 days			PL/PSE
Develop Emergency Scenarios/Exercise	21 days			PSE
Identify Stakeholders to Participate	5 days			PL/PSE
Secure Venue	5 days			PA
Develop and Send Invitation for Stakeholders	5 days			PA
Host Pre-Meeting w/Board of Trade Executive Committee and EMA reps	1 day			CC/PL
PRIVATE SECTOR EXERCISE	TBD			PSE/BOT

8. BUSINESS COMMUNITY AND ALERT SYSTEM SURVEYS

OVERVIEW

Not only is it important for the private sector and the public sector to establish reasonable expectations of one another to ensure an effective working relationship during an emergency or crisis situation, it is also necessary for the private sector community to ensure that it is organized to work effectively on its own. Thus, determining expectations, wants, and needs from regional business leaders and public officials in advance will help to ensure effective collaboration and cooperation within the private sector during an emergency or crisis situation.

The Board of Trade plans to develop a survey and solicit feedback from its membership to manage such expectations. As well, this survey will allow identification of additional resources both in-kind and from an issue expertise area to support the private sector efforts over the long term.

HOW DO SURVEYS HELP REGIONAL PLANNERS?

Business Survey - Currently, there is no broad-based proactive loop of information that flows from the private sector to regional planners. Information is delivered on an ad hoc basis and is often the result of a poorly executed response or preparedness information that is lacking. The purpose of the survey is to help planners better understand how employers deal with emergencies (or not) and what their expectations are – both communications and response – in an emergency. Given most risk planners expect man-made events to occur during the work day, this information loop prior to an event is critical.

ALERT Survey – As each jurisdiction fully moves to implement the ROAM secure system to communicate with their constituents, there is not a clear understanding of what information the public expects to receive from these systems. The Board of Trade has worked closely with DCEMA in helping them understand when information might be sent out and how to make the information “actionable.” While we make the several million dollar investment in these systems, Emergency Managers need better information about what is expected of them so that they can manage public expectations.

GOAL

To determine expectations of business leaders of public officials before, during and after an emergency in the region and how best to manage those expectations through specific, directed activity.

Key Activities

- Create survey instrument and administer the survey to private sector stakeholders
- Compile and assess survey results
- Utilize survey results to determine priorities for managing expectations and to develop related action steps necessary to do so

	Duration	Start	Finish	Lead
Business Community and Alert Systems Surveys				

Hire Polling Firm (PF)	21 days			CC/PL
Develop Project Plan	10 days			PL/PF
<i>Create Survey</i>	<i>10 days</i>			<i>PF</i>
Develop Participant List	5 days			PL/PA
Administer Survey	TBD			PF/BOT
Compile and Assess Results	5 days			PF
Determine Priorities and Develop Next Steps	5 days			PF
Report to BOT Executive Committee Results of Survey	TBD			CC/PF
Create Regional Alert Systems Survey (for EMA Protocol Information)	10 days			PF/EMA
Administer and Review Survey Results (Next Steps)	10 days			PF/EMA
Distribute Survey Results to EMA partners	5 days			

Funding will allow the Greater Washington Board of Trade to effectively accomplish projects while continuing to build significant outreach to and coordination with the private and non-profit sectors. It will also allow for seamless project continuation and completion. One example of how this will support the process is that we will be able to immediately capture the energy and momentum of participants created by events like “Media and the First Response,” or from future exercises.

Much like the funding model extended to the Metropolitan Washington Council of Governments, the Greater Washington Board of Trade Emergency Preparedness Task Force is requesting funding for project coordination in the amount of \$350,000 per year for three years. This dedicated funding stream will be utilized to seamlessly continue and complete projects that will more fully integrate the private sector into emergency planning and response. This will also allow the Task Force to dedicate focused staff time on substantially increasing the in-kind work and contributions of the private sector for these purposes.

After the three year period, we will re-evaluate the need for this funding. In this timeframe, our goal is to have substantially completed the tools for preparedness and have the projects imbedded into each local community in the region.

