National Capital Region

Target Capabilities and NCR Projects Work Book

February 1, 2006

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Concept Papers and Target Capability Assignments

Concept Paper	Primary Target Capability	Related
ESF#1 - Transportation		
Critical Infrastructure Monitoring and Protection	Critical Infrastructure Protection	
Multifunctional Evacuation Dynamic Message Signs	Critical Infrastructure Protection	
Emergency Public Address System	Citizen Protection: Evacuation and/or In-Place Protection	
New Transportation Management Center at Anacostia Gateway	Critical Infrastructure Protection	Intelligence/Information Sharing and Dissemination, Interoperable Communications
Identify and coordinate transportation requirements for the special needs population.	Citizen Preparedness and Participation	Citizen Protection: Evacuation and/or In-Place Protection
Emergency Transportation Annex - Testing, Exercising, and Resource Development	Planning	Citizen Protection: Evacuation and/or In-Place Protection
Evacuation Time Estimates – How much time do we need?	Planning	Citizen Protection: Evacuation and/or In-Place Protection
Critical Transportation Infrastructure Protection	Critical Infrastructure Protection	
Regional Real Time Transit Customer Information System	Citizen Protection: Evacuation and/or In-Place Protection	
Northern Virginia Transportation Management Program: Enhancements for Incident Response and Emergency Operations Command/Control and Information Sharing.	Critical Infrastructure Protection	Intelligence/Information Sharing and Dissemination, Interoperable Communications
DASH	Critical Infrastructure Protection	
WMATA Alternate Operations Control Center	Critical Infrastructure Protection	
Interoperable Communications System Montgomery County -	Interoperable Communications	
Interoperable Communications System Prince George's County	Interoperable Communications	
National Capital Region Interoperable Communications Study	Planning	

Concept Paper	Primary Target Capability	Related
National Capital Region Multimodal Traveler Information System	Citizen Protection: Evacuation and/or In-Place Protection	Intelligence/Information Sharing and Dissemination
Radiological Truck Cargo Screening Feasibility Study I-95 & I-495 Truck Weigh Station	CBRNE Detection	
National Capital Region Video Sharing Distribution System	Interoperable Communications	Intelligence/Information Sharing and Dissemination
ESF#2 - Communications Infrastructure		
National Capital Region Base MAP (NCRBM) – Regional GIS Base Map Development and Maintenance	Interoperable Communications	Intelligence/Information Sharing and Dissemination, Critical Resource Logistics and Dissemination, Planning
First/Critical Responder Credentialing	Interoperable Communications	
National Capital Region Interoperability Program (NCRIP) Phase 2	Interoperable Communications	Intelligence/Information Sharing and Dissemination,Critical Infrastructure Protection
Reverse 911/Mass Notification	Interoperable Communications	Citizen Preparedness and Participation
ESF#3 - Public Works & Engineering		
Establishment of an Emergency Drinking Water Production and Stockpile Capability in the National Capital Region	Critical Resource Logistics and Dissemination	Citizen Protection: Evacuation and/or In-Place Protection, Mass Care
Establishment of a Fully Functional Regional Emergency Mobile Laboratory Program	CBRNE Detection	
Expansion, Establishment and Operation of the Water Security Monitoring Network in the National Capital Region	Critical Infrastructure Protection	CBRNE Detection
PipelineNet Water Distribution System Model Development for Water Utilities in the National Capital Region	Critical Infrastructure Protection	Planning

Concept Paper	Primary Target Capability	Related
NCRWARN (National Capital Region Water Utility Response Network)	Intelligence/Information Sharing and Dissemination	Critical Infrastructure Protection
Debris Removal Crane-Bodied Grapple Trucks	Explosive Device Response Operations	Critical Resource Logistics and Dissemination
Radiation Detection Equipment for Solid Waste Disposal Facilities	CBRNE Detection	Critical Infrastructure Protection
Hazardous Materials Management Coordination Plan	Planning	WMD/HAZMAT Response and Decontamination
ESF#4 - Fire, Technical Rescue & HAZMAT		
Regional Fire and Rescue Homeland Security Staff	Planning	
Mass Decontamination Program	WMD/HAZMAT Response and Decontamination	
Mass Casualty Support Unit Restocking Plan	Critical Resource Logistics and Dissemination	
RESF 4 – Metro Subway Security Strategic Initiative	WMD/HAZMAT Response and Decontamination	CBRNE Detection, Law Enforcement Investigation and Operations, Explosive Device Response Operations
National Capital Region – Type III Incident Management Team (Equipment)	WMD/HAZMAT Response and Decontamination	
Emergency Incident Rehabilitation Units	WMD/HAZMAT Response and Decontamination	Critical Resource Logistics and Dissemination
National Capital Region Bomb Squad (Metrotech) Equipment and Regional Caches	Explosive Device Response Operations	CBRNE Detection, WMD/HAZMAT Response and Decontamination
WMD Operations (Offensive) Training	WMD/HAZMAT Response and Decontamination	CBRNE Detection, Law Enforcement Investigation and Operations, Explosive Device Response Operations
WMATA Communications Upgrade -- Continuation of the FY05 Project	Critical Infrastructure Protection	Interoperable Communications
National Capital Region – Type III Incident Management Team	WMD/HAZMAT Response and Decontamination	
National Capitol Region Evacuation and Shelter in Place Coordination and Outreach to Community, Business and Special Populations providers	Citizen Protection: Evacuation and/or In-Place Protection	

Concept Paper	Primary Target Capability	Related
Continuity of Efforts regarding Volunteer Management Across the NCR and Continuity & enhancement of Citizen Corps Council membership and Citizen Corps Core Programs and affiliated programs and activities in the NCR	Citizen Preparedness and Participation	Citizen Protection: Evacuation and/or In-Place Protection, Mass Care, Planning
National Capital Region Critical Resource and Logistics Core Capability Improvement	Critical Resource Logistics and Dissemination	
National Capitol Region Critical Resources Logistics Warehouse	Critical Resource Logistics and Dissemination	
Emergency Managers Technology Coordination Subcommittee	Interoperable Communications	
National Capital Region Exercises and Training	Planning	
Alternate Public Safety Communications Center (APSCC)	Interoperable Communications	
National Capital Region Emergency Operations and Coordination Planning	Planning	
"NCR Planning Initiative"	Planning	
Prince George's County Interoperable Radio Communications System	Interoperable Communications	
Emergency Video Information Sharing Network - EVISN	Interoperable Communications	Intelligence/Information Sharing and Dissemination
The National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution.	Mass Care	Critical Resource Logistics and Dissemination
ESF#6 - Mass Care		
UASI NCR Family Assistance/Reunification Center.	Planning	
Establishment of a Food Safety and Protection Program for the National Capital Region's Mass Care Centers	Mass Care	Planning
Mass Care – Feeding (RESF 6)	Mass Care	

Concept Paper	Primary Target Capability	Related
NCR Regional ESF-6 Equipment	Mass Care	Citizen Preparedness and Participation, Citizen Protection: Evacuation and/or In-Place Protection, Mass Prophylaxis
Personal Preparedness Kits for NCR's Impoverished Population	Citizen Preparedness and Participation	Citizen Protection: Evacuation and/or In-Place Protection
National Capital Region Shelter Planning (Shelter profiles and action plans)	Mass Care	Planning
NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)	Planning	
ESF#8 - Health, Mental Health & Medical Services		
Regional Implementation of Computer-Assisted Telephone Interview Capacity (CATI)	Medical Surge	Interoperable Communications
Gap Analysis for Health and Medical Readiness-Part 2, A Continuation Project	Medical Surge	Planning
Raising Public Awareness for Public Health Emergencies: Going Beyond Mass Media for Message Dissemination	Medical Surge	Mass Prophylaxis
UASI FY 06 Medical Surge	Medical Surge	
Surge Capacity for Public Health: Medical Reserve Corps in the National Capitol Region	Mass Prophylaxis	Medical Surge, Citizen Preparedness and Participation
Hospital Disaster Life Support (HDLS)	Medical Surge	Mass Prophylaxis
SiTEL On Demand	Medical Surge	Mass Prophylaxis
Code Orange	Medical Surge	Mass Prophylaxis
HICS, and NIMS: A Forum on Hospital Incident Command	Medical Surge	Mass Prophylaxis
National Capital Region Syndromic Surveillance Network (existing project)	Medical Surge	Intelligence/Information Sharing and Dissemination, Interoperable Communications
NCR Medical Surge Initiative Patient Tracking System - Full implementation	Intelligence/Information Sharing and Dissemination	Medical Surge, Interoperable Communications

Concept Paper	Primary Target Capability	Related
SPECIAL NEEDS POPULATIONS Emergency Response Inclusion	Citizen Preparedness and Participation	Mass Prophylaxis
Space and storage/NCR inventory management system	Critical Resource Logistics and Dissemination	Mass Prophylaxis
Strategic Planning for a Health and Medical Core Curriculum	Planning	
Medical Prophylaxis and Surge Planning	Planning	Mass Prophylaxis
NCR HoPHEP	Medical Surge	
ESF#12 - Energy		
Public Information Dissemination Campaign to Educate the Public on Mitigating the Impacts of Energy Emergencies in the National Capital Region	Citizen Preparedness and Participation	Citizen Protection: Evacuation and/or In-Place Protection
"Increasing Emergency Generation Reliability and Capability in the National Capital Region (NCR)"	Critical Infrastructure Protection	
Clean, Reliable Back-Up Portable Generation for Critical Infrastructures within the National Capital Region	Critical Infrastructure Protection; Support: Planning	
Regional Energy Emergency Exercise and Emergency Liaison Officers Training Program	Planning	
Rapid Response Mobile Transformer	Critical Infrastructure Protection	
ESF#13 - Law Enforcement		
Critical Infrastructure Protection Program	Critical Infrastructure Protection	Law Enforcement Investigation and Operations, Intelligence/Information Sharing and Dissemination
24-Hour Regional Staffing of the Homeland Security Operations Center	Intelligence/Information Sharing and Dissemination	Law Enforcement Investigation and Operations, Interoperable Communications
Intelligence Analysts II	Intelligence/Information Sharing and Dissemination	Law Enforcement Investigation and Operations
Managing Metro Emergencies I (Awareness Level)	Critical Infrastructure Protection;	CBRNE Detection, WMD/HAZMAT Response and Decontamination, Explosive Device Response Operations, Law Enforcement Investigation and Operations, Intelligence/Information Sharing and Dissemination

Concept Paper	Primary Target Capability	Related
Managing Metro Emergencies II (Operations Level)	Critical Infrastructure Protection	CBRNE Dtection, WMD/HAZMAT Response and Decontamination, Explosive Device Response Operations, Law Enforcement Investigation and Operations, Intelligence/Information Sharing and Dissemination
Mobile AFIS / Facial Recognition	Law Enforcement Investigation and Operations	Intelligence/Information Sharing and Dissemination
National Capital Region – Law Enforcement Information Exchange (NCR-LInX)	Law Enforcement Investigation and Operations	Intelligence/Information Sharing and Dissemination
Law Enforcement Personal Protective Equipment Cache	Critical Resource Logistics and Dissemination	CBRNE Detection, WMD/HAZMAT Response and Decontamination, Explosive Device Response Operations
Regional Operational Multilayer Analysis(ROMA)	Law Enforcement Investigation and Operations	Intelligence/Information Sharing and Dissemination
NCR Secure Communications (NCRSC)	Interoperable Communications	Intelligence/Information Sharing and Dissemination, Law Enforcement Investigation and Operations
Standardized training in terrorism prevention, detection and interdiction for Law Enforcement Entry Level and In Service Programs.	Law Enforcement Investigation and Operations	Intelligence/Information Sharing and Dissemination
Regional Expansion of the Terrorist Incident Prevention Preparednes - TIPP	Law Enforcement Investigation and Operations	Citizen Preparedness and Participation, Citizen Protection: Evacuation and/or In-Place Protection
Warehousing for a Regional Cache of Equipment.	Critical Resource Logistics and Dissemination	WMD/HAZMAT Response and Decontamination, CBRNE Detection, Explosive Device Response Operations
#14 - Media Relations & Community Outreach		
Regional Marketing Campaign for the NCR's Alert and Notification Systems	Citizen Preparedness and Participation	
Extend community outreach for the "Be Ready. Make a Plan." campaign	Citizen Preparedness and Participation	
Implement the NCR's strategic communications plan by engaging the media	Citizen Preparedness and Participation	

Concept Paper	Primary Target Capability	Related
Ensure Plans, Procedures and IT Systems for coordination between Emergency Management and 211 for Emergency Info and Referral	Citizen Preparedness and Participation	Intelligence/Information Sharing and Dissemination
NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation	Planning	Citizen Preparedness and Participation
Increasing Special Needs Involvement in NCR Disaster Preparedness: building sustainable capacity for sheltering-in-place, evacuation, and mass care	Citizen Preparedness and Participation	Mass Care, Citizen Protection: Evacuation and/or In-Place Protection
NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation	Planning	Citizen Preparedness and Participation
#15 - Donations & Volunteer Mgmt		
Align public, private and NGO resources with identified needs for response and recovery	Critical Resource Logistics and Dissemination	Citizen Preparedness and Participation, Mass Care
Interoperability RPWG		
MEGIN Regional Deployment	Critical Resource Logistics and Dissemination	Interoperable Communications, Planning
Maritime Awareness NCR	Law Enforcement Investigation and Operations	Critical Intrastructure Protection
Regional Evacuation Traffic Monitoring and Management Tool(s)	Citizen Protection: Evacuation and/or In-Place Protection	
Regional Public/Private Bus Evacuation Coordination Planning	Planning	Citizen Protection: Evacuation and/or In-Place Protection
CIP RPWG		
National Capital Region Critical Infrastructure Resiliency Program	Critical Infrastructure Protection	Intelligence/Information Sharing and Dissemination
COG		
Continuation of COG Professional, Technical, and Secretariat Support	Planning	Cross-Cutting

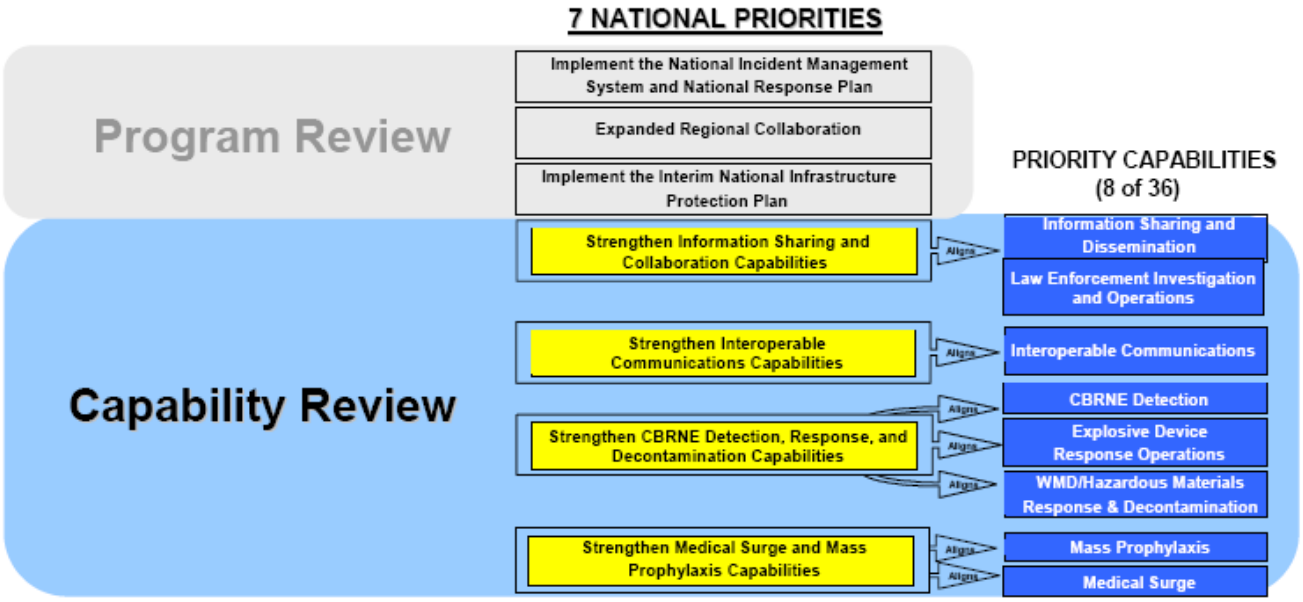
National Capitol Region’s Program and Capability Review

National Capitol Region's Program and Capability Review

On January 9-11, 2006, the National Capital Region (NCR) held the Homeland Security Target Capabilities Workshop, a collaborative meeting with the Regional Emergency Support Functions (RESFs) from the local jurisdictions, to assess the NCR's current homeland security program capability and future program needs. This meeting was designed to fulfill the Program and Capability Review sections of the 2006 State Homeland Security grant request for the U.S. Department of Homeland Security (DHS).

Under DHS' Program and Capability Review, states are requested to focus on seven National Priorities and eight Priority Capabilities (see Figure 1).

Figure 1– National Priorities and Priority Target Capabilities



The eight Priority Capabilities at the right of the chart were mandatory for all jurisdictions. They are

- Information Sharing and Dissemination
- Law Enforcement Investigation and Operations
- Interoperable Communications
- CBRNE Detection
- Explosive Device Response Operations
- WMD/Hazardous Materials Response and Decontamination
- Mass Prophylaxis
- Medical Surge

In addition, the NCR elected to add six additional Priority Capabilities in its review:

- Citizen Preparedness and Participation;
- Citizen Protection: Evacuation and/or In-Place Protection;
- Critical Infrastructure Protection;
- Critical Resource Logistics and Distribution;

- Mass Care (Sheltering, Feeding and Related Services); and
- Planning.

During the Homeland Security Target Capabilities Workshop, each RESF representative in the NCR was assigned one to four selected target capabilities to review (see Table 1).

Table 1: Target Capability Assignments

Lead RESF	Support RESFs	RPWG	Target Capabilities
RESF 2	RESFs 3, 5, 8, 13	Interoperability & Health	Interoperable Communications*
RESF 4	RESFs 1, 3, 5, 8, 9, 10, 13		CBRNE Detection*
RESF 4	RESFs 1, 3, 5, 8, 9, 10, 13		Explosive Device Response Operations*
RESF 4	RESFs 1, 3, 5, 8, 9, 10, 13		WMD/Hazardous Materials Response & Decontamination*
RESF 5	RESF 3	Rail Transit & Human Service	Citizen Protection: Evacuation and/or In-Place Protection
RESF 5	RESFs 1, 3, 4, 7, 8, 12	CIP	Critical Infrastructure Protection
RESF 5	RESFs 1, 3, 4, 7, 8, 12	CIP	Critical Resource Logistics and Distribution
RESF 5	All RESFs		Planning
RESF 6	RESF 3	Rail Transit & Human Service	Mass Care (Sheltering, Feeding and Related Services)
RESF 8	RESFs 4, 5, 13	Health	Mass Prophylaxis*
RESF 8	RESFs 4, 5, 13	Health	Medical Surge*
RESF 13	RESFs 4, 5, 8	ETOP	Intelligence/Information Sharing and Dissemination*
RESF 13	RESFs 4, 5, 8	ETOP	Law Enforcement Investigation and Operations*
RESF 14	RESF 3	Rail Transit & Human Service	Citizen Preparedness and Participation

* Eight National Priority Capabilities

Each RESF representative reviewed their assigned target capability summary sheets. They reflected on whether or not the National Capital Region has the ability to meet the desired outcomes of the Target Capabilities, citing "strengths" or "weaknesses" in the regional capability. Each RESF representative offered regional resource needs to meet or maintain the target capabilities. The resources were divided into the following resource categories: People; Equipment; Training; Exercises/Evaluation; and Plans, Policies and Procedures.

Capability Assessment Summary Report

A Capability Assessment Summary Report was produced that summarized the needs submitted by participants in the Homeland Security Target Capabilities Workshop. The responses from the RESF representatives were categorized and summarized by target capability in chart format. The chart was divided into Resources (People; Equipment; Training; Exercises/Evaluation; and Plans, Policies and Procedures); Strength or Weakness (S/W); and the RESF representatives comments. The results from that report are included in this workbook for reference.

At the Workshop, participants were requested to prepare "Concept Papers" and "Initiative Plans" based upon a prescribed format, to identify specific projects that were supportive of sustaining/maintaining current strengths or correcting the weaknesses, as described in the Capability Workshop results. They were asked to link these concept papers to one or more of the 14 NCR Priority Target Capabilities. The Concept papers were submitted to NCR on 27 January for compilation in preparation for prioritization.