Greater Washington Board of Trade
FY05 Private Sector Preparedness/NCR Strategic Plan
Budget Summary
 October 20, 2005 (Revised 11/18/05)

Description	Amount	Total
Direct Costs:		
Program Director	82,318	
Program Manager	27,607	
Communications Director	11,662	
Communications Manager	19,436	
Subtotal Direct Labor Costs		141,023
Subcontractors and Consultants		
IT Contractor - Allison Stettler		15,000
Economic Impact (Policy Contractor)		35,000
Business Continuity (Contractors)		10,000
Media Project Continuity (Contractor)		10,000
ALERT Survey		45,000
Business Community Survey		25,000
Private Sector Exercise		145,000
Project Leader		90,000
Project Assistant		50,000
Outside Accounting Support		45,000
Other Direct Costs (rental space, food, postage, etc.)		69,000
Subtotal Total Direct Costs		680,023
Indirect Costs:		
Project Management	45,127	
Consultant	79,900	
Subtotal Indirect Costs		125,027
Total Project Costs		805,050

CONCEPT PAPER

*Preliminary Document –
Presented for Review and Discussion*

12/17/2005

David Allen,
Senior Project Manager,
Department of Technology Services

Department of Technology Services
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Project Title:	Montgomery County ECC Improved Technology Readiness	Estimated Grant Amount	<i>[Identify potential procurement requirements]</i>
NCR Strategic Goal Alignment:	Prevention and Mitigation	Allowability	Specific Software & Hardware or comparable replacement are not listed on the http://www.rkb.mipt.org/ web site
Estimated Timeline	120 days	Dependencies and Cost Factors:	Funding

Problem Statement/Project Description:

This project aims to create virtual server redundancy and failover capabilities to improve system availability. The \$290,000 funds additional hardware, software, and professional services support that will enable better readiness tools for I.T. readiness at the ECC and the Alternate ECC.

The Alternate Public Safety Communications Center (APSCC) was established to provide and serve as a fallback site in the event of a catastrophe at the primary Public Safety Communication Center (PSCC) facility for Montgomery County. The alternate facility already houses the same hardware infrastructure as the primary site.

The problem being the alternate site has no means for database updates or replication from the primary site and therefore requires I.T. manual intervention to keep the back-up facility in synch with the primary facility. This request is to purchase the necessary software and licenses to ensure an automated database replication technology is available to keep the back-up facility in synch with the primary facility.

Several technologies were explored including: Hot Back-Up Software, Standby Database Software and Replication Software. It was determined that the Replication Software solution provides the best technical solution to meet the optimal operational requirements of a back up emergency communications center including:

- Low complexity required to integrate / maintain which requires less technical training for ongoing support
- Quick activation of site back-up databases and technology if necessary
 - Replication solution provides 15-minutes where as other technical solutions evaluated can take 4-5 hours to activate and ready the technology
- Ability to leverage investment in back-up technology to supplement normal operations and reduce downtime
 - Replication solution provides the ability to remotely point production to back-up databases while maintenance is occurring on the production databases
 - Replication solution will not impact normal operations during the up-to-date replication synching
- Relatively real-time data synch with the production facility
 - Replication solution lag time for updating the back-up facility is less than 1-minute where as other technical solutions evaluated could take 30-60 minutes

This is a proactive request to ensure our most critical 911 CAD back-up technology assets can remain up to date and as ready as possible in the event of a catastrophic failure at our Emergency Communications Center.

Without approval of this funding request, manual intervention will continue to be required to maintain the back-up facility. Manual intervention is not ideal because it not only requires resources, but without the appropriate technology also can impact production activities during the database copies. In addition Manual Intervention may not always be available based upon the type of catastrophe at the primary facility. Having data at the back-up facility that is not-up-to-date can create a whole host of separate issues to operations which would certainly not be optimal especially during a time of catastrophe (i.e. units and resources may be missing or not up-to-date)

Having automated database replication increases the capabilities of the back-up facility in the event of a catastrophic failure at the primary emergency communications center. We request NCR support in funding this initiative in conjunction with National Capital Region’s (NCR) Strategic Goal 3 – Prevention and Mitigation which is defined as:

An enduring capability to protect the NCR by preventing or mitigating “all-hazards” threats or events.