How to Use This Workbook

This Workbook is organized to facilitate your review and prioritization of the Concept Papers and Initiative Plans associated with the 14 NCR Priority Target Capabilities. Each Section is comprised of the following elements.

- Target Capability Description
- 9-11 January Capability Workshop Summaries for that Target Capability
- Copies of Concept Papers and Initiative Plans related to that Target Capability
- Scoring Sheet for Concept Papers

Each Section of the Workbook is organized similarly, according to Target Capability, even though some concept papers may also have been tied to Regional Emergency Support Functions as well.

Scoring

Scoring sheets are provided at the end of each Section and a Master Scoring Sheet is provided at the end of the Workbook. The scoring sheets at each section are there for your convenience in scoring concept papers within a given Target Capability. When you have scored each Section in the workbook, all scores from the Section Scoring Sheets should be transferred to the Master Scoring Sheet which may be found in back of the Workbook. The Master Scoring Sheet must be completed prior to the 9 February 2006 NCR Prioritization Session. Bring the completed scoring sheet with you to the 9 February session ready for submission. At that session, selected voting members will briefly review and then vote on each concept paper. Due to the large number of concept papers, there will be limited time for presentations and discussions, therefore the votes will be collected at that session, but tallied later. You will have the opportunity to revise or adjust your scores based upon discussion at the session.

Sample Scoring Sheet

<title>

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper	< title of a concept paper >									
Related Target Capabilities:										
Score: Criteria #1 (1-10)	1	**2**	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	**4**	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	**3**	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	**7**	8	9	10
Criteria #5 (1-10)	1	2	3	4	**5**	6	7	8	9	10
Total: (5-50)	21 (transfer this score to the **Master Score Sheet** at the end of workbook).									

When all of the Concept Papers have been scored, the results will be compiled for each Concept Paper and they will be ranked accordingly for the final round of review by the Chief Administrative Officers and Senior Principles Group.

Moving Forward

When Concept Papers have been scored and ranked, they will be grouped as part of Initiatives and finally Investment Strategies for submission to DHS.

1 CBRNE Detection

CBRNE Detection

Capability Definition

The capability to protect against weapons of mass destruction (WMD) through deployment of systems that ensure early detection of the import, transport, manufacture or release of chemical, biological, radiological, nuclear and explosive materials. The CBRNE Detection target capability is not just about technology, but rather the ability to recognize and resolve potential CBRNE threats through equipment, education, and effective protocols. The importance of training, communication, and close coordination with the intelligence community (with special attention to fusion centers and processes) was recognized as critical enabling elements of the two performance objectives. However, only the CBRNE detection specific tasks to these crosscutting elements have been identified in this capability. The CBRNE Detection target capability does not include actions taken to mitigate the consequences of a CBR (Chemical, Biological, Radiological) release or activities to render any CBRNE device safe. The needs of these important functions are identified in other target capabilities.

Capability Outcome

Chemical, biological, radiological, nuclear, and/or explosive (CBRNE) materials are rapidly detected, identified and safely managed at borders, critical locations, events and incidents. To meet the desired outcome the following objectives must be achieved: (1) CBRNE detection at key interdiction points. This objective has a primary focus on fixed locations where Federal, State, local, or Tribal entities have authority to inspect people and/or goods for safety or security reasons. Examples include customs inspections at points of entry and weigh stations or agricultural inspection points within the U.S. (2) CBRNE surveillance. This objective refers to general area monitoring, ad hoc inspection points, or targeted area search. Examples include community, venue, or mass transit system monitoring for CBR release, explosives screening of vehicles and personnel entering an event, and searches to locate unauthorized radioactive material in a venue or community.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The adequacy of plans, policies, and procedures for CBRNE detection, response, and decontamination capabilities.
- Mutual aid agreements, regionally, intra-State and inter-State for CBRNE detection, response, and decontamination capabilities.
- Procurement plans in place that ensure response communities are properly equipped with detection, response, and decontamination equipment.
- Whether or not appropriate disciplines are being trained at suitable levels in a regional approach across disciplines and jurisdictions.
- The ways in which training plans are improving CBRNE detection, response, and decontamination capabilities within the NCR.
- How the CBRNE plans, policies, and procedures address potential public disorder, isolated/widespread violence, and other security issues.
- How the plans, policies, and procedures address the integration of public health surveillance activities with/for CBRNE detection and response.

NCR Discussion Results on CBRNE Detection

Resource	S/W	Comments
People	S	• Staff is well trained. (5) • There are adequate personnel within NCR to confront the overall response needs to a CBRNE event. (3) • We have an excellent bio-surveillance system – Essence (3) • We have people who monitor and screen waste material collection and disposal sites. (2) • There is adequate personnel and security in hospitals. • Major water utilities have needed personnel. • Have ability to respond to venue specific event.
	W	• There is a lack of trained decontamination. and detection staff both generally and in hospitals. (4) • Need more personnel dedicated to the regional level and in the field (e.g., on the scene) (3) • There is a lack of coordination between functional areas (e.g., hospital decontamination personnel and fire decontamination personnel). (3) • There is insufficient staff and funding. (2) • Need more K-9 and bomb squad personnel. (2) • Need increased personnel to cover mass care activities including behavioral health activities, non-traditional populations' needs, and public information and outreach, during CBRNE incidents. (2) • There are not enough personnel (police, forensic pathologist, epidemiologists, and micro-biologists) in the NCR. (2) • There are not enough personnel (police, forensic pathologist, epidemiologists, and micro-biologists) in the NCR. (2) • Small water utilities do not have number of personnel needed and rely on large utilities for support. • We have a problem with staff turnover and subsequent training needs. • There are not enough staff in hospitals to provide adequate care for surge from CBRNE. • Need maintenance staff and software foe regional and state Essence program. • There is no consistent standard for interpreting data. • We lake level 4 lab in the NCR. • Public health surveillance is not well integrated with colleagues in public safety. • Need Quarantine and detection capabilities at airports. • There are a limited number of first responders who can be deployed in support of healthcare facilities. • We have multi-disciplinary IMT trained personnel, but we lack the ability to maintain the IMT. • Not enough people available to go through trash. • Health sector is not communicating with other disciplines. • People are in regular communication with others but the communication is still "stove piped". • The medical examiners are not utilized enough in regional CBRNE incidents. • Existing surveillance systems are not adequately coordinated with NCR responders.
Equipment	S	• Have some detection equipment in place, (e.g., biomonitors) (3) • Existence of promising new technologies, e.g., *Essence* • Chemical warfare (transit network) • Computer Assisted Telephone Interview (CATI) system being tested in NCR to aid detection of bio agent in at-risk community populations (quarantined) • NCR has enhanced equipment capabilities • PPE and decontamination equipment are available • Have chemical decontamination PPE for first 24 hours; need to increase to 72 hours • Quarantine area initiated at Dulles but not Reagan
	W	• Need specific CBRNE testing equipment such as Mach I, CATI, radiological mobile testing, chem/bio detection equipment, and additional water monitoring such as GC/MS. (14) • Hospitals are vulnerable infrastructure and lack perimeter security and detection (e.g., bio, rad, etc.) (6)

Resource	S/W	Comments
		• NCR doesn't have the ability to access and utilize existing CCTV capability in WMATA metro • Need additional PPE (3) • Need warehouse capability to store equipment (3) • Interoperable communications intelligence of health/public safety (3) • Lack of mass care supplies e.g., towels, blankets, clothes, etc. (3) • Not enough testing validation of new technologies; need uniform (2) • Not enough protective equipment for long term/multi-incident (2) • First responder not adequately trained on equipment (2) • Mechanism to determine equipment interoperability (2) • Lack of coverage of monitors • Toxic industrial detection • Lack of post incident protection personnel • IMT is in need to support its ops • Lack of standardization of equipment • Decontamination capabilities • Public notification systems • Communication from HazMat to mass care and PIO • Not all equipment is compatible • NCR hospitals lack level C and B decontamination PPE for victims • Not enough detection and identification equipment for the law enforcement personnel of NCR • Need funds to upgrade equipment • Lack of integration within NCR • First responders not aware of available resources • Need additional funding for software
Training	S	• Well educated staffs at major water utilities (3) • CBRNE training is available • Good training program funded (Washington Hospital Group) to address limited healthcare staff knowledge
	W	• Need more of an ongoing regional training exercises and coordination components (11) • Training of professional community and non-professional people in decontamination exercises and equipment (9) • CBRNE symptoms training (6) • Training for chem. and biomonitors protocols needed (3) • Awareness training → traditional and non-traditional responders (3) • LE WMD personnel need to train with their FD counterparts (2) • Cross training between EMS and hospitals (2) • Lack of knowledge about training programs • Lack of money to provide training opportunities to staff • NCR personnel are not adequately trained in surveillance capabilities • Lack of training for laboratory personnel • A need to train public safety on capabilities of ESSENCE • Training needs to be ongoing to be proficient • Regional IMTs is limited, does not include other disciplines
Exercises/Evaluation	S	• Many local are regional exercises. (4) • ESSENCE is evaluated daily within ESF8
	W	• Need more Local and regional exercise. These exercises should include the health care sector and WMATA/Metro and the coordination between different the different stages of response to a CBRNE incident (e.g., post-decontamination handoff between hazmat/CBRNE and mass care/EMS.) (24) • RESF 3 (debris) has not implemented an exercise/evaluation program. (3) • First responders lack adequate detection equipment and therefore do not exercise adequately with detection equipment. (2)

Resource	S/W	Comments
		• Need to identify skills that need to be improved via evaluation/after action of exercises and practice those weak skills identified. (2) • Very limited evaluation of "ability to detect." • Lack of critical structure vulnerability assessment. • Need to exercise ESSENCE and CATI systems outside of ESF8 alone. • Lack of awareness regarding capabilities of medical examiners offices and lack of involvement of medical examiner during exercises. • Need increased funding to conduct exercised to test surveillance capabilities.
Plans, Policies and Procedures	S	• Potomac has good detectors for chemicals • Have federal quarantine station at Dulles, but need resources for quarantine stations at BWI and Regan
	W	• Regional plans and procedures must be developed, updated, distributed and exercised across jurisdictions/coordinate federal response plans with local and regional plans (17) • Need to incorporate public health, medical examiner, hospitals, first responders at local level in planning and training. Detection gaps contribute to significant risk to healthcare infrastructure (6) • No NCR area has capability to confirm identification or detection of CBRNE with state or private lab system – only federal lab system has this capability (3) • Lack of a NCR interdisciplinary surveillance system/lack of system for biological assessments/toxic materials in the transportation sector (2) • Lack of funds to hire staff to develop policies and procedures for radiation monitoring and surveillance • Phone Georges and Montgomery Counties all not part of the NCR FBI JTTF • Need a regional terrorism tip line • Need to integrate CBRNE planning and response with mass care, HazMat decontamination • Distribution system models not yet fully implemented and tested for NCR water system • Hospitals need to do a better job of reporting trends and distribute related information

NCR Concept Papers and Initiative Plans

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006</td></tr>
<tr><td colspan="2">RESF#3 (WATER)
Water Security Work Group
Charles M. Murray, Chairman
Fairfax Water</td></tr>
<tr><td colspan="2">James Shell, Principal Water Resources Planner, Metropolitan Washington Council of Governments, 777 North Capitol St. NE, Washington, DC 20002
202-962-3342
jshell@mwcog.org</td></tr>
<tr><td>Project Title:</td><td>Establishment of a Fully Functional Regional Emergency Mobile Laboratory Program</td><td>Estimated Grant Amount</td><td>$1,200,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Meets the National Priority to strengthen CBRNE Detection, Response, and Decontamination Capabilities

Addresses a weakness of Priority Capability: CBRNE</td><td>Allowability</td><td>This is allowable in accordance with UASI guidelines for CBRNE activities. Some of the commercially available analytical lab equipment</td></tr>
</table>

	Detection Addresses identified weakness of Priority Capability WMD/Hazardous Materials Response and Decontamination Meets need of NCR Goal 3: Prevention and Mitigation The establishment of three rapid response emergency mobile labs provides the NCR with an unparallel capability to rapidly respond to contamination events and quickly identify the contaminant using EPA approved analytical laboratory equipment thereby minimizing threats to human health and safety risk		and vehicles may require ODP approval.
Estimated Timeline	16 months from the time of the grant award	**Dependencies and Cost Factors:**	The establishment and operation of drinking water purification, bottling and stockpiling will be heavily dependent on staff support from participating NCR water utilities as well as coordination with emergency managers, health officers, FEMA, and USCOE.

Problem Statement/Project Description:

The region currently has limited rapid mobile emergency water laboratory response capability. In the event of a regional or local incident or emergency, drinking water treatment facilities, distribution systems, and raw water sources may be contaminated and/or relegated physically inoperable. Such possible contamination events will require, within a two to eight hour window, a determination if the contamination event should be elevated from "possible" to "credible"[1]. In the event of a true contamination, such timely answers will protect the public health and potentially save lives. Such a quick determination will only be made through field water quality screening laboratory analysis performed by the utility. Such screening tests will confirm the existence/non existence of contaminants but not generally identify the specific compound; that step generally takes place at a higher level laboratory. These mobile labs will be equipped with EPA approved and recommended analytical techniques being pilot tested by one of the NCR utilities. These emergency mobile labs would also eliminate the potential for main lab contamination by isolating the unknown contaminant(s) within a smaller mobile lab setting during initial testing, thus eliminating any possible contamination of a larger permanent main laboratory facilities. This would also be especially critical if the main lab(s) have been rendered inoperable. The mobility of the labs will offer a tool to rapidly move to incident areas and perform quick and accurate analysis. Such rapid capability is essential in minimizing the impacts to human health and safety as the result of contamination event.

The specific proposal calls for three mobile labs for the three major NCR water utilities (WSSC, WAD/DCWASA, Fairfax Water), each lab to be equipped with a specific set of base field analytical tools. It should be noted that a requirements analysis has already been conducted by the Washington Suburban Sanitary Commission in order to identify analytical equipment needs. This analysis included identification of other cities with mobile lab capacity. The strategic placement of the mobile labs the NCR would insure coverage north (MD-NCR) and south (VA-NCR) of the Potomac River as well as near Washington D.C. This strategy would provide reasonable and balanced emergency mobile lab availability throughout the NCR. If transportation routes are blocked for one lab, either of the remaining two labs could be summoned. In addition, smaller NCR utilities, in some instances may not have this capability on hand and the mobile units would be essential in an emergency. This initiative also designates one of the three labs to be equipped with advanced field analytical equipment, such as Gas Chromatograph and Mass Spectrometer and a portable radiological detector used for water. The three labs would coordinate regionally and shift across regional boundaries as the need arises. The base cost for analytical equipment for each utility is $150,000, plus $125,000 for the vehicle, or a total of $275,000 for a fully equipped base mobile lab. The additional advanced analytical equipment will add $245,000 (GC/MS, radiological, etc).

These mobile labs would be staffed by trained teams of water utility laboratory personnel during regional incidents or emergencies. It is anticipated that the primary function of the emergency mobile lab would be for use by water utilities and related health agencies and officials in the NCR during water related and/or other emergencies or incidents. The mobile labs are not likely to remain idle as they could be rapidly activated during natural disasters through mutual aid request, used in special water related operations, testing, training or studies. A response and mutual aid protocol is to be developed as part of this initiative. It is expected that the labs will be frequently tested and operated to maintain a high level of personnel and equipment readiness.

[1]"possible, credible" are terms taken from the USEPA Response *Protocol Toolbox*, a document specifically developed to aid the water supply industry with contamination events.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Establish a regional emergency mobile lab project team	Water Security Work Group RESF#3; MWCOG	Establish Regional Emergency Mobile Lab Project Team	Within 30 to 60 days of the grant award
2. Develop a project management plan	Water Security Work Group RESF#3; MWCOG	Project Management Plan	Within 60 days of the grant award
3. Identification of mobile laboratory equipment and supplies	Water Security Work Group RESF#3;Project Management Team; utility lab staff; MWCOG	Identify mobile laboratory equipment and supply needs	Within 90 days of the grant award
4. Submit materials to seek approval of identified analytical equipment and vehicles for ODP approval, if needed	Water Security Work Group RESF#3; Project Management Team; utility lab staff; MWCOG	If needed, submit materials to support the approval of analytical lab equipment and mobile lab vehicles	Within 90 days of the grant award
5. Issue RFP's for equipment and vehicles	Project Management Team; MWCOG	RFP's issued	Within 120 to 150 days of the grant award
6. Issue purchase orders for equipment and vehicles	MWCOG	Purchase Orders issued	By month 5 of the grant award
7. Install and out fit three NCR emergency mobile labs	Project Management Team; MWCOG	Three fully operational mobile labs	By month 12 of the grant award
8. Develop emergency response protocols for use and maintenance of mobile labs	Project Management Team; utility lab staff; MWCOG	Emergency response protocols for use and maintenance of mobile labs	By month 8 of the grant award
9. Emergency mobile lab training	Project Management Team; utility lab staff; MWCOG	Structured on-going mobile lab training sessions	Month 12 through 16 form the award of the grant

Project Performance Measures	Baseline Value	Target Value
1. Three fully equipped NCR rapid response mobile labs	Limited capability	Three fully equipped regional rapid response mobile labs

2. Trained mobile lab response teams	Does not exist	Trained emergency mobile lab teams
3. Analytical equipment and mobile lab vehicle approval by ODP, if needed	Does not exist	Approved analytical equipment and vehicles
4. Project Management Plan	Does not exist	Project Management Plan
5. Emergency response protocols for mobile lab use and maintenance	Does not exist	Emergency response protocols

INITIATIVE PLAN

Critical Transportation Infrastructure Protection

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.**

   Establishment of a Fully Functional Regional Emergency Mobile Laboratory Program:

   Through the establishment of three regional emergency mobile laboratories to rapidly respond to contamination events in the NCR this initiative directly meets the National Priority to strengthen CBRNE detection, response and decontamination, as well as address identified weaknesses in CBRNE, WMD/Hazardous Materials Response, and Critical Infrastucture Priority Capabilities, and meets the needs of NCR Goal 3: Prevention and Mitigation, and Goal 4: Response and Recovery. The mobile lab capability provides the NCR with a tool to rapidly respond and identify contaminants in water, lessening the time to mitigate an incident and provide more protection to the citizens of the NCR.

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

   This initiative will build upon efforts by the Regional Water Security Work Group to develop comprehensive responses to the highest regional water security needs identified through regional strategic planning sessions and individual water utility vulnerability assessments. The Water Security Work Group consists of water utilities, NCR local governments, as well as state, federal and regional public agencies covering the entire National Capital Region.

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.**

   Under Title IV of the Public Health Security and Bioterrorism Response Act of 2002 (PL 107-188)the Act, EPA is authorized to take steps to prevent, detect, and respond to the intentional introduction of chemical, biological, or radiological contaminants into community water systems and source water for these systems. The Water Security Work Group was established to guide and coordinate response capabilities resulting from intentional contamination events in public water supply systems. The mobile lab capability will continue to be coordinated through RESF#3's Mobile Lab Project Team which would be composed of participating water utilities, laboratory personnel, local government and

state emergency managers, and health officers within the NCR, as well as state, federal and regional agencies (i.e., FEMA, USACOE, EPA) who have vested interest in the security of drinking water in the NCR.

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

   This initiative will be governed by the Regional Water Security Work Group, RESF#3 (WATER), which consists of water utilities, local governments, state, federal and regional public agencies covering the entire National Capital Region.

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.**

   The mobile lab capability will be fully integrated with the Water Supply Emergency Plan for the National Capital Region. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Plan (RECP[SM]) under Regional Emergency Support Function 3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the National Capital Region. In the event of a contamination incident or event detected, response protocols would initiate the implementation and use of the regional emergency response mobile labs. This action would be a part of the Water Supply Emergency Plan. Consequently, it would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional response capabilities.

<table>
<tr><td colspan="2" rowspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006</td></tr>
<tr><td colspan="2">RESF #3 (Debris)
Solid Waste Managers Group
Tom Smith, Chairman
Solid Waste Division Chief
Prince William County

Grant recipient would be a local government</td></tr>
<tr><td colspan="2"></td><td colspan="2">John Snarr,
Principal Environmental Planner
MWCOG
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Washington, DC 20002
202-962-3359
jsnarr@mwcog.org</td></tr>
<tr><td>Project Title:</td><td>Radiation Detection Equipment for Solid Waste Disposal Facilities</td><td>Estimated Grant Amount</td><td>Total: $281,500

5 locations each receive

• truck portal system</td></tr>
</table>

			($50,000) • handheld detector ($6,000) Dosimeter ($300**)**
NCR Strategic Goal Alignment:	Meets the National Priority of strengthening CBRNE detection, response, and decontamination capabilities. Addresses a weakness of lack of sufficient detection equipment. Also responds to the Regional Capability priority of Critical Infrastructure Protection. Address weakness of lack of CBRNE detection equipment. Meets the Following NCR Goal: Recovery and Response Allows area waste facilities to detect radiological materials in the waste stream as an early warning sign of misuse of these materials and to protect these facilities from contamination.	**Allowability**	UASI Equipment Category: Inspection and Screening Systems Equipment
Estimated Timeline	July 2006 – December 2007	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

Local terrorist handling of radiological, biological, or chemical materials may likely result in some of this material entering the local waste stream. Initial inquiries indicate that devices designed for screening trash trucks for chemical and biological agents do not exist; however, there are commercially available devices available for monitoring radiation in truck loads entering solid waste facilities.

This screening both protects the solid waste facility from contamination and alerts authorities to sources of radiation in the community. Awareness of this material may provide an early warning sign about future terrorist attacks. Waste disposal facilities are part of the critical infrastructure for the region as they provide a daily service that ensures the health, safety and welfare of the community. An interruption in this service can have a dramatic negative effect on local waste collection and disposal.

Radiation devices are available in hand-held and fixed drive-through versions. Four local public facilities (I-66 Transfer Station in Fairfax; I-95 Landfill Complex in Fairfax; Montgomery County Transfer Station, Arlington/Alexandria Waste-to-Energy Plant) have a set of these devices, but detectors are not installed in all possible locations. Fairfax County was able to obtain its two sets of detectors under the State Homeland Security Grant Program FY 2003. This initiative would procure sets of detectors (truck portal system, handheld detector, personal dosimeter) for a total of 5 public landfill and transfer stations that do not have the devices. These locations would be Loudoun County's landfill, Prince William County's landfill, the two District of Columbia-owned transfer stations, and Prince George's County's landfill.

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

Tasks	Collaborating Partners	Deliverables	Target Date
10. Determine precise final host locations.	RESF 3 Debris	Selected locations	9/06
11. Acquire 5 sets of detectors.	RESF 3 Debris	5 sets of radiation detectors	6/07
12. Ensure that host personnel have proper training and procedures manual.	RESF 3 Debris	Training completed for host staffs.	9/07

Project Performance Measures	Baseline Value	Target Value
6. Ensure that the public waste disposal facilities in the region have the equipment to effectively screen for radioactive material.	37%	100%
7. Ensure that appropriate local personnel are trained to use the equipment.	0%	100%

INITIATIVE PLAN

Radiation Detection Equipment for Solid Waste Disposal Facilities

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.**

   Critical Transportation Infrastructure Protection
   Responds to National Capability priority "CBRNE Detection." Addresses weakness identified in the January analysis session, "Need specific CBRNE testing equipment." Builds on strength identified in the analysis session, "We have people who monitor and screen waste material collection and disposal sites."

   Also, this initiative responds to the Regional Capability priority of "Critical Infrastructure Protection." Address weakness identified in the January analysis session, "Lack of CBRNE detection equipment."

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

   Applies to local, state, and federal partners in the NCR. Equipment would be located in six local governments in the NCR.

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.**

   Local governments have radiation detection equipment permanently installed in three locations. Two of these units were obtained under the State Homeland Security Grant Program FY 2003. At least one local government has already written a procedure manual on the permanent equipment. Several governments have hand-held devices and are trained to use this equipment. Additional training and procedures will be required for the new equipment.

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

   This initiative will be governed by the R-ESF 3 Debris, represented by the COG Solid Waste Managers Group, in the NCR structure.

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

The initiative relates to the Recovery and Response goal in the NCR Strategic Plan by allowing area waste facilities to detect radiological materials in the waste stream with equipment as an early warning sign of misuse of these materials.

It also responds to the NCR Strategic plan priority initiative to "enhance and integrate risk assessments of critical infrastructure and high risk targets within the NCR and take protective actions." Specifically, it addresses the desired outcome of reducing "the probability and impact of an incident to critical infrastructure within the NCR."

<table>
<tr><td colspan="2" rowspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006</td></tr>
<tr><td colspan="2">Russell A. Yurek
Director – Office of Maintenance
MD State Highway Administration

7491 Connelley Drive
Hanover, MD 21076
410-582-5505
RYurek@SHA.State.MD.US</td></tr>
<tr><td>Project Title:</td><td>Radiological Truck Cargo Screening Feasibility Study
I-95 & I-495 Truck Weigh Station</td><td>Estimated Grant Amount</td><td>$200,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 3: Prevent and Mitigate Threats and Events

Goal 4: Respond and Recover from Events</td><td>Allowability</td><td></td></tr>
<tr><td>Estimated Timeline</td><td>24 Months from receipt of grant</td><td>Dependencies and Cost Factors:</td><td></td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
A potential threat to the National Capital Region (NCR) is the detonation of a "dirty bomb" containing radioactive material. This device could be anticipated to be transported by means of a cargo truck or other large transport vehicle along interstate highways into the NCR. Transportation departments in the District, Maryland, and Virginia currently have no effective means to perform roadside detection for radioactive materials in trucks. The damage caused by radioactive material dispersal in the NCR would be devastating and have significant lasting effects. This project would reduce the vulnerability to this threat by detecting truck-borne radiological devices before they enter populated areas of the NCR.

The project would involve procuring the services of consultant experienced in the field of radiological detection devices. The consultant would conduct a cost benefit analysis of the detection devices currently available and select a system feasible for deployment. The system would be installed at the Maryland State Highway Administration (SHA) Truck Weight & Inspection Station (TWIS) located at the junction of Interstate 95 (I-95) and the Capital Beltway (I-495) in Prince George's County. The system would be field tested for a period of one year. The results of the feasibility study, including the determination of additional suitable detection locations in Virginia and the District, and radiological truck screening and detection recommendations, would be provided to the District, Maryland, and Virginia Departments of Transportation for consideration. The agencies would jointly cooperate to develop consistent, uniform, effective regional standards for conducting radiological truck screening.</td></tr>
</table>

The project would reduce the vulnerability of the NCR to a truck-borne radiological terrorist device by implementing cost effective, standardized, truck radiological screening and detection at locations in multiple jurisdictions. The coordination of these efforts is essential to developing an effective unified regional approach to mitigating this threat. The sharing of technologies and procedures cooperatively between jurisdictions will allow lessons learned to be shared, reduce design expenditures, and provide for a coordinated, uniform radiological cargo detection program throughout the NCR.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Procure Consultant Services	DDOT, MDOT, DDOT	Retain Project Manager	2 Months After Start
2. Evaluate Available Detection Devices	Consultant	Feasibility Report	5 Months After Start
3. DOT Evaluation	DDOT, MDOT, DDOT	Device Selection	6 Months After Start
4. Site Design & Engineering	Consultant, SHA	Contract Documents	8 Months After Start
5. Detection Device Procurement	MDOT, SHA	Detection System	9 Months After Start
6. Detection System Installation	Contractor, SHA	Operational System	10 Months After Start
7. Operate & Maintain Detection System	Consultant, Contractor, SHA	Status Reports	22 Months After Start
8. Final Feasibility Study & Report	Consultant	Final Report	23 Months After Start
9. DOT Evaluation	DDOT, MDOT, DDOT	Retain Project Manager	24 Months After Start

Project Performance Measures	Baseline Value	Target Value
1. Number of Trucks Screened for Radiological Cargo	0 %	25 %

INITIATIVE PLAN

Radiological Truck Cargo Screening Feasibility Study

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.

The name of this initiative is "*Radiological Truck Cargo Screening Feasibility Study*". The Department of Homeland Security (DHS) has identified the ability to develop robust capabilities to detect, neutralize, contain, dismantle, and dispose of Chemical, Biological, Radiological/Nuclear, and Explosive (CBRNE) as one of the primary national priorities in the National Preparedness Goal. In the National Capital Region (NCR), the Metropolitan Washington Council of Governments (MWCOG) has further identified CBRNE detection as one of the regions 14 priority capabilities. This includes

acquiring the capability to rapidly detect and safely manage CBRNE materials at key interdiction points before they enter populated areas.

The proposal provides for conducting radiological truck cargo screening at established Truck Weight & Inspection Stations (TWIS) during routine vehicle inspections. This process would enhance the regions efforts to detect radiological cargo or devices prior to entering the District of Columbia. The early detection and management of these devices will prevent or deter terrorist attack and enhance public safety throughout the NCR. A prototype system would be selected and installed at SHA's existing TWIS facility at the interchange of the Capital Beltway (I-495) and Interstate 95. This project is a joint effort by the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT).

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

The project entails developing cost effective state-of-the-art methods to detect radiological cargo during routine truck weight and vehicle inspections. The project is a cooperative effort of the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT). The project will develop a multi-jurisdictional uniform regional approach to ensure the early detection of radiological cargoes or devices. It will also allow for the standardization of protocols and procedures regionally for the containment and management of these devices in the event they are discovered. By coordinating efforts regionally, these transportation departments can prevent duplication of effort and enhance the regions ability to detect radiological devices or cargo prior to entering populated portions of the District of Columbia.

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.

Radiological cargo screening is not currently conducted by the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), or the Virginia Department of Transportation (VDOT). The project will evaluate, study, and select the most effective method for economically and effectively detecting radiological cargo during routine truck weight inspections routinely performed by DDOT, SHA, and VDOT at existing TWIS facilities. The departments will review the study recommendations cooperatively and select a prototype system for testing and evaluation to ensure the development of a uniform method of regional detection. This joint effort will allow agencies to share costs, leverage existing technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

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

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA). SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington

Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. SHA will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and evaluate recommendations received from the consulting contracting firm selected to perform the study. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to reduce vulnerability and enhance the security by deterring or preventing a CBRNE terrorist attack utilizing radiological material. The project will reduce the likelihood that a truck borne radiological device is transported across jurisdictional boundaries. By supporting these efforts, the initiative serves to improve public safety and the ability of local jurisdictions to cooperatively respond to terrorist attacks. This initiative directly supports the National Preparedness and National Capital Regional goals of acquiring capabilities to ensure the early detection and management of CBRNE devices to deter or prevent terrorist attacks.

Scoring Sheet

CBRNE Detection

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

	Concept Paper	Establishment of a Fully Functional Regional Emergency Mobile Laboratory Program									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Radiation Detection Equipment for Solid Waste Disposal Facilities									
Related Target Capabilities:		Critical Infrastructure Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Radiological Truck Cargo Screening Feasibility Study I-95 & I-495 Truck Weigh Station									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

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2 Citizen Preparedness and Participation

Citizen Preparedness and Participation

Capability Definition

The American public has the capability (i.e., the necessary information, knowledge, skills, and abilities) to prevent, protect against, respond to, and recover from all threats and hazards. Requirements to achieve this capability include collaboration among all levels of government, emergency responders, the private sector, civic organizations, faith-based groups, schools, and the public; public education in preparedness, prevention, and mitigation; training for citizens in life saving first aid, Cardiopulmonary Resuscitation (CPR), response skills, and surge capacity roles; and citizen participation in exercises, volunteer programs, and surge capacity support.

Citizen preparedness and participation is segmented into appropriate levels of engagement, but all employ some degree of planning, organizations, equipment, training, and exercises.

There are "Universal (U)" capabilities that everyone in America should have for the four mission areas of all-hazards preparedness: prevent, protect, respond, and recover. There are also "Specialized (Sp)," or advanced skills, knowledge, and abilities needed for those that live in high-threat areas (the terrorism threat in urban areas, natural hazard areas); for those whose personal circumstances require additional preparedness requirements (those with disabilities, those with language barriers, those with low income); and for those who volunteer year round to support local emergency responders and community safety efforts. Finally there are citizens who have a response or "Surge (Su)" capacity role, who will have the highest level of training and equipment.

Capability Outcome

Everyone in America is credibly educated about threats to their safety and property, is prepared for all-hazards, takes relevant mitigation measures, practices evacuation drills, employs prevention and deterrence tactics, is trained in first aid and emergency response skills, practices shared responsibility for neighborhood and community disaster planning, and responds to an incident with appropriate and practical steps to safeguard their own health and property while helping others.

Citizens who live in a high-threat area or who have personal circumstances that require additional needs (such as cognitive or physical disabilities, language barriers, low income, live or work in high rise buildings, take public transportation frequently) have an appropriately higher level of preparedness, training, approaches to prevention, participation in exercises, and first aid and response skills.

An adequate number of citizens also provide year round volunteer support to augment public education, training, local emergency responder efforts and community safety initiatives, and contribute to community emergency planning and exercises. An adequate number of citizens also have training in surge capacity roles, are an integral component of incident response and recovery, and perform appropriately when deployed. Private sector resources are an integral part of the response and recovery plan and execution.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The plans and support structure in place to ensure citizen preparedness and participation and the inclusion of any established programs such as Citizen Corps.
- The roles that have been recognized for citizens in exercises, volunteer programs and surge capacity response.
- The types of training programs developed to educate the public about threats, preparedness, prevention, first aid, and emergency response and how this training is communicated to solicit involvement.
- The types of communication vehicles that are being utilized to raise public awareness for citizens regarding preparedness and response measures.
- The ways in which standards and measures are being developed to ensure appropriate education - related to preparedness and response - has occurred for citizens.

NCR Discussion Results on Citizen Preparedness and Participation

Resource	S/W	Comments
People	S	• MRC recruiting and training volunteers. (5) • Have lots of volunteers and utilize non-profits and volunteer centers. (3) • Have excellent PIOs in all counties that work collaboratively on preparedness issues
	W	• Need staff and resources to do citizen outreach. (13) • Need to better include special needs populations in preparedness planning. (6) • Need more volunteers as an education resource. (4) • Insufficient number of MRC volunteers. (4) • Need a volunteer management and training process. (3) • Need increased capacity to communicate with non-English speakers. (3) • Need to increase the number of health PIOs in the area. (2) • Need contractor assistance for ongoing regional media relations and public education. (2) • Need regional organizational structure. (2) • Need to prepare for an influx of spontaneous volunteers. (2) • Need a volunteer credentialing process. (2) • Need to continue to fund MRC. (2) • Need to increase outreach to NGOs that support or advocate for SNPs so they can make their own preparedness plans. • Need more staff to develop and implement plans and programs for SNPs. • Need more pre-affiliated volunteers. • Not sure how many volunteers needed to support different ESFs. • Need characterization of areas SNPs to plan. • Regional citizens know they can be targeted.
Equipment	S	• Regional collaboration/information sharing has increased with equipment and technology from prior UASI funds (2) • The NCR has plenty of equipment and platforms to perform outreach programs news media and academia (2) • Training for responders is in place, but needs to be expanded • NCR is able to provide adequate equipment from both public and private resources to support TCL capability outcome • <40% of the population have citizen kits • Very difficult complicated message -- pamphlets, brochures, etc. are available • We have the equipment we need with a few enhancements

Resource	S/W	Comments
	W	• Region needs technology to rapidly contact populace with uniform message; need to take into account the special needs population and include in the realm of such areas as translation services (12) • Volunteer community needs IT capability to identify, track, credential volunteers (4) • Need more mass care equipment including supplies for special needs population (3) • Need regional emergency supply caches for citizen response • Need additional training equipment • Additional equipment is needed to protect citizens from attack • Need preparedness kits for those who can't afford them • Need special preparedness kits for those with special needs • Need better connectivity between 211 and emergency management for emergency information and referral • Weather/radios/all hazard radios for responders and the public • Need a tie between the phone system and on-line systems • Additional power supplies (generator) are required to ensure shelters can provide for the needs persons with special needs (refrigerator for medication, oxygen power source, etc.) Facilities should be pre-wired • Difficult to have targeted message with various populations • Need regional 211 funding • On-line training modules with NCR specific information • Accessible transportation equipment insufficient for evacuation • Medical equipment and medicine crucial for persons with special needs to survive • 211 systems need to be fully accessible • Need database of volunteers in NCR; must include multiple emergency response roles
Training	S	• Training programs exists e.g. citizen corp (2) • MRC volunteers also provide just in time responder training to spontaneous volunteers, and have been utilized during non-event times to spread public info messages for the health departments. • Is this training curriculum in line with national curriculum • Some, but not adequate numbers of citizens educated and volunteers trained • Pros receive regular training • Some citizens have CPR training and first aid training
	W	• Training opportunities – citizens aren't aware of all available opportunities (6) • No training available which embraces or enhances emergency preparedness information (4) • Although some training efforts "CERT", "MRC", citizen academies, etc. not enough people or resources (3) • More attention must be placed on handling and addressing the needs of people with disabilities, appropriate assistive technologies, and the needs of these communities. (3) • Not regionally coordinated (3) • Funding for MRC training staff (3) • The NCR's Citizen Corps train volunteers for their CERT and MCR programs However, there are not enough trainers for these programs. (3) • Region needs better understanding of how public health works – answers/ info is not instantaneous and often not visible (lab test, for example). People → non-health people, volunteers, media, general public etc.. – don't seem to understand this (2) • Training coordination MRCs • Training is minimal as opposed to emphasis on information and notification activities. Training requires focuses on differential training activities and inclusion of credible sources (such as faith based organizations) • Support and develop training for self – preparedness PNSN • Develop and support training for PNSN to be done by advocacy groups, service providers and other non-emergency agencies knowledgeable about training PNSN • People need to train regularly • Critical service delivery organizations (e.g. home health agencies) and mediating

Resource	S/W	Comments
		organizations (NGOs) need additional training to assist respective populations. • Also focus on low income and LEP populations • Improve coordination of public inquiry call centers. Establish a regional system • Trainers are needed for special populations. • Getting the people who were trained to be responsive to continues education responsibility • Need to develop just in time training for spontaneous volunteers. • Need to increase opportunities for ESFs 6, 11, 14, and ,15 to train with the other ESFs • Need to cross train between volunteer cadres across ESFs 6, 11, 14, and 15 • Need to increase public education and preparedness training • NCR public/non-profit agencies are severely under funded and do not have the capacity to get or give education training. The do not have the capacity to help NCR's most vulnerable achievement "an appropriately higher level of preparedness." • More training need with specific health issues and components • Need better/more innovative types of communication methods to train/educate public (web, etc.) • Need additional specialized training for surge capacity and community education – sheltering in place • Public training on responding to an anthrax attack – coordination with public schools • No one I know in the NCR has taken any training, participated in any exercises or is a volunteer.
Exercises/Evaluation	S	• MRC/city corps provide training to citizen volunteers • Conducted regularly and PIOs/health PIOs are routinely involved • Pros regularly exercise in their own jurisdictions and regionally • We have exercises and designed to give citizens opportunities to practice what they have learned (evaluation is a part of exercise) • Members of RESF-14 regularly participate in their own jurisdictional exercises, as well as regional exercises like "Patriot Challenge" or "Capital Shield."
	W	• Need to use volunteers more and better (CERT, MRC, RACES, mobilization centers, call-up and processing, etc.) (8) • Exercises and evaluation lack the appropriate inclusion of people with disabilities, not as a separate population, but as a part of the general population (8) • Lack of citizen involvement in planning and execution of exercises, except as patients in multi-casualty drills (5) • Need for additional region-wide, multi-disciplinary and multi-jurisdictional training (5) • No significant exercise has been conducted to evaluate citizen preparedness in the NCR (shelter/shelter-in-place drills) (3) • Volunteer management needs to be better integrated in larger exercises • Exercises not publicized in advance to increase participation • Private sector inadequately involved in exercises • Exercises and evaluation should include hospitals • Media/communication is not fully exercised; drilling vertical JIC regionally shared • Capabilities assessment needs to be done to see how things might work during an emergency • Too many of the planning/training components are still in their infancy and have not progressed to the point where they can be adequately practiced • Need to include ESFs 6, 11, 14, and 15 in all major exercises where appropriate throughout the NCR • Weakness in bringing in federal agencies so they better understand local estate issues • Faith community involvement • Pet safety plan and shelters • Difficult on a large, regional scale; better done with small, targeted efforts with businesses, neighborhoods, etc.
Plans, Policies and Procedures	W	• Public health entities, private sector efforts, citizen volunteers, need to be included in planning – particularly at the regional level (7)

Resource	S/W	Comments
		• Standardize alert notification and public involvement in development of associated policies and procedures (3) • Better coordination of volunteers and planning for their needs (3) • Pets need to be considered/addressed in training, exercises, and evaluations. • Need more coordination between government and non-profits, particularly when planning involvement with and response directed toward vulnerable populations/Need to add to the knowledge base that defines NCR's most vulnerable (who they are, agencies, that serve them, where they are in the neighborhoods, and what their needs are) • Need to complete regional NCR communications plan • Need more extensive, inclusive citizen preparedness plans • NCR strategic planning process requires standard policies and procedures for alert notification before, during, and after emergencies

NCR Concept Papers and Initiative Plans

CONCEPT PAPER **Preliminary Document – Presented for Review and Discussion**		December 6, 2005 Natalie JonesBest Emergency Preparedness and Risk Manager District Department of Transportation 2000 14th Street NW, 5th Floor Washington, DC 20009	
Project Title:	**Identify and coordinate transportation requirements for the special needs population.**	**Estimated Grant Amount**	$250,000
NCR Strategic Goal Alignment:	Goal 2 – Objective 1.3 Special Needs Populations	**Allowability**	
Estimated Timeline	8 months	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:
A constant challenge for the NCR transportation and public safety officials is how to manage segments of population that could not, if requested, self evacuate. Whether it is an individual within a NCR correctional institution, a child in a school, an individual within a medical facility, or a visitor at a hotel, all of these people would require some level of NCR public support service during a NCR wide evacuation. As lead agency for ESF-1 transportation in the District Response Plan, it is the responsibility of DDOT to coordinate this effort within the District of Columbia. DDOT proposes, in coordination with the National Organization on Disability (NOD) and with support from VDOT and MDOT, to develop a template that identifies each individual special needs sector, the population within each special needs sector, and the equipment and resources needed to support the special needs movement during a requested evacuation. This template will focus on the District of Columbia's day and night time population.