- Employ a performance- and risk-based approach to critical infrastructure protection across the NCR, targeting resources where the threat, vulnerability, and impact are greatest.

Hardware			
<u>QTY</u>	<u>Item Description</u>	<u>Unit Cost</u>	<u>Total Cost</u>
Total Hardware:			_____

Software Licenses & Maintenance			
<u>QTY</u>	<u>Item Description</u>	<u>Unit Cost</u>	<u>Total Cost</u>
Total Cost:			_____

Professional Services			
<u>QTY</u>	<u>Item Description</u>	<u>Unit Cost</u>	<u>Total Cost</u>
Total Cost:			_____

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
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Project Performance Measures	Baseline Value	Target Value
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CONCEPT PAPER

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12/17/2005

David Allen,
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Project Title:	Montgomery County Fire and Rescue Mobile Infrastructure Upgrade	Estimated Grant Amount	<i>[Identify potential procurement requirements]</i>
NCR Strategic Goal Alignment:	Prevention and Mitigation	Allowability	Panasonic Toughbook CF29 http://www.rkb.mipt.org/contentdetail.cfm?content_id=99479
Estimated Timeline	135 days	Dependencies and Cost Factors:	Funding

Problem Statement/Project Description:

Montgomery County's Fire and Rescue Mobile computers are approaching end of product life. The mobile computers were purchased over 4-years ago and are running Microsoft Windows 98 operating system. The Windows 98 operating system is no longer supported by Microsoft. As with most hardware and software technology, 4-5 years typically is the cap in terms of manufacturer support (i.e. Microsoft support for Windows 2000 terminated in 2005).

Since these mobile computers were purchased several years ago, we had limited commercially available options in terms of mobiles that would support the rugged environment in which these would be used. For this reason we acquired special format mobiles that we are unable to upgrade without shipping back to the manufacturer.

Return shipment is not a feasible option because we then lose mobile capabilities for the Fire apparatus until we receive the units back from the manufacturer. In addition there is also a cost aspect in removing the unit from the apparatus, reinstalling the unit back into the apparatus and for the manufacturer to upgrade the memory in the mobile.

Though memory could be added and we could upgrade the software both come with limitations. Due the age of the hardware trying to run newer software will only degrade the mobile performance. For these reasons, we have identified the most feasible option is replacing these units with newer models. Given changes in the marketplace, we can acquire newer rugged standard format mobiles for about \$5,000 each which is well less than half what than what the non-standard/special format mobiles ran.

Montgomery County has identified funding to replace 110 of the 300 Fire and Rescue mobile computers which totals \$550,000 and is requesting NCR support in funding the replacement of the remain 190 mobiles through this initiative In conjunction with National Capital Region's (NCR):

Strategic Goal 3 – Prevention and Mitigation - An enduring capability to protect the NCR by preventing or mitigating “all-hazards” threats or events.

- **Employ a performance- and risk-based approach to critical infrastructure protection across the NCR, targeting resources where the threat, vulnerability, and impact are greatest.**

This is a proactive request to ensure our most critical technology assets will remain under support. Not funding only increases our exposure to the technological vulnerability of a hardware or software failure. Any such failure would result in an extended outage due to the lack of ability to gain manufacturer support.

Funding Requested			
QTY	Item Description	Unit Cost	Total Cost
190	Mobile Computers, Mounting Equipment and Installation Costs	\$5,000	\$950,000
Requested Amount:			\$950,000

Note: Montgomery County actually has 300 Fire Mobiles that must be replaced with a total replacement cost of \$1,500,000. We have the resources available ourselves to replace 110. We are requesting grant funding to replace the remaining 190 mobiles, totaling \$950,000