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

Tasks	Collaborating Partners	Deliverables	Target Date
Special Needs Identification and Assessment within the District of Columbia Categorize and identify the location within the District for each special needs community group. At minimum, categories should include: Correctional Institutions Hotels Hospitals Adult Day Care facilities Schools Homeless Shelters Transit Dependent Individuals This task will identify the extent to which	Primary Owner/Coordinator: DDOT Possible Partners: MDOT, VDOT, NOD, WMATA	A hard and electronic document that identifies the Districts Special Needs Community	8 months from activation date

District Government agencies need to plan to and will require extensive outreach to the community for this information. Based on funding and time this task may include special needs community within the MDOT, and VDOT NCR jurisdictions as well.			
Document Review. Many of the special needs groups categorized and/or identified in Task 1 should have some level of an emergency plan developed. A document review will be conducted to establish the state-of-the-practice for evacuating the special needs community and to ensure these plans are NIMS compliant. As part of a the review a high level gaps analysis will be conducted to review the extent to which the special needs sector is relying on District Government services.	DDOT, various private and other District Government Agencies	A hard and electronic document that identifies the state-of-the-practice and the planning gaps identified for the special needs community.	10 months from start of project
Template Development. Based on the findings from Task 1 and Task 2, a planning template will be created for each of the identified special needs sectors that address how District Government services will support each special needs sector and how each of the special needs sectors can better prepare for an emergency. The template will include at a minimum: population information, identify coordination points, possible issues, and an implementation plan.	DDOT, various private and other District Government Agencies	A hard and electronic document that can supports the special needs sectors in developing their All-Hazard, NIMS compliant preparedness Plans	2 months after Tasks 1 and 2 are complete

INTIATIVE 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.

Identify and coordinate transportation requirements for the special needs population. Within the National Capital Region (NCR) there is a need to identify the resources to be utilized by the special populations during a real-time emergency. These special populations include, but are not limited to the disabled community, tourists, the elderly, and school children. This effort focuses on the transportation requirements and information needs for "non-traditional" populations to ensure the protective measure evacuation is adequate to meet their needs. This initiative supports the District's Emergency Transportation Annex (ETA), a plan developed in coordination with regional stakeholders to address transportation management and evacuation processes from an operational perspective.

This initiative cuts across many of the capability boundaries, in particular Citizen Preparedness and Participation and Citizen Protection: Evacuation and/or in-Place Protection and supports the need for better integrated planning efforts between the various ESFs. Furthermore, this initiative will begin to

address the issue of developing a viable operational evacuation plan for regional evacuation that includes special population provisions. One resonated weakness identified by the NCR is that there has not been a strong enough outreach to individuals with disabilities and provider agencies to train people appropriately to handle emergencies. This initiative attempts to start that process by identifying and assessing the needs of these groups and rolling up those assessments into the on-going regional awareness campaign for information dissemination to the public.

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

   This initiative is being submitted by the District Department of Transportation, but will be supported, developed and implemented by a consortium of stakeholders including the National Organization on Disability (NOD) Virginia Department of Transportation (VDOT), Maryland Department of Transportation (MDOT). This initiative, while focusing on the uniqueness of the District with its tourist population and Federal presence, will serve as a template for outlining jurisdictions in the NCR to identify and assess special needs populations. Information from this initiative will help support the region in identifying and establishing a regional base capacity for transportation resources (vehicles, buses, rail, drives, etc) and needs. Lastly, with the recent issuance of Bulletin 197 by DHS and ODP, this effort will assist in addressing the transportation needs and accessibility to transportation during an emergency incident.

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.**

   Many of the resources needed to support this initiative currently exist within the NCR. The region is fortunate to have a robust and vast Metro Rail and Bus System that interconnects with smaller jurisdiction transit providers within its boundaries. Furthermore, there are a number of commuter rail systems operating within the NCR boundaries, thus providing another layer of transportation infrastructure for daily and during emergency incidents. Other resources include Law Enforcement and Fire/EMS, all of which would support this initiative via vehicle support for non-ambulatory patrons and safety and traffic management. Where the region falls short is with coordination and integration of these resources, and identifying where there are transportation resource gaps, particularly vehicle provisioning. This initiative will address that issue. Additionally, this initiative will require vehicle support from the private sector in order to ensure that transportation resources meet capacity to move thousands of people who otherwise may not have transportation access. To ensure full buy-in from stakeholder supporting this effort, a series of MOUs/Regional Agreements and vehicle contracts will need to be established.

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

   This initiative will be spearheaded by the District Department of Transportation (DDOT) with the support of the Regional Emergency Support Function (RESF #1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the Metropolitan Washington Council of Governments. This initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

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 initiative addresses the need for regional collaboration in order to reduce cross-geographic consequences and impacts. Furthermore it will provide an opportunity for cross-ESF interaction in order to capitalize on resources thus leveraging capabilities across our region. This initiative supports the on-going efforts made by the NCR in adhering and implementing the NIMS Plan. As further plans and polices are developed regarding initiative, it will be done so in compliance with the NIMS provisions.

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006</td></tr>
<tr><td colspan="2">OWNER – Split across the 8 NCR Emergency Managers</td></tr>
<tr><td colspan="2">NCR Jurisdictional Offices of Emergency Management with support of ESF 14, 15(16) and ESF 6 & 8.</td></tr>
<tr><td>Project Title:</td><td>Continuity of Efforts regarding Volunteer Management Across the NCR and Continuity & enhancement of Citizen Corps Council membership and Citizen Corps Core Programs and affiliated programs and activities in the NCR</td><td>Estimated Grant Amount</td><td>Approximately $5 mm

Estimating the same % breakdown as in UASI 05, by VA, MD, & the District of Columbia</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 2: Community Engagement
2.4.1 Increase civic involvement in all phases of preparedness

2.4.2 Operationalize and leverage volunteer resources,

TCL- Citizen Preparedness primarily, and also supports mass care, Evacuation & Mass Prophylaxis</td><td>Allowability</td><td>Planning efforts are explicitly allowable if tied to local and national homeland security strategic efforts, such as implementing the NRP.

Training is allowable where the courses are approved by the US Department of Homeland Security.</td></tr>
<tr><td>Estimated Timeline</td><td>May 2006 – October 2007</td><td>Dependencies and Cost Factors:</td><td>Continuation of 5D UASI 05- specific budget to be determined through work plans. Anticipate applying same formula as utilized in UASI 05 per states.
1 FTE per program (3)- VIPS, CERT, (shared FTE to OEM & CCC & VC), MRC staffing is covered in ESF8 proposal</td></tr>
</table>

			1FTE for regional coordination through COG Table top exercise cost shared Training including development & delivery cost shared Increase in CERT trained members Region wide media campaign Local media campaign Develop of Multilanguage materials Development of Adaptive materials

Problem Statement/Project Description:

Citizen preparedness and participation impacts every aspect of emergency planning and management. An ill-prepared citizenry has the potential to strain the most well designed emergency response plan and severely strain available resources. The challenge becomes how to engage a diverse population to take a reasonable, organized level of responsibility for their own preparedness and protection. Additionally, in the recovery phase of event or disaster, employing the human resources and material assets available to emergency managers through volunteer efforts will require continuation of planning and coordination, to include and incorporate the lessons learned that are emerging from the Gulf region.

Project Goal:

This project will: 1) foster citizen preparedness and participation through Citizen Corps Council and the Citizen Corps Council core programs including: Community Emergency Response Teams (CERT), Neighborhood Watch, Volunteers in Police Service (VIPS), Fire Corps, Medical Reserve Corp (MRC) and EMT Reserve Corps (a special program in DC) and through it's affiliated partners that include the Metro Coalition of Volunteer Centers, American Red Cross, Voluntary Organizations Active in Disaster (VOAD) members and others within the guidance of local and regional emergency planning; 2) promote the citizen volunteers through affiliation with Citizen Corps Councils, it's core programs, and affiliated programs and 3) deliver a tested system of managing spontaneous volunteers that can be integrated into local and regional response plans. This project's goals reflect the continued coordination and collaboration to promote preparedness education, affiliate volunteers and build upon plans for citizen preparedness and participation for the betterment of the region that was originally undertaken through the UASI 03 & 05 process.

Project Description:

Since 2003 the Metro Coalition of Volunteer Center (MCVC), Citizen Corps Councils (CCC) and CCC Core Programs (C.E.R.T., MRC, VIPS, Neighborhood Watch), Voluntary Organizations Active in Disaster (VOAD) and the Office of Emergency Managers (OEM) have worked to collaborate on the efficient, effective response to a disaster by the volunteer and non-profit sector. These organizations and programs have developed a solid infrastructure for collaboration. Each entity brings different strengths to the process. This consortium, working under the guidance of the Offices of Emergency Management, intends to continue of the work that has been developed through the UASI 03 & 05 process. To accomplish this, the Volunteer and Donations Management Committee partners propose to perform the following to ensure sufficient volunteers are available to support preparedness, response and recovery efforts throughout the NCR while realizing **each jurisdiction needs the flexibility to tailor this concept paper to their on specific needs.**

Objective 1: Public Education and Awareness

In cooperation with PIO's across the region, build upon the current public education campaign "Be Ready Make a Plan; collaborate with partners to establish a sustainable "evergreen" public education campaign across the NCR for prevention and protection, including special adaptation necessary for the special needs, under served and culturally diverse populations. Develop a varied public education approach and content to engage and educate residents in the NCR in emergency mitigation/prevention, preparedness, response and recovery.

Objective 2: Recruitment (Citizen Participation)

Sustain the NCR-wide recruitment effort funded via 05 monies to foster citizen engagement and support for the mission of Citizen Corps Council, it's Core and affiliated programs; promote citizens to pre-affiliate; develop targeted recruitment

campaigns for specialty volunteers, participate with MRC on their recruitment plans in order to prevent duplication; outreach to address the needs of the disabled, the underserved and multicultural communities and prepare for the mobilization and processing of the thousands of spontaneous volunteers who come out in the event of a disaster and work with the receiving agencies to appropriately manage volunteers they receive through this process.

Objective 3: Training

Develop procedures for: delivery of Best Practices in the areas of volunteer management, including recruitment, retention to all constituencies utilizing affiliated and/or spontaneous volunteers, with special emphasis on the special needs, underserved and multicultural populations; support opportunities for cross and shared trainings, data sharing and classification and credentialing systems between Citizen Corps core programs; promote Citizen Corps emergency training opportunities and activities in the private sector; provide training to NGO's and government departments in the management of volunteers both during and after a disaster in order to increase the effective utilizations of spontaneous volunteers and participate in the design for and participation in simulations to exercise volunteer functions at the local and regional levels.

Objective 4: Sustainability

Initiate and participate in local and regional strategic planning initiative that builds sustainability through: development of short, mid- and long range planning to meet the expected financial needs and human resources of the partners including opportunities for collaboration with the business sector; continuity planning, and collective support to address challenges that may impact the well-being of individual Councils, core and affiliated programs.

Objective 5: Regional Coordination

Develop local and regional efforts to promote a, inclusive environment that encourages citizen preparedness and participation through: strengthening relationship building between Citizen Corps Councils, core programs, affiliated programs and other partners by building systematic protocols for communications, information sharing, cross-coordination, trainings and capacity building activities.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1.Ojective 1– Public Education and Awareness Expand upon existing campaigns to educate the communities on emergency mitigation, preparedness, response and recovery	NCR Public Information Offices, NCR Citizen Corps Councils, Citizen Corps Council Core Programs, Metro Coalition of Volunteer Centers, and VOAD agencies.	Working with partners, set regional goals, identify populations, draft plan, message and method of delivery. 25% increase in individuals who have received training in preparedness and response and recovery	4th Quarter of fy2007 (4q07)
2.Objective 2 - Recruitment (Citizen Participation) Continuation of initiatives Volunteer Recruiting Efforts from Fy05 UASI 5d Grant	NCR Citizen Corps Councils, Citizen Corps Council Core Programs, Metro Coalition of Volunteer Centers, and VOAD agencies.	Working with partners, set regional goals; identify populations, draft plan, message and method of delivery. 25% increase in pre-affiliated volunteers	4th Quarter of fy2007 (4q07)
3.Objective 3 – Training Expand training opportunities to engage more affiliated volunteers and to be more inclusive	Emergency Managers Offices, NCR Citizen Corps Councils, Citizen Corps Council Core Programs, Metro Coalition of Volunteer Centers, and VOAD agencies.	Maintain a regular calendar of training opportunities, posted & managed by COG 25% more volunteers engaged in training opportunities including those from special needs populations	4th Quarter of fy2007 (4q07)
4.Objective 4 – Sustainability Develop a comprehensive	Emergency Managers Offices, NCR Citizen Corps Councils, Citizen Corps	Develop a calendar of regional activities that support sustainability, posted	4th Quarter of fy2007 (4q07)

system to maintain affiliate volunteers in all aspects of the Emergency preparedness process.	Council Core Programs, Metro Coalition of Volunteer Centers, and VOAD agencies.	& managed on the COG website. 25% retention rate in affiliated volunteers	
5.Objective 5 – Regional Coordination Convene a more structured group to enhance the strength of the infrastructure of the region as it relates to the collaborative partners of this proposal.	Emergency Managers Offices, NCR Citizen Corps Councils, Citizen Corps Council Core Programs, Metro Coalition of Volunteer Centers, and VOAD agencies, Public Information Offices, Council of Governments.	Monthly/Quarterly meetings determined by the collaborative partners with reports produced upon completion of meetings. Documented representation by all collaborative partners	4th Quarter of fy2007 (4q07)

Project Performance Measures	Baseline Value	Target Value
1. Objective 1 – Public Education and Awareness a. Measurable outcomes could include but are not exclusive to the below mentioned outcomes. Each jurisdiction will develop more outcomes based upon their specific needs. o Number of education materials distributed through collaborative events, i.e. training, advertising. o Number of modules developed to incorporate message into already existing trainings. o % of adapted education materials developed.	Determined by each jurisdiction	25% increase in all outcomes
2. Objective 2 – Recruitment a. Measurable outcomes could include but are not exclusive to the below mentioned outcomes. Each jurisdiction will develop more outcomes based upon their specific needs. • % of volunteer opportunities for emergency preparedness posted on Volunteer Centers websites • Number of MOUs created with community organizations/specialized networks who could help recruit volunteers in an emergency • % of volunteer prospects reachable through these MOUs • Number of outreach materials designed for use with multicultural populations (Spanish language capability) • Number of outreach materials designed for non traditional communities. • % of volunteers recruited beyond '03 and '05 • Number of recruitment events in other languages or specialized populations	Determined by each jurisdiction	25% increase in all outcomes
3. Objective 3 – Training a. Measurable outcomes could include but are not exclusive to the below mentioned outcomes. Each jurisdiction will develop more outcomes based upon their specific needs. • Number of newly-trained CERT volunteers • Number of exercise/training experiences provided to CERTs, i.e., tabletops (output) • Number of residents participating in various training programs of the CCCouncil and CCC Core Programs. • Number of CCCouncil and CCC Core Program cross-trainings implemented • Number of participants in cross trainings • Number of other specialized trainings	Determined by each jurisdiction	25% increase in all outcomes

4. Objective 4 – Sustainability a. Measurable outcomes could include but are not exclusive to the below mentioned outcomes. Each jurisdiction will develop more outcomes based upon their specific needs. • % of increase of ongoing communication & follow-up mechanisms developed • Number of sustainability plans developed • % of volunteers retained over a designated period of time • Number of staff members hired and trained • Number of organizations receiving barrier-free management capacity trainings	Determined by each jurisdiction	25% increase in all outcomes
5. Objective 5 – Regional Coordination a. Measurable outcomes could include but are not exclusive to the below mentioned outcomes. Each jurisdiction will develop more outcomes based upon their specific needs. • Coordinating body will meet a minimum of once each quarter • Number of reports disseminated to collaborative partners • Number of CC Councils Regional meetings that occur (minimum of once each quarter) • Number of times CCC Core Programs & affiliate programs meet regionally (minimum of once a quarter)	Determined by each jurisdiction	25% increase in all outcomes

INITIATIVE PLAN

Continuity of Efforts regarding Volunteer Management across the NCR and Continuity and enhancement of Citizen Corps Council membership and Citizen Corps Core Programs and affiliated programs and activities in the NCR, Including Alignment of plans with the Emergency Operations Plans

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.

Continuity of Efforts regarding Volunteer Management across the NCR and Continuity and enhancement of Citizen Corps Council membership and Citizen Corps Core Programs and affiliated programs and activities in the NCR, Including Alignment of plans with the Emergency Operations Plans

- The need to continue and improve volunteer management including enhanced recruitment, training, outreach and alignment of plans came up time after time throughout the NCR Capability Review Session for Citizen Preparedness and Participation. This need was the key theme of that session, clearly indicating the importance of this effort to the NCR's ability to implement this critical task, designated a regional priority for the NCR
- While this effort primarily supports the Citizen Preparedness critical task, it is also essential to the NCR priority critical tasks for Mass Care, Evacuation & Mass Prophylaxis, Emergency Management
- This also supports 3 key initiatives in the NCR Homeland Security Strategic Plan under Goal 2 – Community Engagement and Goal 4- Response & Recovery
    - 2.4.1 Increase Civic Involvement in all phases of preparedness

- 2.4.2 Operationalize and leverage volunteer resources to meet preparedness needs
- 4.4.2 Align public, private and NGO resources with identified needs for response and recovery

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

This planning will be conducted across the National Capital Region.

The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

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.

The Volunteer And Donations Management Committee previously know as the R- ESF 15 Committee has gone through re-structuring this year. For the purposes of this work, moving forward this group will be referred to as the committee. This committee has received support from ESF 6 & 8, ESF 14 and ESF15/16 for the continuation of the work started in UASI 05. The partner organizations of this committee represent at least 4 individual constituencies that have already established a collaborative process through a UASI FY05 Grant. They have been able to work together within their jurisdictions and across the regions. Some of the partners are more advanced in their regional coordination and proven infrastructure than others. Through the work of this initiative all of the partners will solidify their coordination and infrastructure so that they are an acknowledged assets in the emergency management system.

These 4 constituencies include:

- The Citizen Corps Councils which bring together both public and private organizations in order to harness the power of every individual through education, training, and volunteer service.
- The Citizen Corps Council Core Programs who organize government sponsored corps of trained volunteers in specific areas, including Community Emergency Response Teams (CERT), Medical Reserve Corps (MRC), Volunteers in Police Service (VIPS), Fire Corps, Neighborhood Watch, among others
- Voluntary Organizations Active in Disaster (VOAD)– Coordinating Consortia of independent organizations that provide disaster assistance to individuals and government
- Volunteer Centers who recruit volunteers for other organizations, including Citizen Corps and VOAD Members, as well as the management of spontaneous volunteers in an emergency and who collaborate in the NCR region through the work of the Metro-Coalition of Volunteer Centers.

The committee partners have made significant strides in the past year to operationalize coordination plans within each organization. Developing MOUs, convening all partners both public and private to establish some baseline communication and operational guidelines, begin the process of truly sharing resources both human and monetary and sharing of emerging practices. They will need to continue this development so that uniformity and cross understanding exists between all partners and jurisdictions.

- Citizen Corps Councils and the Core Programs have begun to establish regional partnerships. Further planning to assist in coordination and standardization among initiatives and programs needs to continue.
- The continuation of a regional campaign for the purposes of recruiting and training affiliated volunteers to advance the regions preparedness. Utilizing the vast market and outreach available in the NCR
- The Metro-Coalition of Volunteer Centers has a 5-year plan for the regionalization of spontaneous volunteer management. Coordination to continue efforts funded by past UASI and National VOAD for advanced spontaneous volunteer management and the establishment of Volunteer Reception Centers needs to continue. The Nonprofit Roundtable of Greater Washington will work with these parties, emergency managers and others to align plans within and amongst these communities with those of Emergency Managers. This will include attempting alignment of disparate systems to track resources under development by MD, DC & VA

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

The Council of Governments' Volunteer and Donations Management Committee (Currently designated the R-ESF-15 Committee, soon to be re-designated R—ESF-16) would provide regional coordination while each jurisdiction would coordinate through their Office of Emergency management or Emergency Management Agency, as appropriate. The partner organizations (listed above) would continue to convene program specific working groups.

- Key stakeholders already identified include:
  - NCR Citizen Corps Councils
  - Metro Coalition of Volunteer Centers
  - MD, DC & NoVA VOADS
  - NCR Emergency Managers
  - NCR Case Mgmt Cooperative
  - NCR Nonprofit Emergency Preparedness Task Force

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

The partner organizations work with the respective local and state organizations to align Homeland Security Program goals to local jurisdictions needs and priorities. This initiative is a local reflection of the states priorities and initiatives to build up Citizen Corps Councils and Core Programs as well as to have citizens educated and prepared to act in times of an emergency. This also fits with National Priorities to increase the ability of the average citizen to respond as volunteers in an emergency.

This initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as Volunteer and Donations Management is a key appendix to the NRP. In order to fulfill this overarching priority, the NCR needs to conduct the specific projects defined by this initiative.

This initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and coordination of numerous partners through the region and it comprising jurisdictions.

Additionally, this supports 3 key initiatives in the NCR Homeland Security Strategic Plan under Goal 2 – Community Engagement and Goal 4- Response & Recovery

- 2.4.1 Increase Civic Involvement in all phases of preparedness
- 2.4.2 Operationalize and leverage volunteer resources to meet preparedness needs
- 4.4.2 Align public, private and NGO resources with identified needs for response and recovery

<table>
<tr><td colspan="2" rowspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 17, 2006</td></tr>
<tr><td colspan="2">Prince George's County Ofc of Emergency Management</td></tr>
<tr><td colspan="4">Reginald A. Parks, Director
Cranford/Graves Fire Services Building
6820 Webster Street, Suite 113
Landover Hills, Maryland 20784
Phone: (301) 583-1899
Fax: (301) 583-1986
raparks@co.pg.md.us</td></tr>
<tr><td>Project Title:</td><td>Personal Preparedness Kits for NCR's Impoverished Population</td><td>Estimated Grant Amount</td><td>This project is estimated at $4.5 million</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 4 of the draft NCR Strategic Homeland Security Plan directs the NCR to develop "A sustained capacity to respond to and recover from "all-hazards" events across the NCR."

This is also in alignment with the TCL- Primarily the Citizen Preparedness and Citizen Protection: Evacuation/Shelter in Place and also supporting Mass Care</td><td>Allowability</td><td>Equipment purchases are explicitly allowable if tied to local and national homeland security strategic efforts, such implementing the National Response Plan (NRP) and Target Capability List (TCL) in the NCR.</td></tr>
<tr><td>Estimated Timeline</td><td>January 2006 – October 2007</td><td>Dependencies and Cost Factors:</td><td>Cost Factors include:
- Staff support from the P.G. OEM to coordinate project
- Support from Localities in the execution of the project
- Availability and pricing of the items from the Manufacturers
- Support from key stakeholders including
o The R-ESF-6 Committee
o Emergency Management Offices
o Human Services Offices
o VOAD member agencies
o Red Cross WMAC Chapters</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
Problem Statement:
According to the 2003 Statistics available form the Census Bureau, there are Census Data from 2003 indicates 350,000 people below poverty line in NCR, with the largest jurisdictional populations including 95,000 in DC, almost 75,000 in Prince George's County, MD and almost 60,000 in Fairfax County, VA. This figure falls represents approximately 8% of the NCR's population.</td></tr>
</table>

The NCR also set a 2005 goal of having 50% of NCR population prepared for emergencies. This definition of "prepared" includes each family having a preparedness kit with food, water and first aid supplies for 72 hours of Shelter-in-place.

Unfortunately, the impoverished cannot afford to purchase these preparedness kits, as they can barely put food on the table each day. How can you plan 3 days of emergency food when you don't even know how you will pay for tomorrow's food?

Project Goal:
Provide emergency preparedness kits for the NCR's impoverished population

Project Description:
The Prince George's County Office of Emergency Management in conjunction with the R-ESF-6 Committee, the NCR Emergency Managers, the American Red Cross Washington Metropolitan Area Consortium (WMAC), and other key partners will complete the following objectives against the project goal to address the above problem statement:

- Finalize the personal preparedness kit requirements.
- Prepare and distribute Requests for Quotations/Proposals for the items to be purchased
- Obtain and evaluate vendor quotes/proposals
- Contract for kits, supplies and related services
- Ensure the proper distribution is provided for these kits

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. Finalize the personal preparedness kit requirements.	P.G. OEM in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Document defining the final list of equipment and storage requirements	1st quarter of Calendar Year 2006 (1q06)
2. Prepare and distribute Requests for Quotations/Proposals for the purchases	P.G. OEM in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Prepare and distribute Requests for Quotations/Proposals for the items to be purchased	2nd quarter of Calendar Year 2006 (2q06)
3. Obtain and evaluate vendor quotes/proposals	P.G. OEM in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Selected Quotes and Proposals, along with appropriate supporting documentation	3rd quarter of Calendar Year 2006 (2q06)
4. Contract for kits, supplies and related services	P.G. OEM in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Completed Contracts	4th quarter of Calendar Year 2006 (3q06)
5. Receive and Inspect the equipment as it comes in	P.G. OEM in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Documentation of items received and inspected	3rd quarter of Calendar Year 2007 (2q06)
6. Ensure the proper distribution is provided for these kits	P.G. OEM in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Status reports of the efforts as required by the SAA	4th quarter of Calendar Year 2007 (2q06)

Project Performance Measures	Baseline Value	Target Value
1. Have the items required for a family to shelter in place for 72 hours from a catastrophic NCR event been identified?	Preliminary lists exist, but these lists have yet to be vetted by all key stakeholders	Yes
2. Have vendors been identified for the equipment and services?	Not formally	Yes

3. Have the equipment and services been ordered/contracted for?	No	Yes
4. Have the equipment and services been received and accepted?	No	Yes
5. Has the proper distribution been established for these kits	No	Yes
6. How many impoverished families have preparedness kits?	Almost 0	300,000

INITIATIVE PLAN

Personal Preparedness Kits for NCR's Impoverished Population

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.

Initiative name: *Personal Preparedness Kits for NCR's Impoverished Population*

- The need to provide personal preparedness kits for those who cannot afford it was specifically brought up multiple times in the Capability reviews for Citizen Preparedness and Participation & Citizen Protection: Evacuation and/or In-Place Protection.

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

- This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
  - The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

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.

- The Prince George's County Office of Emergency Management in conjunction with the R-ESF-6 Committee, the NCR Emergency Managers, the American Red Cross Washington Metropolitan Area Consortium (WMAC), and other key partners will complete the following objectives against the project goal to address this initiative:
- Finalize the personal preparedness kit requirements:
  - Most of the preliminary requirements are already addressed in the local emergency preparedness documents. However further discussion will be required across the key stakeholders to identify whether there are any additions, deletions or alternate solutions required to finalize the list.
  - Once the list is absolutely final, the distribution requirements will need to be finalized.
- Prepare and distribute Requests for Quotations/Proposals (RFP/RFQ) for the items to be purchased

  - Almost all of the items to be purchased are clearly defined and the RFPs and initial vendor lists should either already exist in some basic format.
  - The project partners will leverage their vast networks to identify vendors and RFP/RFQ proposal requirements not initially identified.
- Contract for kits, supplies and related services
  - In this step the project partners will leverage any vendor relationships and procurement vehicles to ensure the most efficient and effective delivery of these equipments and supplies.
- Ensure the proper distribution is provided for these kits
  - The project partners have significant expertise and experience in distributing items such as these kits to their impoverished populations such as proposed for this project. This expertise will be utilized extensively for this project.

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

- The Prince Georges County Office of Emergency Management is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the attached Concept Paper.
- The R-ESF-6 committee, in conjunction with the R-ESF-5 Committee and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan.
- Key stakeholders already identified include:
  - NCR Emergency Managers
  - NCR Human Services Offices
  - NCR VOAD member agencies
  - American **Red Cross Washington Metropolitan Area Consortium (WMAC)**

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 initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as Individual Citizen Preparedness is a key component of the National Response plan. A key component of NIMS is to ensure that proper resources are available to implement the NRP.
- In order to fulfill this overarching priority, the NCR needs to acquire the specific resources defined by this initiative.
- This initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and it comprising jurisdictions.
- Providing for "Increased civic involvement in all phases of disaster preparedness" was Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated 11/18/05. During the Strategic planning process, it was determined that ensuring adequate provisions are made for those with special needs, including the poor, was a gap in the NCR overall preparedness and needed to be addressed.

CONCEPT PAPER

Final

December 1, 2005

DeLaine E. Yates, Program Chief, Prince George's County Health Department

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Project Title:	**SPECIAL NEEDS POPULATIONS Emergency Response Inclusion**	**Estimated Grant Amount**	**$ 1 MM**
NCR Strategic Goal Alignment:	**GOAL 2: Community Engagement: Emergency Preparedness—Planning, Training, Education, Equipping of Special Needs Populations**	**Allowability**	*Personnel, materials, conferences, regional meetings]*
Estimated Timeline	**2006 --2008**	**Dependencies and Cost Factors:**	Number of SNP

Problem Statement/Project Description:

Special Needs Population (mobility impaired, chronically diseased, technology dependent (dialysis, etc..) mentally challenged, medically managed, pregnant and newborns, low income, blind, deaf, cognitive issues, seniors, nursing homes, homeless, non English speaking consideration in emergency planning has been minimal. Assessment of needs to communicate, educate, equip, medicate and train needs to be undertaken. Gaps revealed as a result of the assessment should be rectified such that there is full inclusion of the Special Needs Population in emergency/disaster preparedness. Due to the lack of existing Public Health Staffing, a minimum of 3-4 personnel to administer this project should be hired or contracted and managed by the initiating agency/department/county.

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. Regional assessment of various Special Needs Populations (SNP).	Each jurisdiction in the national capital region, servicing managers, advocacy groups (such as NOD), hospitals, and various healthcare facilities.	Prioritization of top 10 types of special needs populations.	Spring 2006
2. Regional assessment of Emergency Response Plans to identify gaps in existing plans.	Each jurisdiction in the national capital region, servicing managers, advocacy groups (such as NOD), hospitals, and various healthcare facilities.	Gap analysis of regional plans.	Summer 2006
3. Develop emergency preparedness strategies for the prioritized special needs populations.	Each jurisdiction in the national capital region, servicing managers, advocacy groups (such as NOD), hospitals, and various healthcare facilities.	Implementation plan for the region relative to planning, training, educating, exercising, communicating and equipping special needs populations.	Fall 2006

4. Execute the implementation plan Emergency Response	Each jurisdiction in the national capital region, servicing managers, advocacy groups (such as NOD), hospitals, and various healthcare facilities.	***Development of plans to ensure--SNP inclusion plans.*** Develop emergency preparedness curriculum for the prioritized SNP. ***Prepare educational material in multiple formats: audio, video, Braille, multiple languages, universal signage.*** Risk Communication: Engage in Public Information campaign using various applicable media formats--fliers, information cards, seminars, commercials, advertisements in newspapers. ***Develop training curriculum for first responders, volunteers, hospitals, servicing managers and advocacy groups.*** Provide necessary surge equipment and PPE for SNP. Provide patient tracking. ***Conduct exercises to improve preparedness of and for SNP.***	2006-2007

Project Performance Measures	**Baseline Value (CURRENT)**	**Target Value (ANTICIPATE**
1. To facilitate conferences year with special population groups	0	10 per year
2. To produce and release Public Information messages to the news media	0	6 per year
3. To produce and distribute informational and planning material to special population citizens of the NCR	0	1 Million copies (depends on the total SNS region)
4. Conduct exercises with SNP	0	2 per year
5. Conduct training for facilities, servicing managers, advocates	0	10 per year
6. Purchase equipment	0	TBD
7. Review Plans	0	33

INITIATIVE PLAN

Special Needs Populations—Community Engagement

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.

Initiative Name: Special Needs Populations—Community Engagement
National Priority: Strengthen Information Sharing and Collaboration Capabilities
Capability: Information Sharing and Dissemination
National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
Capability: Mass Prophylaxis
Capability: Medical Surge

Who are the Special Needs Population? They include but are not limited to the mobility impaired, chronically diseased, technology dependent (dialysis, etc..) mentally challenged, medically managed, pregnant and newborns, low income, blind, deaf, seniors, nursing homes, homeless, non English speaking.

Special Needs Population (SNP) consideration in emergency planning has been minimal. This means that a major segment of the population in this region has **NOT** been included in the response efforts. Aside from minimal ADA compliance measures within facilities and the use of translators and information sheets in several languages, little has been done regionally to embrace and include the SNP in the **all hazards response** plans.

There was a Special Needs Population assessment conducted here in the NCR which had a dismissal response. This area is modestly estimated at having 19.3% of the population in the category of SNP. At the assessment conducted in 2005, there were 60 participants. Much of the information that came from that assessment indicated that there was a need to share planning information; provide and conduct relevant training to responders; conduct emergency preparedness sessions with SNP and to include the SNP in all planning processes.

This initiative attempts to rectify this exclusion by assessing all plans, training, exercises, educational curriculums, and communication mediums as they relate to the SNP. It also attempts to forever incorporate this population in to the NCR preparedness efforts by establishing multiple liaisons on all ESF teams. Adopting this initiative will greatly improve the prevention, preparedness, responseand recovery efforts of populations that did not become apparent for most of us until Hurricane Katrina. Inclusion of the SNP in planning will strengthen the medical surge and mass prophylaxis within the region.

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

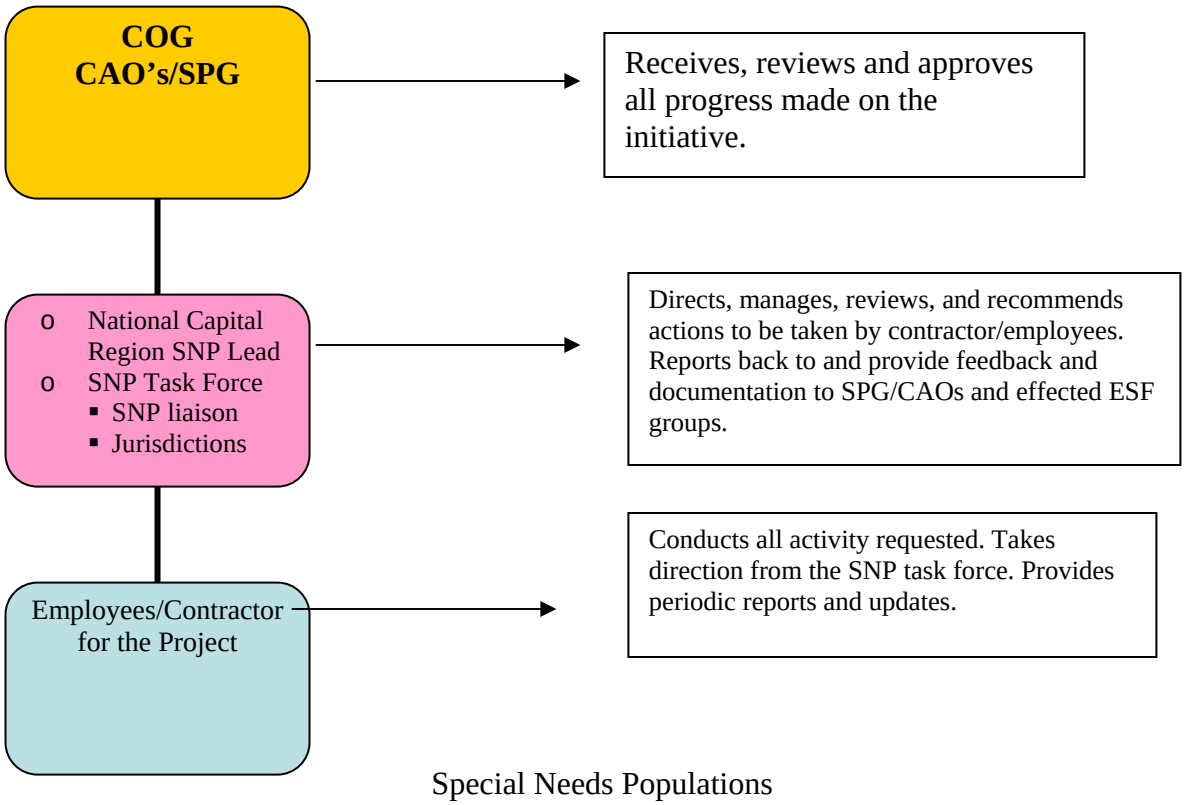
This initiative would be regional wide-Maryland, Virginia and the District of Columbia—approximately 33 jurisdictions would benefit. There are Special Needs Populations within every jurisdiction within the National Capital Regions. A moderate estimate of the number of SNP in the NCR is 19.3% of the total population.

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.**

   Existing resources for the Special Needs Population relative to emergency preparedness is minimal. Our primary efforts have been aimed at non English speaking citizens and our attempts at complying with ADA requirements. From a human resource standpoint there are advocacy groups and servicing managers who typically speak for a variety of SNP. **Staff and funding** is needed to assess the SNPs needs across the region. Once the assessment has been conducted, identified gaps should result in an implementation plan to address all areas of emergency planning—preparedness, prevention, response and recovery. **Staff and funding** will be needed to implement all recommendations. **Funding** will be required to procure various equipment and devices which will be needed by each jurisdiction within the region. **Funds** will also be needed for the creation of training materials and public information documents.

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

   This initiative will serve the NCR. There should be the development of an SNP task force which would consist of the author(s) of the concept paper, representatives from the SNP advocacy groups, SNP and the servicing organizations. Lead county should be Prince George's County.



Special Needs Populations
DEYates

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 initiative serves to satisfy the overarching national priority which **expands regional collaboration.** It embraces partnerships across multiple jurisdictions, regions, and states. It also allows for multiple disciplines including private and non profit organizations an opportunity for collaboration on this issue.

This initiative relates directly to all Homeland Security Program Initiatives It provides for planning, equipment, training, exercise, management and administration to enhance the emergency prevention, preparedness, response and recovery in the Washington Metropolitan National Capital Region for the Special Needs Populations.. (See Concept Paper for details).

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 24, 2006

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George L. Nichols
Principal Environmental Planner/Energy Program Manager
777 North Capital Street, NE
Washington, DC 20002
202-962-3355
gnichols@mwcog.org</td></tr>
<tr><td>Project Title:</td><td>Public Information Dissemination Campaign to Educate the Public on Mitigating the Impacts of Energy Emergencies in the National Capital Region</td><td>Estimated Grant Amount</td><td>$900,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 2: Community Engagement

Objective 1:

1) Establish regional protocols for creation, coordination, and release of messages

Objective 2:

1) Leverage appropriate media and methods of public outreach

2) Partner with the media to effectively provide the public with information before, during, and after events</td><td>Allowability</td><td>This project is allowable under UASI guidelines.</td></tr>
<tr><td>Estimated</td><td>18 Months from Receipt of Grant</td><td>Dependencies</td><td>Requires R-ESF #5 and</td></tr>
</table>

Timeline		**and Cost Factors:**	#14 involvement. Population size, use of different mass media outlets, use of media outlets that broadcast/print in officially recognized languages within the region

Problem Statement/Project Description:

An effective method by which to mitigate energy shortages is to conserve energy usage. During an energy emergency it is of paramount importance that the public are made aware of the energy emergency that is unfolding and what they can do to mitigate the impacts of energy shortages. The National Capital Region currently does not have a coordinated energy emergency public information campaign in place.

In line with the objective of establishing regional protocols for the creation, coordination, and release of messages, this proposal aims at:

- Reviewing the energy information dissemination protocols that jurisdictions within the NCR have
- Making recommendations to make them compatible, and
- Developing a regional energy emergency awareness campaign for voluntary and mandatory energy conservation measures that will be appropriately timed and released depending on the level of the energy emergency.