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Purchase/Order Mobile Units	Department of Technology Services (DTS)	Delivered Mobiles	45 days
2. Schedule and Install Mobile Units in Fire Apparatus	Department of Technology Services (DTS) & Fire and Rescue Services (FRS)	Installed Mobiles in Apparatus	90 days
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Project Performance Measures	Baseline Value	Target Value
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<h1>CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>		12/17/2005	
		David Allen, Senior Project Manager, Department of Technology Services	
		Department of Technology Services 100 Maryland Ave, Suite 114 Rockville, MD 20850 (240) 773-7211 dave.allen@montgomerycountymd.gov	
Project Title:	Montgomery County SafetyPad EMS Training	Estimated Grant Amount	<i>[Identify potential procurement requirements]</i>
NCR Strategic Goal Alignment:	Prevention and Mitigation	Allowability	Panasonic Toughbook CF18 http://www.rkb.mipt.org/contentdetail.cfm?content_id=98660
Estimated Timeline	150 days	Dependencies and Cost Factors:	Funding
<p>Problem Statement/Project Description:</p> <p>This project request is to fund the necessary hardware to support the Fire and Rescue Services training effort for the deployment of the EMS Records Management solution, SafetyPad.</p> <p>Montgomery County Fire and Rescue (MCFRS) is implementing a new EMS records management solution. Deployment of the EMS records management software solution will require field-wide training for the 900+ career and 500+ volunteer personnel. The SafetyPad product is designed to provide data-tracking for EMS calls which are approximately 80% of the 100,000+ yearly incidents handled by MCFRS that are reported to the state reporting agency.</p> <p>This grant request is to fund 30 handheld computers that will be dedicated to the support of training with the deployment of the program. Montgomery County has already acquired handheld units that will be used in the field with the SafetyPad deployment. The production handheld units are not feasible to use in the training environment for several logistical reasons: tablet computers wouldn't be available to all users as they finish training since some computers would have to remain for training until all training is completed, and once training is completed, there would be no hardware for refresher training or for newly hired personnel. Given these reasons among others the logistics lends training needs to be on dedicated hardware.</p> <p>Montgomery County is requesting NCR support in funding this request by way of:</p> <p>Strategic Goal 3 – Prevention and Mitigation - An enduring capability to protect the NCR by preventing or mitigating “all-hazards” threats or events.</p> <p style="padding-left: 40px;">Employ a performance- and risk-based approach to critical infrastructure protection across the NCR, targeting resources where the threat, vulnerability, and impact are greatest.</p> <p>This is a proactive request to ensure our people assets can be given the proper training needed on the technology without needing to impact operations.</p>			

Funding Requested			
<u>QTY</u>	<u>Item Description</u>	<u>Unit Cost</u>	<u>Total Cost</u>
30	Mobile Hardware Tablet PC's	\$4,500	\$135,000
Requested Amount:			\$135,000

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. Procure Hardware	Department of Technology Services	Hardware Arrives on Site	30 days
2. Install System on New Hardware	Department of Technology Services	Hardware is Ready for Training	30 days
3. Train Personnel	Fire & Rescue Services	Trained Personnel	90 days
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Project Performance Measures	Baseline Value	Target Value
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INITIATIVE PLAN

1. Provide the Name of this Initiative. Describe how this Initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.

TRANSIT SYSTEM SECURITY -- PREVENT MISSION AREA TARGET CAPABILITIES

This project will address capabilities in the following areas, both of which transit and bus were identified as having a direct role in these capabilities:

Intelligence / Information Sharing and Dissemination

- This project will provide systems that will help gather data on potential terrorist activity and hazards and share this information with Law Enforcement. Several types of equipment related to information sharing were identified as key capability elements at a target capability workshop of NCR stakeholders. This project would help add to the capability of the identified needs and requirements.

CBRNE Detection

- This project will monitor a mass transit facility as well as vehicles for suspicious activity as well as deter possible terrorist activity on transit vehicles. Detection and Monitoring Equipment was one of several items identified as a key capability element at a target capability workshop of NCR stakeholders. This project would help add to the level of capability in this area.

2. Regional Construct: Briefly describe the geographical context of this Initiative.

The Alexandria Transit Company is one of several smaller transit agencies which make up the regional transit service provided in the National Capital Region. In order to adequately protect the entire transit system infrastructure and resources in the National Capital Region, local transit systems must have comparable capabilities to those of the larger regional agencies serving the same area.

3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this Initiative. Briefly consider how these resources, processes and tools may be attained.