An effective regional energy emergency public information campaign would incorporate the various media outlets (TV and radio stations, newspapers, and the internet), and would incorporate the five official languages so as to reach the diverse population found in the National Capital Region. Such a public information campaign would also require establishing partnerships with the media, and leveraging appropriate methods of public outreach so as to provide the public with information before, during, and after energy emergencies.

If funded, the DC Energy Office is prepared to spear head this program in conjunction with the MWCOG and the jurisdictions within the NCR.

The proposal concept is strategically aligned to Objective 1 and 2 of the National Capital Region Goal # 2.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Review public information dissemination protocols that jurisdictions within the NCR have	- DCEO a. VA Division of Energy b. MD Energy Administration c. MWCOG d. Consultant (to be identified)	A draft *Regional Public Information Dissemination Protocol Report* detailing the information dissemination protocols of energy emergencies for the various jurisdictions within the NCR, and providing recommendations for improvement as well as cohesion will be developed	Level of Effort: 20%
2. Convene a meeting with the Energy Office Directors, Emergency Liaison Officers, Energy Managers, and PIO's of the jurisdictions within the NCR and the MWCOG to discuss the information dissemination report and the recommendations made	- DCEO - VA Division of Energy - MD Energy Administration - MWCOG - Consultant (to be identified)	A meeting report will be produced, and discussions will be incorporated into the final *Regional Public Information Dissemination Protocol Report*	Level of Effort: 15%

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
1. Based on the *Regional Public Information Dissemination Protocol Report* DCEO will coordinate the production of awareness campaigns for voluntary and mandatory energy conservation measures, what to do and expect during brownouts and rolling black-outs, and during fuel shortage induced odd/even days. The awareness campaign will target all the major media types (radio, print, TV, Internet) and the different officially recognized languages	- DCEO (Planning and Evaluation Division and Public Affairs Division) e. Media outlets	Energy emergency messages for the different emergency levels will be produced for TV and radio stations as well as for newspapers.	Level of Effort: 25%
2. A meeting will be convened with relevant stakeholders to field test the awareness campaigns	-Focus Groups with State Energy Office PIO's, Energy Emergency Officials/Managers, residents, small business owners, government employees, private sector employees of DC, MD, and VA	Comments provided during focus group discussions will be incorporated into the energy emergency messages	Level of Effort: 20%
3. Media outlets (TV, Radio, newspapers) will be contacted to discuss the different energy emergency levels, and the corresponding public energy messages. MOU's will be set up with the media outlets for them to play/print public messages during energy emergencies.	DCEO, MD and VA State Energy Offices, MWCOG, Media Station and Newspaper representatives	MOU's will be developed with relevant media stations and newspapers	Level of Effort: 15%
4. The final product of the awareness campaign will be delivered to DC, MD, and VA State Energy Offices, as well as the other jurisdictions	DCEO	Energy Emergency Information packages will be delivered to DC, MD, and VA state energy offices	Level of Effort: 5%

Project Performance Measures	**Baseline Value**	**Target Value**
Input measure:		
1. State Energy Offices Public Information Dissemination Protocols	0	100%
2. Number of meetings conducted	0	2

3. Number of focus groups conducted	0	5
Output Measure:		
1. Energy Emergency Messages designed for various media outlets, in different official languages, and for different energy emergency levels produced and submitted to State and local Energy Offices in the NCR	0	One complete packet for each jurisdiction within the NCR
2. MOU's developed with various media outlets to broadcast/print energy emergency messages during the different levels of energy emergencies	0	Will be determined by the final list of media outlets that will be decided upon by project stakeholders
Outcome Measure:		
1. The public is cognizant of the different energy emergency levels, and the measures required to reduce energy consumption based on the level of the energy emergency	X% (the baseline figure will be determined by a survey that will show the level of awareness prior to program launch)	75%

INITIATIVE PLAN

Public Information Dissemination Campaign to Educate the Public on Mitigating the Impacts of Energy Emergencies in the National Capital Region

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.

Name of Initiative: Public Information Dissemination Campaign to Educate the Public on Mitigating the Impacts of Energy Emergencies in the National Capital Region

The program and capability evaluation identified that the NCR currently does not have a Regional Energy Emergency Public Information Campaign. In an energy emergency the most effective means by which to mitigate energy shortages is to manage demand by encouraging voluntary conservation measures, and in the event of a prolonged energy shortage, to institute mandatory conservation measures. In both cases, the public needs to have adequate information before, during, and after energy emergencies.

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

This initiative aims to provide an effective energy emergency public information campaign for the National Capital Region.

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.

The MWCOG recently completed a Comprehensive Regional Energy Plan and one of the policy recommendations made in this document was the need to develop a Regional Public Information Campaign for Energy Emergencies. The following are resources, processes, and tools that need to be created and/or leveraged for this initiative:

- A Regional Public Information Dissemination Protocol
- MOU's with various media sources to disseminate information before, during, and after energy emergencies
- Voluntary and mandatory conservation messages designed for various media outlets

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

The DC Energy Office together with the existing Council of Governments Energy Policy Advisory Committee's ESF#12 will govern this initiate. The Committee consists of representation from the local governments, state energy and regulatory agencies, utilities, and energy distributors. A detailed work program will be prepared by the DC Energy Office in conjunction with the MWCOG and with energy officials/managers in jurisdictions within the NCR.

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

This initiative is directly related to the priority capability "Intelligence/information sharing and dissemination". Providing a clear and coordinated regional information campaign to the public during energy emergencies will aid in responding to and recovering from the impacts of energy shortages that may result from terrorist activities, or natural calamities.

<table>
<tr><td colspan="2" rowspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">Jan. 27, 2006</td></tr>
<tr><td colspan="2">Merni Fitzgerald
Chair, RESF-14/Director,
Office of Public Affairs, Fairfax County

12000 Government Center Parkway,
Suite 551,
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Merni.Fitzgerald@fairfaxcounty.gov</td></tr>
<tr><td>Project Title:</td><td>Regional Marketing Campaign for the NCR's Alert and Notification Systems</td><td>Estimated Grant Amount</td><td>900,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 2, Objective 1, Initiative 2, "Integrated System to Alert/Notify/Inform"; Goal 2, Objective 1, Initiative 3, "Special Needs Communication"</td><td>Allowability</td><td>These costs are allowable under '06 HSGP</td></tr>
<tr><td>Estimated Timeline</td><td>May 2006 – Jan. 2008</td><td>Dependencies and Cost Factors:</td><td></td></tr>
</table>

Problem Statement/Project Description:

When al-Qaeda bombed the London subway last July, frightened Britons paralyzed the nation's cell phone networks for three hours, trying to reach family, friends and colleagues. Even some landline networks experienced congestion due to the high call volume.

Turning to the radio, UK officials broadcast an ad hoc solution to this communications logjam—telling Londoners to send text messages using cell phones, pagers or PDAs.

Unlike London, the National Capital Region already offers its more than four million residents an official text alert and notification system. However, this communications technology will fail to perform its function if the public isn't connected.

While most NCR jurisdictions have deployed the Roam Secure system, relatively few residents have signed up for this free, timely source for emergency information. Therefore, the NCR requires a regional marketing campaign to boost subscriptions, maximizing its investment in this system.

Arlington County demonstrates the significant need. Always an early adopter of new technology and best practices, the county was the first NCR jurisdiction to provide the alert system to its residents. Three years later, less than seven percent of the county's daytime population has subscribed—despite the county's aggressive promotion of Arlington Alerts. Like other NCR jurisdictions, Arlington promotes its system without a budget, relying solely on earned media and community outreach. (D.C. is an exception, receiving state funding for a very brief six-week marketing campaign in 2004. Yet, its system claims 18,500 subscribers, as noted by the Washington Post in a Jan. 25 story.)

While individual NCR jurisdictions could increase their own budgets to promote their alert system, there is a compelling reason for a *regional* marketing campaign. Many NCR residents work in one jurisdiction but live in another. Residents therefore should be encouraged to sign up for multiple systems, and a coordinated, regional marketing campaign is needed to drive residents to single destination to subscribe.

Furthermore, a regional marketing campaign will extend the recently concluded "Be Ready. Make a Plan." campaign. The campaign's baseline research indicated that almost half of NCR residents didn't know where to turn for official information during an emergency.

This project would conduct market research to understand any barriers to subscription, what motivates subscription, and what the public's expectations and desires are for this system. (Research will be conducted with both people with and without disabilities.) This regional marketing campaign also would establish a single online destination for NCR residents to sign up for multiple systems, and the campaign would conduct regional print and electronic advertising.

By partnering with the NCR's Disability Preparedness Initiative, this project would engage in targeted advertising outreach the region's "special needs" population. Last year, the initiative identified its top priority as the need for people with disabilities "to know about easily accessible ways to receive and initiate communications about emergencies." (To meet this challenge, the National Organization on Disability is already encouraging its members to sign up for text alert systems, but they are not publicizing the NCR's systems.)

Text alert systems are accessible to people with disabilities. Many people who are blind or deaf already use e-mail as an alternative form of communication, and there are cell phones and pagers available that use software to convert text to speech or connect to a relay system.

To be prepared for disaster, residents must "respond to an incident with appropriate and practical steps to safeguard their health and property," according to the U.S. Department of Homeland Security's as it defines the outcome for the "Citizen Preparedness and Participation" capability.

To achieve this outcome, the public needs timely access to emergency information, such as provided by the NCR's alert systems. The NCR's review of the preparedness capability reiterates the need for technology to rapidly contact the populace. (The NCR already ask residents to get emergency alerts from traditional media, such as radio and TV. However, the text alert systems are the fastest, most efficient means for "unfiltered" communication with the public. The fact the NCR review identified the need for more technology demonstrates that these alert systems haven't achieved maximum penetration with the public.)

If funded, this project will strengthen this capability. In fact, DHS' Universal Task List identifies "developing community wide automated public alerts and warnings" as a critical task associated with this capability. Furthermore, this project is a top

priority as identified by the NCR's Strategic Plan (Goal 2, Objective 1, Initiative 2, "Establish or enhance a system of systems for emergency warn, alert, notification, and inform; and Goal 2, Objective 1, Initiative 3, "Identify and enhance methods for targeted communication to reach populations with special needs.")

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. Conduct baseline market research	RESF-14/NCR Disability Initiative	Market research	May 2006 – Jan. 2007
2. Message and Web site development for single location to subscribe to multiple systems. Site will be accessible to people with disabilities.	RESF-14/NCR Disability Initiative	Messages/Web site	Jan – Dec. 2007
3. Regional advertising	RESF-14	Print and electronic advertising	Jan. 2007 – Jan. 2008
4. Targeted advertising and outreach to people with disabilities	RESF-14/NCR Disability Initiative	Targeted print and electronic advertising and collateral materials	Jan. 2007 – Jan. 2008
5. Conduct research to evaluate campaign's success	RESF-14/NCR Disability Initiative	Market research	Jan. 2008

Project Performance Measures	Baseline Value	Target Value
1. Campaign awareness (assuming full funding)	0	500,000 impressions
2. Increased number of subscriptions from regional baseline (assuming full funding.)	N/A	.002 percent (of NCR pop.)
3. Web site for regional subscription	0	1

INITIATIVE PLAN

Regional Marketing Campaign for the NCR's Alert and Notification Systems

Not Available

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

Jan. 27, 2006

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Project Title:	**Extend community outreach for the "Be Ready. Make a Plan." campaign**	**Estimated Grant Amount**	*$1,000,000*
NCR Strategic Goal Alignment:	*Goal 2, Objective 4, Initiative 1, "Increase Civic Involvement in all phases of disaster preparedness"*	**Allowability**	These costs are allowable under '06 HSGP
Estimated Timeline	*May 2006 – Jan. 2008*	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

AIDS, smoking, and obesity—these are threats to American's health, and for this reason, local, state and federal governments have conducted numerous public education campaigns about these dangers.

What have public officials and others learned from these campaigns that apply to terrorism, the new threat our nation's populace? Behavior change doesn't occur overnight, and educational efforts to change behavior must be sustained. Public education campaigns must continue over time to increase the number of people who adopt a desired behavior. However, campaigns must also be sustained to encourage those who have adopted a positive behavior from quickly abandoning it.

Anti-smoking efforts vividly prove the point. In 2003, Minnesota, for example, dramatically slashed funding for its anti-tobacco advertising aimed at teens. Within six months, youth susceptibility to smoking increased by 22 percent, according to the U.S. Centers for Disease Control. Similar declines occurred in California, but the state reversed these trends after reinstated funding.

The National Capital Region faces a comparable challenge as we work to maintain—and increase—personal disaster preparedness. The region's recently concluded "Be Ready. Make a Plan." campaign boosted personal preparedness, but this campaign must be sustained. In fact, the campaign was designed with "evergreen" elements, so the campaign could be continued.

Therefore, this project proposes to fund these evergreen elements, providing the region's Citizen Corps and volunteer organizations with the collateral materials and tools for community outreach. The need for these materials to support preparedness training was recognized in a capability review of citizen preparedness. The region needs more resources to conduct citizen outreach, training that embraces emergency preparedness information and training for advocacy groups, nonprofits and others.

Because the Z-cards were the most popular and effective collateral material from the campaign, this project will produce more Z-cards and translate them into other languages. (The Z-cards were produced in Spanish, but not other languages.) The Citizen Corps can continue to distribute the cards at individual preparedness trainings and community events, such as the Joint Utility Discount Day. The campaign's Web site also needs a permanent home, as well as to be updated with new information and features.

Targeted print and online advertising, which was used during the campaign, will be continued in community and minority newspapers. This project will also partner with local utilities to distribute inserts about emergency preparedness in customer's bills. (These stuffers designed but never used during the campaign.)

Finally, this project will develop a preparedness "toolkit" for use by businesses, nonprofits and faith groups. The toolkit, which will be offered in print and online, will be created by adapting the training manuals created for the campaign. For example, the toolkit could offer a checklist of emergency supplies, sample newsletter articles about preparedness, a flyer about the region's text alert systems, and a request form for preparedness trainings. (Fairfax County has already successfully conducted outreach to interfaith groups using such a toolkit.)

(The target audience for these materials is the general public, but this project will partner with the NCR Disability Initiative and/or the National Organization on Disability where possible. Please note the NCR has FY'05 UASI funds to extend this campaign to special needs.)

The public, not just governments, play an important role in preparing our region and our nation for a disaster. They must prepare for all-hazards, and practice shared responsibility for neighborhood and community disaster planning, according to the U.S. Department of Homeland Security's definition of the desired outcomes for the "Citizen Preparedness and Participation" capability.

If funded, therefore, this project will strengthen the NCR's "Citizen Preparedness and Participation" capability, as defined by the Department of Homeland Security. Furthermore, this project is a top priority as identified by the NCR's Strategic Plan—specifically Goal 2, Objective 4, Initiative 1, "Increase Civic Involvement in all Phases of Disaster Preparedness."

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. Reprint Z-cards.	Citizen Corps/RESF-14	Z-cards	May – Dec. 2006
2. Maintain and update campaign Web Site.	RESF-14	Web site—updated and maintained	May 2006 – Jan. 2008
3. Use targeted print ads in ethnic and community newspapers.	RESF-14/Citizen Corps	Print advertising	Sept. 2006 – Jan. 2008
4. Print utility bill inserts.	RESF-14	Utility bill inserts	Jan. 2007 – Jan. 2008
5. Develop preparedness "toolkit"	RESF-14/Citizen Corps	"Toolkit"—print and online	Jan. 2007 – Jan. 2008

Project Performance Measures	Baseline Value	Target Value
1. Number of Z-cards distributed (assuming full funding)	0	150,000
2. Web site maintained and updated	No	Yes
3. Advertising impressions generated (assuming full funding)	0	1 million
4. Utility bill inserts (assuming full funding)	0	1 time per year, with participating utilities
5. Preparedness toolkit developed (assuming full funding)	0	1

INITIATIVE PLAN

Extend community outreach for the "Be Ready. Make a Plan." campaign

Not Available

CONCEPT PAPER

Preliminary Document – Presented for Review and Discussion

Jan. 27, 2006

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Project Title:	**Implement the NCR's strategic communications plan by engaging the media**	**Estimated Grant Amount**	*$450,000*
NCR Strategic Goal Alignment:	*Goal 2, Objective 2, Initiative 2, "Engage the Media"*	**Allowability**	These costs are allowable under '06 HSGP
Estimated Timeline	*May 2006 – Jan. 2007*	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The NCR's recently completed "Be Ready. Make a Plan." campaign revealed that the region's residents want more information—both about how they and their governments can prepare for disaster.

In the wake of Hurricane Katrina, there is an ever greater need for this information. Public confidence in local governments' ability to respond to a disaster has dropped, according to post-Katrina research conducted by New York University's Center for Catastrophe Preparedness and Response. The center's public opinion surveys also indicated that Americans think the federal government is largely unprepared for a terrorist bombing, hurricane or a flu epidemic.

In the NCR, the news media has reflected the public's concern. The Washington Post, for example, published an article that stated "another major terrorist strike would result in the kind of chaos and confusion seen along the Gulf Coast after Hurricane Katrina." The DC Examiner ran an editorial titled, "Regional Plan? What Plan?"

It is clear from pointed questions like these that many members of the public and the media remain unaware of the NCR's disaster preparations. Therefore, the Senior Policy Group and Chief Administrative Officers approved the development of a regional strategic communications plan last December. This plan will inform the public and the media about the NCR's ongoing homeland security preparations.

The plan, which is not developed yet, will be written by a contactor, using FY'05 UASI grant monies. However, no funds have been appropriated to implement the plan. Money is needed for two purposes—to hire a public relations contactor to execute the plan and to pay for the creation of any collateral materials, advertising or community outreach activities called for by the plan.

The region's public and private sector information officers neither have the time nor the budgets to implement this communications plan. They serve their governments', nonprofits' and businesses' daily communication needs—taking on regional homeland security activities in addition to their daily duties.

However, the public must be credibly educated about threats to their safety and property—and they must learn more about their neighborhood, school, workplace and community emergency plans, according to the U.S. Department of Homeland Security capability definition for "Citizen Preparedness and Participation."

Not only did the region's review of this capability specifically cite the need for a public relations contractor, but also the review clearly stated that more staff and resources in general are needed for citizen outreach.
If funded, this project therefore will strengthen the NCR's "Citizen Preparedness and Participation" capability. DHS' Universal Task List states that critical tasks associated with this capability are to "plan, conduct and evaluate public education programs for prevention, preparedness, response and recovery" (Pro.C.3.3.1). Furthermore, this project is a top priority as identified by the NCR's Strategic Plan (Goal 2, Objective 2, Initiative 2, "Engage the media.")

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**
Hire a public relations contractor	RESF-14	Hired Contractor implements communications plan	May – Jan. 2007

Project Performance Measures	**Baseline Value**	**Target Value**
Communications plan fully funded and implemented	0	100 percent

INITIATIVE PLAN

Implement the NCR's strategic communications plan by engaging the media

Not Available

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		1/17/06 Chuck Bean, Executive Director, The Nonprofit Roundtable of Greater Washington 1201 15th Street, NW, Suite 420 Washington, DC 20005 (202) 955-6187 office (202) 202-223-0620 fax cbean@nonprofitroundtable.org	
Project Title:	**Ensure Plans, Procedures and IT Systems for coordination between Emergency Management and 211 for Emergency Info and Referral**	**Estimated Grant Amount**	*TBD- Estimated at between $100k and $150k*
NCR Strategic Goal Alignment:	Goal 2, Objective 1, Initiative 2: System of Systems for Emergency Information	**Allowability**	*[See instructions to confirm allowability; attach separate sheet if necessary]*
Estimated Timeline	*May 2006 – October 2007*	**Dependencies and Cost Factors:**	*Cost Factors include:* - 1/4 FTE consultant to work with the NCR 211 providers and Emergency Management to coordinate this effort - Covering the costs of the NCR 211 providers to execute this effort - Covering to cost of the Roundtable to Manage this grant - Configuring the NCR 211 Database to accept and manage NCR Emergency Management Information and integrating with the NCR Info Hub - Continued data maintenance of the NCR 211 database

Problem Statement / Project Description

In their 2002 report about the Washington region's safety net after September 11, the Brookings Institute concluded that that philanthropic, social service, and unemployment agencies in the Washington metropolitan area made exceptional efforts to meet the needs of dislocated hospitality-industry workers after September 11th, but many struggled to *connect* to services.

The problem, the Brookings Institute concluded, was that the "current information and referral network in the region is disjointed, complex, and haphazard." There was a confusing array of hotlines for help – all with ten-digit numbers starting with area codes 202, 301, 703 (and more) but with no number having enough prominence in the regional media market or within the region's social service community.

To strengthen the region's safety net and to provide a better mechanism to connect residents with the services they need, Brookings called for the establishment of a regional 2-1-1 hotline. Their conclusion: "Local jurisdictions should collaborate to create a 211 system, a regional information and referral network" and "Residents would clearly benefit therefore from a system providing a single access point into the region's social-services network as well as increased service coordination, both under normal circumstances as well as in a possible future emergency."

"If a regional 2-1-1 information and referral system had been in place last September 11, the number could have been featured on newscasts and in other media focused on *crisis response and recovery*. Indeed, the Connecticut 211 system (the first statewide system), was a widely used resource after September 11, linking victims' families with assistance and maintaining a database with September 11th – related services."

211 information and referral services also provided great value to the public in numerous disasters since 2001, including 9/11 in Connecticut, the Columbia Shuttle Disaster in TX, 2004's 4 hurricanes in FL and this year's hurricanes in LA, TX and FL. These were the primary hotlines used by the public to gain information and referrals to emergency services during response and recovery.

The FY05 UASI grant for 'A National Capital Region Integrated 2-1-1 Data Base – From Prototype to Production" will allow for this unified 2-1-1 database to exist across the NCR.

However, we learned during the response to Hurricane Katrina in both the NCR and in LA, that greater coordination is needed between Emergency Management and 2-1-1 providers. The goal is to ensure that Plans, Procedures and IT Systems are in place to allow for coordination between Emergency Management and 211 for Emergency Information and Referral to/from the public.

TO achieve this, the 2-1-1 team's key tasks under this project will be:

A- Work with local and state Emergency Management to ID how to get data from them regarding Emergency Services in the event of a catastrophic emergency in the NCR, including:

1- Identify Best practices in this arena

2- Identify existing capabilities in this arena

3- Identify any security and/or sharing requirements around this I&R Data with Emergency Management

B- Identify the Systems requirement for the data transfer to facilitate getting/transmitting the I&R Information from Emergency Management

C -Develop any system enhancements required to handle this data including the Interfaces and data segregation requirements

D-Identify and implement any related updates for maintenance & refinement of I&R Data and database

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. Develop Plans Policies and Procedures for data sharing between Emergency Management and the NCR 2-1-1 Database	2-1-1 Providers in conjunctions with the Nonprofit Roundtable, United Way of America (UWA) and the NCR Emergency Managers	- Plans Policies and Procedures for data sharing between Emergency Management and the NCR 2-1-1 Database	4th Quarter of 2006
2. Identify the Systems requirement for the data transfer to facilitate getting/transmitting the I&R Information	2-1-1 Providers in conjunctions with the Nonprofit Roundtable, United Way of America (UWA) and the NCR	Report of requirements for data transfer	1st Quarter of 2007

from Emergency Management	Emergency Managers		
3. Develop any system enhancements required to handle this data including the Interfaces and data segregation requirements	2-1-1 Providers in conjunctions with the Nonprofit Roundtable and United Way of America (UWA)	Working Systems for the data transfer	2nd Quarter of 2007
4. Identify and implement any related updates for maintenance & refinement of I&R Data and database	2-1-1 Providers in conjunctions with the Nonprofit Roundtable and United Way of America (UWA)	Report of progress made on updates to the database	4th Quarter of 2007

Project Performance Measures	**Baseline Value**	**Target Value**
1. Have Plans, processes and procedures for Data transfer between Emergency Managers and the 211 Database	none	Completed by 4q07
2. Successful data exchange accomplished between Emergency Management and the NCR 211 Database.	none	Completed by 4q07
3. Successful Updates during response & recovery of data shared between Emergency Management and the NCR 211 Database	none	Completed by 4q07
4. Successful retirement of Emergency Management data, after the recovery phase of an emergency ends	none	Completed by 4q07

INITIATIVE PLAN

Ensure Plans, Procedures and IT Systems for coordination between Emergency Management and 211 for Emergency Info and Referral

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. Suggest Search & Replace 211 with 2-1-1**
   Initiative name: ***Ensure Plans, Procedures and IT Systems for coordination between Emergency Management and 211 for Emergency Info and Referral***
   - The need to ensure coordination between 211 and emergency management was specifically brought up in the Capability review for Citizen Preparedness.

   The National Response Plan (NRP) created a new Emergency Support Function, the New ESF-15 – External Affairs, which includes a requirement for "Using a broad range of resources to disseminate information", such as a hotline for people to call for information & referral for emergency support and services. In the NCR, the 211 systems are being designed to be available for such information & referral. Accordingly, in order to be in compliance with National Incident Management System (NIMS)the NRP and the Planning Capability of the Target Capabilities List (TCL) this project must be executed so that 211 can reliably have the emergency information.

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

- This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
  - The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

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.

The Nonprofit Roundtable of Greater Washington, in conjunction with the NCR regional 211 service providers (Northern VA Regional Commission, DC 211Answers Please! and United Way of Central MD), the NCR Emergency Managers and other key partners will complete the following objectives to address this project's goals (?):·

- A- Work with local and state Emergency Management to ID how to get data from them regarding Emergency Services in the event of a catastrophic emergency in the NCR, including: locations of shelters and public emergency supply distributions points, and cautions and warnings. 2-1-1 call centers will also feed collected information on areas of need to Emergency Services.

  This project will take advantage of the resources already in place, including:
  - Identify Best practices in this arena
  - Identify existing capabilities in this arena
    - This would include systems already under development, including the NCR Interoperability hub and Web EOC, if where either system might be applicable. Should these existing tools not be applicable, we will pursue other channels to utilize existing technology to simplify this effort
  - Identify any security and/or sharing requirements around this I&R Data with Emergency Management
- B- Identify the Systems requirement for the data transfer to facilitate getting/transmitting the I&R Information from Emergency Management
  - Where such systems are already in place, such as the NCR Interoperability Hub and WebEOC, we will completely capitalize on such systems. Should these existing tools not be applicable, we will pursue other channels to utilize existing technology to simplify this effort
- C -Develop any system enhancements required to handle this data including the Interfaces and data segregation requirements
  - Our goal is to almost exclusively utilize existing systems to make this occur and minimize system enhancements to the greatest extent possible.
- D-Identify and implement any related updates for maintenance & refinement of I&R Data and database
  - Our goal is to almost exclusively utilize existing systems to make this occur and minimize system enhancements to the greatest extent possible.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**
   - The Nonprofit Roundtable of Greater Washington is slated to be the manager for this project and will manage the project to the expected timeframes and deliverables stated in the attached Concept Paper. The Roundtable has successfully managed an FY03 UASI grant to completion and is currently successfully managing an FY05 UASI grant as well.
   - The NCR 211 working group and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. The 2 working groups should include representatives from most, if not all key stakeholder constituencies
   - Key stakeholders already identified include:
     - NCR 211 service providers
     - NCR Emergency Managers
     - NCR R-ESF14/15 Committee – Public Information/External Affairs
     - NCR Human Services Offices
     - NCR VOAD member agencies

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 initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan (NRP)" as the NRP created a new Emergency Support Function, the New ESF-15 – External Affairs, which includes a requirement for "Using a broad range of resources to disseminate information", such as a hotline for people to call for information & referral for emergency support and services. In the NCR, the 211 systems are being developed to be available for such information & referral.
   - Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the TCL, this project must be executed so that 211 can reliably have the emergency information.
   - This initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and the jurisdictions that comprise it.
   - Providing for a "System of Systems for Emergency Information" was a specific initiative - Goal 2, Objective 1, Initiative 2– "System of Systems for Emergency Information" – in the NCR Strategic Plan, updated 11/18/05. During the Strategic planning process, it was determined that ensuring adequate avenues, such as 211, for getting messages to/from individuals and the public, in response and recovery from Disasters, especially Terrorist events, was an identified gap in the NCR overall preparedness and needed to be addressed ASAP.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

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Project Title:	**Increasing Special Needs Involvement in NCR Disaster Preparedness: building sustainable capacity for sheltering-in-place, evacuation, and mass care**	**Estimated Grant Amount**	**$1,500,000**
NCR Strategic Goal Alignment:	**Goal 2, Objective 4, Initiative 1: Increase civic involvement in all phases of disaster preparedness** **Related Outcome Statement: People with special needs are fully integrated into preparedness and planning activities** **Target Capabilities**: 1. Citizen Preparedness and Participation: Develop "Specialized" skills, knowledge, abilities for those with special needs living in a high-threat area 2. Citizen Protection: Safe and effective sheltering-in-place of an at-risk population, and organized evacuation to areas of safe refuge 3. Mass Care (Sheltering, Feeding and Related Services): Organizations serving people with special needs take more responsibility for sheltering and specialized medical/personal care 4. Planning: Develop capacity for the additional planning needed to achieve goals identified in NCR/UASI strategy	**Allowability**	*Hiring full or part time staff or contactors/consultants is allowable for training and/or exercise costs.* *Using funds for developing and enhancing plans and protocols, and developing or conducting assessments are allowable planning costs.* *Using funds for meeting related expenses is an allowable management and administrative expenditure*
Estimated Timeline	June 2006 to October 2007	**Dependencies and Cost Factors:**	*Cost Factors Include:* • 6 new FTE positions for NCR-based national special needs organizations • 6 new ½ FTE positions for NCR local special needs organizations • Website design and maintenance • Staff support from Disability Preparedness Center to coordinate project • Revising plans and conducting practices and exercises

Problem Statement/Project Description:

Problem Statement:

Recent disaster experience in Florida, Mississippi, Louisiana, Texas, and California, as well as in many other places, shows that more disaster preparedness is needed for organizations like nursing homes, group homes, and providers of home health care that serve people with disabilities or other special needs (DSN). The National Capital Region is vulnerable to hurricanes and other natural dangers, and is probably the most likely U.S. target for terrorist attacks, including radiological, biological, and chemical attacks. The congested urban character of the NCR and problems with transportation heighten the danger for all NCR residents, but especially for people with DSN who are most vulnerable to the effects of a widespread disaster. Organizations housing people with DSN in the NCR (or providing other services) are not sufficiently prepared to shelter in place the people they serve, or to evacuate them to a place of safety and shelter. In general, special needs groups and individuals are not sufficiently involved in local or regional disaster preparedness, especially planning and exercises, and do too little personal or group planning to increase their private readiness for disasters.

Emergency planners and responders in the NCR lack the resources and skills to work with the many DSN organizations in the NCR to help DSN groups and individuals prepare to evacuate or shelter in place. DSN advocacy groups and service provider organizations in the NCR lack the staff, financial resources, and expert advice to plan and practice sheltering in place or evacuating from a congested urban region which is also a likely target of terrorist attacks. They also lack an organized voice to efficiently and regularly represent the interests of groups and individuals with DSN in public preparedness planning processes.

A solution to this problem of inadequate civic involvement in all phases of disaster preparedness by special needs groups and individuals in the NCR could serve as a national model that is adaptable to the other UASI areas, and applied nationwide.

Project Goal:

Create a representative consortium of DSN advocacy groups and service providers with national outreach and local NCR focus to

- Prepare DSN organizations in NCR jurisdictions to shelter in place or evacuate those they serve
- Support consortium members to conduct exercises to shelter in place or evacuate to a distant shelter
- Organize regular participation by Consortium representatives in NCR and jurisdictional preparedness planning processes
- Serve as a model for other UASI areas and the nation

Project Description:

The Disability Preparedness Center, in conjunction with ESF Committees 5 and 6, will complete the following measurable objectives to achieve the outcomes needed to practically address the stated problem:

1. Form a Consortium for Community Preparedness comprised of 6 national DSN organizations with 12 local affiliates in the NCR, plus 6 independent local DSN organizations (Total: 24 organizations)
2. Provide the funding needed by these organizations to hire staff or allocate staff time, make plans, participate in community planning, and carry out shelter in place and evacuation exercises
3. Develop and implement a Community Centric Model of Special Needs Preparedness that emphasizes individual and organizational responsibility in a catastrophe, and involvement in disaster preparedness
4. Form an inter-organizational Staff Coordinating Committee to enable individual organizations to plan and practice organizational preparedness activities, and participate in community and NCR planning
5. Plan and conduct 24 shelter in place and evacuation exercises, one for each organization
6. Evaluate the project and prepare next steps for second year in which participation is expanded to 48 organizations.

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. Consult with leaders of National disability or special needs (DSN) organizations such as Arc of the U.S.	DPC + 6 DSN organizations	Establish Consortium Leadership Committee (CLC) and plan the Consortium for Community Preparedness (CCP)	**(Assuming a Start Date of June 1, 2006)** July 15 2006
2. Begin funding CLC organizations to establish and operate CCP and implement shelter and evacuation activities	DPC	CLC member organizations hire or support staff person for CCP-related work, set budget, and form inter-organization staff coordinating committee (SCC)	July 31
3. Establish CCP website	DPC + CLC	Website up and operating	July 31
4. CLC organizations each select two affiliates from main NCR jurisdictions to be participating NCR members; DPC selects 6 local NCR not-for-profit DSN organizations	DPC + CLC	Establish the Consortium of 6 + 12 + 6 = 24 total organizations, hold first meeting; set priorities, strategies, and tasks for member organizations; and budgets for tasks by local members	August 1 to September 30
5. Develop community centric logic model of DSN preparedness	DPC + CLC	Model completed, presented to CCP for acceptance as official CCP policy; revised and accepted	August 1 to September 30
6. CCP 6 local member organizations hire or support staff person for CCP-related work; develop own sheltering and evacuation plan	6 local members + SCC + DPC	Staff person hired or staff time allocated to project; budget finished; draft plans for sheltering and evacuation completed and delivered to DPC	Sept 7 to Nov 15 2006
7. Begin funding 6 new NFP/DSN members	DPC	6 local members support ½ FTE positions, set budget	Oct 2006 to Sept 2007
8. Provide technical assistance to 18 NCR CCP member organizations	SCC	Site-specific plans for evacuating and sheltering in place developed with each Consortium member and submitted to DPC	Oct 2006 to Sept 2007

9. CCP implements Community Centric Preparedness Logic Model	The Consortium + DPC	Reports from member organizations that planned actions to shelter in place and evacuate have each been practiced once and evaluated/revised	Jan 2007 to July 2007
10. CCP evaluates project success and plans Next Steps to expand and extend participation in subsequent years	DPC + CLC + SCC	Strengths and weaknesses of planning and practices reported, including number of individuals with DSN actively involved, and Next Steps to make process self-sustaining identified	Mar 2007 to Sept 2007

Project Performance Measures	**Baseline Value**	**Target Value**
1. Does a regular organization of advocacy groups and service provider organizations serving people with disabilities or other special needs exist to help organizations and individuals prepare to shelter in place or evacuate on their own, or to take part in public preparedness planning processes?	Not at present; informal links only	Yes
2. Are disability and special need organizations funded sufficiently to enable them to have the staff and other resources needed to really prepare to evacuate or shelter in place, and to take part in community preparedness activities?	Very few	Yes
3. Does a conceptual planning model exist to guide community-centered planning for DSN preparedness emphasizing individual responsibility and organizational responsibility?	No	Yes
4. Has a website been established to facilitate organized development of sustainable involvement in disaster preparedness for DSN organizations, groups, and individuals in the NCR?	No	Yes
5. Is an inter-organizational Staff Coordinating Committee established and funded to lead organizational planning and participation in all phases of local and NCR disaster preparedness planning?	No	Yes
6. Have 24 leading DSN organizations in the NCR been supported to conduct shelter in place and evacuation exercises, and have conducted them?	No	Yes
7. Is there a tested plan to expand participation in shelter in place and evacuation exercises by DSN groups and individuals in the NCR that can serve as a national model for other UASI areas and for the nation as a whole?	No	Yes

INITIATIVE PLAN

Increasing Special Needs Involvement in NCR Disaster Preparedness: building sustainable capacity for sheltering-in-place, evacuation, and mass care

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

The following are priority needs, strengths and weaknesses identified through the program and capability evaluation, and prioritization analysis that are addressed by the activities of this project.

A. Mass Care:

Needs: (all apply to disability/special needs agencies, organizations, individuals)

People Needs:

- Need to integrate private sector resources
- Need to educate people on how to access mass care services during time of emergency
- Need better understanding of exact needs of agencies

Equipment Needs:

- Many of special populations do not have means to shelter in place
- Need plan for medication supply and access
- Need family reunification system
- Need greater capacity to transport people with special needs to shelters

Training Needs:

- No training specifically for people with special needs
- Information not shared with people with special needs
- Need joint training with ESF6 and other ESFs
- Training for providers in NCR to understand and use FAC Plan developed for NCR with 03 funds
- Those responsible for organizing and providing mass care lack the training to identify needs of people with disabilities and provide for accessibility
- Need to expand use of special need NGO's in preparing PLOSN (special needs populations) to shelter and evacuate, and to provide planned, practiced transportation to shelters
- Not enough focus on training
- Business sector needs to be better utilized and included in planning

Exercises/Evaluation Needs:

- Insufficient inclusion of special needs populations in planning and execution of exercises
- Need to encourage NGO's to conduct exercises on their own
- Involve consumers/customers in planning and execution

Plans, Policies, and Procedures Needs:

- Need a coordinated mass care plan for a diverse population Including special needs (disabled, non-English speakers, etc)

B. Citizen Preparedness and Participation

Needs:

People:

- Need to better include special needs populations in preparedness planning
- Need more staff to develop and implement plans and programs for special needs populations
- Need characterization of area's special needs populations to plan

Equipment:

- Region needs technology to rapidly contact populace with uniform need to take into account the special needs population and include in the realm of such areas as translation services
- Need more mass care equipment including supplies for special needs population
- Need special preparedness kits for those with special needs
- Additional power supplies (generators) are required to ensure that shelters can provide for the needs of persons with special needs (etc.)
- Accessible transportation equipment insufficient for evacuation (of PSN)
- Medical equipment and medicines crucial for people with special needs to survive

Training:

- More attention must be placed on handling and addressing the needs of people with disabilities, appropriate assistive technologies, and the needs of these communities
- Training is minimal …Training requires focuses on differential training activities and inclusion of credible sources…
- Support and develop training for self-preparedness for people with special Needs
- Develop and support training for populations with special needs to be done by advocacy groups, service providers, and other non-emergency agencies knowledgeable about training people with special needs
- People need to train regularly
- Trainers are needed for special populations
- NCR public/non-profit agencies are severely under-funded and do not have the capacity to get or give education training. They do not have the capacity to help NCR's most vulnerable populations achieve "an appropriately higher level of preparedness."

Exercises/Evaluation:

- Exercises and evaluation lack the appropriate inclusion of people with disabilities, not as a separate population, but as a part of the general population
- Lack of citizen involvement in planning and execution of exercises, Except as patients in multi-casualty drills

Plans, Policies, and Procedures:

- Public health entities, private sector efforts, citizen volunteers need to be Included in planning – particularly at the regional level
- Need more coordination between government and non-profits, Particularly when planning involvement with and response directed

Toward vulnerable populations
Need to add to the knowledge base that defines NCR's most vulnerable (who they are, agencies that serve them, where they are in neighborhoods, and what their needs are)

C. Citizen Protection: Evacuation and/or In-place Protection

Needs:

People:

Need staff to prepare shelters; activities include training for special needs populations accessibility, special needs trained staff, and special needs preparedness kits
Need to identify special needs populations

Equipment:

Accessible transportation for evacuation is lacking
Need an adequate communication system that must accommodate all people, including persons with special needs
Emergency preparedness kits should be prepared for special needs populations
Need shelters capable of housing special needs populace

Training:

Strengths:

Katrina taught valuable lessons and provided real training
There are many excellent, available pamphlets on family plans/ personal plans. More needs to be done for special needs populations, especially those who economically can't afford to stockpile

Weaknesses:

Involvement/communication of special needs populations in the development and execution of training and evacuation
Need to train/educate residents at large initiating organizations/ gatekeepers such as home health agencies, etc.
Working with non-profits, personal care agencies, etc.
There has not been a strong enough outreach to individuals with disabilities and provider agencies to train people appropriately to handle emergency situations
Public awareness campaigns in multiple mediums: Braille, video, etc. needed. Involve people with special needs in creation

Exercises/Evaluation:

Must include special needs populations in exercises and evaluations
Need to train and prepare special needs populations to conduct and evaluate their own areas
Need exercises and evaluations involving high use, senior, and disabled dense housing units, and NGO/nonprofits serving at-risk population
Limited-English-proficiency and low-income populations especially need education, outreach, training in re: shelter in place

Plans, Policies, and Procedures:

Need a viable evacuation plan for regional evacuation including visitors and special populations

D. Planning

Needs:

People:

Need to integrate non-profits and private sectors

Training:

Development of resources and materials for implementing emergency transportation – plans/procedures

Exercises/Evaluation:

Exercises and plans do not comprise the entire NCR and all functional disciplines

Need to incorporate all ESFs (including 6, 14, and 15) and nonprofit and business sectors

Plans, Policies, and Procedures:

Need more plans to communicate with special needs populations

Need cross-ESF planning

Need to develop strategic plan for emergency preparedness training

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

Our proposal will incorporate all of the jurisdictions that comprise the NCR by utilizing the resources of agencies and organizations that operate inter-jurisdictionally. By creating the consortium that we propose we will be creating an opportunity for information, expertise, and other resources to flow freely from one organization to another. Because these groups operate in many if not all of the NCR jurisdictions there will an overall addictive effect on the region. The jurisdictions specifically involved are:

1. District of Columbia
2. Maryland Counties
    a. Prince George
    b. Montgomery
3. Virginia Counties
    a. Alexandria
    b. Fairfax
    c. Arlington
    d. Prince William
    e. Loudon

3. Resources Processes, and Tools: Identify the resource, 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 obtained.