An Automatic Vehicle Location system will be leveraged as part of this project to provide data sharing between the transit system and law enforcement. Also existing relationships between the local transit agency and local law enforcement will be used to provide the flow of data and information between the agencies. Existing agreements between Alexandria and other law enforcement agencies will be used to share information on a regional level.

4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.

No high-level governance structure will be required for successful implementation of this project.

5. **Program Management:** Explain how this Initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.

This project will help to provide information to other regional agencies about possible threats to this specific local component to the overall regional transit network in the National Capital Region thus helping to meet the overarching national priority to expand regional collaboration. Additionally this project would also add to the goals of the third overarching national priority which is to implement Interim National Infrastructure Protection Plan, which identifies the element to reduce the general threat environment.

<h1>CONCEPT PAPER</h1> <p><i>Preliminary Document – Presented for Review and Discussion</i></p>	January 25, 2006
	Brad J. Putzier Assistant General Manager Alexandria Transit Company
	116 S. Quaker Lane Alexandria VA 22314 703-370-3274 ex 622 brad.putzier@alexandriava.gov

Project Title:	DASH Bus Security Camera System	Estimated Grant Amount	\$190,000.00
NCR Strategic Goal Alignment:	Prevention & Mitigation	Allowability	Physical Security Enhancement Equipment
Estimated Timeline	9 months after approval	Dependencies and Cost Factors:	On-going maintenance costs will be covered by Alexandria Transit Company

Problem Statement/Project Description: Our goal is create a safer transit system by installing video surveillance on 20 DASH buses as well as the DASH Bus Maintenance and Operations Facility to prevent and or document any possible acts of terrorism and any acts of vandalism including those that may appear initially to be possible acts of terrorism.

The video surveillance system at the DASH Bus Maintenance and Operations Facility will place video cameras at strategic locations on the facility property. The facility was not initially designed as a bus facility and therefore buses are parked in areas that are out-of-sight of areas of regular activity. The surveillance system will allow the entire property to be viewed from the operations control center, which is also located at this facility. The video surveillance system will be set-up to show all the cameras located at the facility at the same time. Personnel in the control center will also have the ability to bring an individual camera up on the full-screen as needed. The video system will also record all the cameras and save the information for 7 days. Recording from an individual camera can also be saved permanently if requested within the 7 day period.

A video surveillance system will also be installed on 20 of the 57 DASH buses as part of this project. It is also intended to continue to add additional buses as funding is available until the entire fleet is equipped with video surveillance. Each of the 20 buses in this project will have 6 cameras installed on each bus, 4 inside the bus and two outside the bus. Video recordings will be stored for approximately 75 hours of operation and can be stored permanently when requested with the 75 hour period. Bus operators will also have the ability to request the system to save the last 5 minutes by pressing a button in the drivers' area which will also save the recording until it is manually deleted. The surveillance system will also be integrated into an AVL system that is funded and will be developed in the next two years which will allow the cameras to be viewed remotely when the bus operator presses a panic alarm button, when the bus does not move from a location in which it is expected to move and when a bus is no longer operating on it's assigned route. Prior to being integrated with the AVL system, the cameras will still be viewable remotely from a device located within 100 yards of the vehicle. Local law enforcement will be given the ability to view the cameras as part of this project.

Since Alexandria Transit operates service in the National Capital Region, including service directly to the Pentagon, our buses could possibly be a target for terrorist activity. A video surveillance system will deter possible terrorist activity before it starts, allow transit personnel and law enforcement the ability to quickly review suspicious activity and make more informed judgments about any further steps that may need to be taken in a timely manner, and also provide transit agency personnel as well as law enforcement more information about a situation before entering the situation.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date(s) or Level of Effort
1. System Design		System Design Plan	6 months
2. System Installation		Cameras and recorders	3 months
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Project Performance Measures	Baseline Value	Target Value
1. Ability to view cameras from the central dispatch office as well as transit supervisors vehicles plus share real-time video with law enforcement		
2. Ability to view recordings to review incidences that occur and share these with law enforcement		
3. Reduce and prevent possible acts of terrorism		
4. Increase transit system and public security		
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