Already Exist: Our proposed plan uses already existing entities as the foundation for the Consortium. More specifically, we will work closely with already existing Special Needs advocacy groups and Special Needs service providers. Our model utilizes the national and regional expertise of these groups and their access to individuals with disabilities and other special needs. The combined

expertise of the advocacy groups, service provides, and individuals themselves offers a robust, but yet untapped resource.

Leveraged, Created, or Acquired: Our proposal requires that new positions be created, models to be developed, and exercises to be carried out. The positions will be created for individuals to specialize in the training and exercise needs of a participating organization. The individual who fills this role will be a resource to the organization and the regional as a whole. The models that will be created will act as a template for how Special Needs service providers can best prepare themselves for an emergency event. The exercises and other training programs carried out by the participating organizations, with the guidance of the new personnel, will ensure that all plans have been tested and practiced prior to an emergency. Lastly, a web site will be created to coordinate the activities of the participating agencies and organizations.

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

The Disability Preparedness Center (DPC) will act as a member of the consortium and subject matter expert for its members. The Disability Preparedness Center has an extensive background and expertise working within the NCR and beyond on emergency preparedness issues specific to individuals with special needs. In addition, the will provide the technical expertise for inter-agency and consortium-wide communications.

Our proposed consortium requires the cooperation of national and local DSN advocacy groups and providers. Initial discussions have indicated a strong desire to partake in the program, but ultimate success the groups involved need to contribute time and effort to the consortium. The model we have suggested relies on the expertise of each participating organization. Initial interest and willingness to participate has been elicited from national and regional partners such as:

- American Association of People with Disabilities
- National Association of the Deaf
- National Association of the Mentally Ill
- National Capital Region Disability Preparedness Initiative
- National Centers for Independent Living
- National Council on the Aging
- National Head Injury Association
- National Spinal Cord Injury Association (NSCIA)
- State of Maryland Disability Preparedness Initiative: Department on Disabilities
- The Arc of the United States

Introducing a web site dedicated to this project and funding the creating of new positions solely to handle preparedness related matters should eliminate any obstacles that would otherwise prevent active participation.

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:

By creating the consortium from the entire NCR we will be successfully expanding the regional collaboration of stakeholders. Currently these entities do not interact on matters related to emergency

preparedness. This prohibits any exchange of ideas and limits the scope of their work. Our Initiative will create a network dedicated to emergency preparedness among the DSN community.

By organizing the organizations and creating similar response plans with guidance we can ensure usage of NIMS and the NRP. Our network support will help these agencies institute NIMS where they would otherwise lack the expertise to so.

The stated goals of the Interim National Infrastructure Protection Plan are to minimize vulnerabilities and to prevent destruction of life, property, morale, and confidence. By allocating resources to special populations we will greatly reduce the risk of loss of life or property and by extension morale and confidence. Special populations are the most vulnerable populations during an emergency response.

Scoring Sheet

Citizen Preparedness and Participation

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

	Concept Paper	Identify and coordinate transportation requirements for the special needs population.									
Related Target Capabilities:		Citizen Protection: Evacuation and/or In-Place Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Continuity of Efforts regarding Volunteer Management Across the NCR and Continuity & enhancement of Citizen Corps Council membership and Citizen Corps Core Programs and affiliated programs and activities in the NCR									
Related Target Capabilities:		Citizen Protection: Evacuation and/or In-Place Protection, Mass Care, Planning									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Personal Preparedness Kits for NCR's Impoverished Population									
Related Target Capabilities:		Citizen Protection: Evacuation and/or In-Place Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	SPECIAL NEEDS POPULATIONS Emergency Response Inclusion										
Related Target Capabilities:	Mass Prophylaxis										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Public Information Dissemination Campaign to Educate the Public on Mitigating the Impacts of Energy Emergencies in the National Capital Region										
Related Target Capabilities:	Citizen Protection: Evacuation and/or In-Place Protection										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Regional Marketing Campaign for the NCR's Alert and Notification Systems										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Extend community outreach for the "Be Ready. Make a Plan." campaign										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Implement the NCR's strategic communications plan by engaging the media										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Ensure Plans, Procedures and IT Systems for coordination between Emergency Management and 211 for Emergency Info and Referral										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Increasing Special Needs Involvement in NCR Disaster Preparedness: building sustainable capacity for sheltering-in-place, evacuation, and mass care										
Related Target Capabilities:	Mass Care, Citizen Protection: Evacuation and/or In-Place Protection										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

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3 Citizen Protection: Evacuation and/or In-Place Protection

Citizen Protection: Evacuation and/or In-Place Protection

Capability Definition

The capability to plan for and immediately execute the safe and effective sheltering-in-place of an at-risk population; or an organized and managed evacuation of the at-risk population to areas of safe refuge in response to a potential or actual dangerous environment, and the safe and organized re-entry of the population.

Capability Outcome

Affected and at-risk populations are safely sheltered-in-place and/or relocated to safe refuge areas, provided sheltering and essential services and effectively and safely reentered into the impacted area (if appropriate).

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The plans in place for citizen relocation, the criteria and other processes utilized for the development of the plan.
- The types of training and exercises developed to support planning protocols for successful relocation.
- The assignment and acceptance of roles and responsibilities of transportation and other related industry members and disciplines involved to ensure successful coordination for citizen evacuation and relocation processes.
- The organizational structure in place to support citizen relocation.
- The ways in which developed plans will ensure citizen awareness and coordination during evacuation and relocation procedures.

NCR Discussion Results on Citizen Protection: Evacuation and/or In-Place Protection

Resource	S/W	Comments
People	S	• Non-profits have a roundtable that works through shared challenges regarding post-evacuations.
	W	• Need staff to prepare shelters; activities include training SNP accessibility, the SNP trained staff and SNP preparedness kits. (9) • Need staff to facilitate evacuation/ shelters. (5) • Need to increase funding for public outreach. (4) • Need to coordinate with the Federal government. (2) • Need a regional plan that increases regional ESF coordination during evacuation. (2) • Need feeding/ shelter teams to deal with evacuated populations. • Need to identify SNP. • Need increased coverage of surveillance CCTV cameras on the road. • Need to have staff to find the homeless. • Need better integrated planning efforts between all ESFs. • Need more people across jurisdictions and disciplines to help develop evacuation plans. • Need a plan to mobilize volunteers who are stuck away from home jurisdictions during emergencies.

Resource	S/W	Comments
		• Need to increase supplies for emergencies from three (3) to ten (10) days. • Need better understanding of area personnel capabilities. • Need to know military capabilities.
Equipment	S	• Have detour signs and variable message boards but would need these supplies in greater quantities in the event of a major incident (2) • Good transportation infrastructure for evacuation • Few vulnerable structures allowing for more shelters • CATI equipment allows/facilitates monitoring of quarantined population for health/infectiousness needs • NCR is a CAN pilot area; has had access for three years, but needs to test program to ensure its effectiveness at case management • Notification procedures for mass evaluation can be broadcast through current communication methods • EOC and communication links have been streamlined
	W	• Accessible transportation for evacuation is lacking (7) • Not enough mass care equipment (4) • Need an adequate communication system that must accommodate all people including persons with special needs (4) • Need generators for shelter (4) • People with few resources can't accumulate the supplies needed to shelter in place for days or weeks without assistance (2) • Emergency preparedness kits should be prepared for special needs populations (2) • Need regional evacuation support caches e.g., cots, blankets, food, water supplies • No sheltering equipment in temporary shelter sites (schools, universities) • Prescription/medication/DMG access is negligible • Need food and other resources for quarantined/isolated and "community shielded" healthy shelter in place • Lack of gates type of equipment for quick road closure for channeling evacuees to certain routes • Need shelters capable of housing special needs populace • Not enough available PPE • Security cameras for shelter sites (e.g. schools) allowing for in supply of shelter residence with potential need for safety personnel on site. • Need fuel trucks to fuel busses and people who run out of fuel while evacuating.
Training	S	• See RESF 14 - Having a coordinated and fully accessible plan with buses for providing training and practice • DC conducted an evacuation exercise that went smoothly • Katrina taught valuable lessons and provided real training • There are many excellent, available pamphlets on family plans/personal plans. More needs to be done for SNPs, including those who economically can't afford to stockpile.
	W	• Involvement/Communication of special needs populations in the development and execution of training and evacuation (4) • Need to train/educate residents at large initiating organizations/gatekeepers" such as home health agencies, meals on wheels, resident and property managers or high rise (NORCS) public housing, low income (3) • Training needs to stress shelter-in-place (3) • Need plan that is coordinated and fully accessible/ universal as basis for training and practice • Better training/planning for quarantine and isolations → care, feeding • Working with non – profits, personal care agencies, residential property manages, senior citizens mangers, etc. • Insufficient attention/emphasis is placed on appropriately setting up evacuation and sheltering plans to be accessible before there is a problem • There has not been a strong enough outreach to individuals with disabilities and provider agencies to train people appropriately to handle emergency situations

Resource	S/W	Comments
		• Public awareness campaigns in multiple mediums. Braille, video, etc…needed. Involve of Special Needs People (SNP) in creation • NCR emergency responders are not sufficiently trained to support mass evacuation – specifically transportation systems such as the metro system • Table top exercises that will flush out those gaps • Metro managers need more training for crowd control during emergencies • We haven't done much training on "continuity of governments" – "reconstitution of government services" and all the other complexities of evacuation. We've "verbalized" shelter-in-place training/exercise, but the complex aspects haven't been trained • Police, fire and emergency and DOT manager train but additional training required • Pet plans • Business community shelter in place • Need training opportunities for business • Need to train mass care volunteers for evacuation and sheltering plans • Need to train ESF in isolation quarantine requirements including CDC/NSC public health emergency law • Staff perform their regular jobs well, but not well trained on emergency response • Need online (as well as offline and special needs) • Modules for citizen education on these subjects; as part of public education campaign • Public training information on how to respond to an anthrax attack - integration with public schools • Limited training in the process of conducting staged evacuations • Volunteers (MRC, e.g.) transportation plan is not developed
Exercises/Evaluation	S	• Many exercises and real-life events have occurred • Public exercise of evacuation plan demonstrated feasibility of larger-scale evacuation • DC has done an OK job of exercising and publicizing evacuation plans--during July Fourth, for example
	W	• Insufficient region-wide exercise and evaluation (for responders and citizens) of evacuation and shelter-in-place protection (9) • Must include special needs populations in exercises and evaluations (8) o Need to train and prepare special needs organizations to conduct and evaluate their own areas o Need exercises & evaluations involving high use, senior, and disabled dense housing units, NGO/nonprofits serving at-risk population o Limited-English-proficiency and low-income populations especially need education, outreach, training re: sheltering-in-place • No exercises to practice how outlying jurisdictions will handle influx of evacuees from the NCR (2) • Need regional table-top exercise (2) • No evacuation scenario involving the Metro system (2) • Lack of funding and resources to exercise mass evacuation scenarios • Test traffic management centers • Strong need for scenario-based planning (i.e., model the ISDHS scenarios for response and recovery)
Plans, Policies and Procedures	W	• Need a viable evacuation plan for regional evacuation including visitors and special populations (15) • Manage expectations regarding shelter in place v evacuation (4) • Need to include and consider people with disabilities and relevant organization in planning and training (3) • Need to regionally coordinate evacuation traffic monitoring tools/models that incorporate GIS/Plan traffic evacuation routes (2) • Coordinate evacuation messaging among regional PIOs (2) • Need adequate security staff and equipment for shelters

NCR Concept Papers and Initiative Plans

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 27, 2006 Russell A. Yurek Director – Office of Maintenance MD State Highway Administration 7491 Connelley Drive Hanover, MD 21076 410-582-5505 RYurek@SHA.State.MD.US	
Project Title:	**National Capital Region Multimodal Traveler Information System**	**Estimated Grant Amount**	$2,000,000
NCR Strategic Goal Alignment:	Goal 2: Informed, Prepared, Secure NCR Goal 3: Prevent and Mitigate Threats & Events Goal 4: Respond & Recover from Threats & Events	**Allowability**	
Estimated Timeline	18 Months from receipt of grant	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The development of effective regional transportation evacuation plans is directly dependent upon the use of accurate, comprehensive, highway and route traffic volume and speed information. Current incident response and evacuation management plans were developed using assumptions regarding available traffic information that may no longer be valid. The proposed National Capital Region (NCR) Multimodal Traveler Information System (MMTIS) will utilize cellular telephone-based vehicle probes that can provide real-time speed and travel time data across a full regional transportation network. Such real-time information offers an opportunity to enhance the effectiveness of incident response and evacuation management plans, with significant public benefit when integrated into emergency operations, and additionally can be utilized to ensure the feasibility of emergency evacuation plans.

This project would examine current NCR incident and evacuation plans and identify how they could make use of live traffic data across the full highway network using an extension of the MMTIS cell probe-based system. Then, the cell phone-based system monitoring capability would be deployed in the NCR and its output integrated into NCR emergency operations. Finally, a comparative simulation of pre- and post-cell probe deployment would be run using a table-top exercise to examine the net benefit in terms of reduced evacuation time and enhanced emergency operations. The demonstration Multimodal Traveler Information System (MMITS) would be operated for one year. Results of the study would be shared with the District of Columbia Department of Transportation (DDOT), The Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT).

This project would expand and enhance regional collaboration and efforts to develop consistent emergency traffic evacuation management plans throughout the National Capital Region. It would additionally function to enhance multi-disciplinary and multi-jurisdictional responses to terrorist attacks, major emergencies, and disaster incidents. The project is a cooperative effort of the University of Maryland in conjunction with the District of Columbia Department of Transportation (DDOT), The Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT).

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Examine NCR Evacuation Plans	MDOT, MWCOG, VDOT, DDOT, Contractor	Analysis Results/Report	2 Months After Start
2. Update NCR Evacuation Plans	MDOT, MWCOG, VDOT, DDOT, Contractor	Analysis Results/Report	5 Months After Start
3. Deploy and Operate	Contractor	Live Traffic Monitoring System	6-18 Months After Start
4. Simulate Post-Enhancement Performance	MDOT, MWCOG, VDOT, DDOT, Contractor	Analysis Results/Report	12 Months After Start

Project Performance Measures	Baseline Value	Target Value
1. Percentage of roadways for which speed and travel time data is provided	20%	100%
2. Percentage of evacuation routes for which real-time management is enabled	25%	100%
3. Percentage increase in situational awareness of responders		50%
4. Percentage increase in accuracy of network information		70%
5. Percentage reduction in capability due to loss of public infrastructure	25%	0%
6. Percentage reduction in overall time to evacuate		33%

INITIATIVE PLAN

National Capital Region
Multimodal Traveler Information System

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.

The name of this initiative is "*National Capital Region - Multimodal Traveler Information System*". The Department of Homeland Security (DHS) has identified the expansion of regional cooperation as one of the overarching national priorities in the National Preparedness Goal. The expansion of regional collaboration highlights the need for embracing partnerships across multiple jurisdictions, regions, and State boundaries so that capabilities can be enhanced collectively. Successful regional collaboration allows for a multi-jurisdictional and multi-disciplinary approach to building capabilities, spreading costs, and sharing risks across geographical areas. Enhancing regional cooperation has also been identified as one of the top 14 priority capabilities in the National Capital Region (NCR) by the Metropolitan Washington Council of Governments (MWCOG). This approach will allow these agencies to increase efficiency, enhance public protection, and leverage regional capabilities.

The objective of the proposal is to provide regional real-time traffic volume and speed data so that emergency evacuation traffic management plans developed independently can be coordinated and evaluated for feasibility utilizing accurate real-time traffic data. This effort will ensure the viability of developed evacuation plans, encourage regional cooperation, enhance public safety, and allow agencies to share lessons learned, spread costs, and apply uniform approaches for evacuation planning throughout the NCR.

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

The project entails examining emergency evacuation plans throughout the entire National Capital Region (NCR), This includes the District of Columbia, and portions of Maryland and Northern Virginia. Responsibilities for transportation evacuation planning are the responsibility of the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT). These agencies work closely together to ensure the ability to support regional evacuations, maintain regional commerce, ensure public safety, provide assistance and support to first responders, and perform debris removal and transportation system recovery operations in the event of a terrorist event, regional emergency event, or natural disaster. This initiative supports these activities by ensuring the viability of developed emergency evacuation plans and encouraging regional cooperation and support of shared resources.

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.

This project allows DDOT, SHA, and VDOT to share existing capabilities and resources across jurisdictional boundaries. The project will eliminate the need for costly field installed traffic monitoring devices with state-of-the-art technology that provides real-time traffic volume and speed data throughout the NCR. By effectively engaging these regional transportation departments, the project will leverage both existing technologies and resources, and project analysis recommendations to enhance evacuation planning throughout the NCR.

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

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA) in cooperation with the University of Maryland (UofMD). The University of Maryland, in cooperation with the Maryland State Highway Administration, will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. UofMD will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and evaluate recommendations received from the consulting contracting firm selected to perform the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to expand regional collaboration and information sharing to improve public safety and enhance the ability of local jurisdictions to cooperatively detect and respond to terrorist attacks, major emergency, or disasters incidents by ensuring that existing emergency evacuation plans are feasible across multi-disciplinary and multi-jurisdictional boundaries. This initiative directly supports the National Preparedness Goals of expanding regional collaboration to embrace partnerships and information sharing across multiple jurisdictions, regions, and States to effectively build capabilities cooperatively to reduce or mitigate terrorist threats.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 19, 2006

Alfie Steele
Manager, Central Communications
Montgomery County Transit, Ride On

101 Monroe Street 5th Floor
Rockville, MD 20850 240-777-5845
alfie.steele@montgomerycountymd.gov</td></tr>
<tr><td>Project Title:</td><td>Regional Real Time Transit Customer Information System</td><td>Estimated Grant Amount</td><td>$450,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>SG #2 Community Engagement
SG #3 Prevention and Mitigation
SG #4 Response and Recovery</td><td>Allowability</td><td></td></tr>
<tr><td>Estimated Timeline</td><td>12 Months from start date of project</td><td>Dependencies and Cost Factors:</td><td></td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
During emergency evacuations and other incidents which produce a high demand on the transportation system, the safety and efficiency of regional transit systems will save lives and contribute to mitigating the effects of the event and aide in the recovery. During these incidents when transportation system capacity is overburdened, chaos and a lack of public information are two major factors hindering a safe and timely response and recovery. Since September 11, 2001, regional transit agencies in the NCR have been working on developing procedures and protocols for communication and coordination during such incidents; however, the provision of timely information to the public at the point of service has not been coordinated. The development of a regional real time customer information system is needed to provide uniform information distributed on a single network to various devices, such as variable message signs (VMS), throughout the NCR. Emergency instructions, both from the local transit providers and from emergency management agencies, will be displayed on VMS throughout the region. During normal operations the signs will provide riders routine information about schedules and operational changes (such as detours and delays). The public will become accustomed to looking at the signs for information during normal times so that during emergencies they will already be trained on where and how to acquire their transit information. System Concept:</td></tr>
</table>

Real time information will be provided to variable message signs, the internet and other devices
The system consists of a database application residing on a physical server (location TBD)
Transit agencies will provide real time inputs to the database through various means
Data will consist of route and schedule adherence predictions and/or text informational messages
The system will accept input from emergency agencies for output to the signs, internet, etc.
Data will be distributed to various outputs through a control module
Data will be transmitted through various means, including the internet, phone lines, fiber optics, etc.
Individual transit agencies will be responsible for providing and maintaining their own electronic signs

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. System Design Concepts	Montgomery County Transit and Regional Transit Operators	System description & RFP	6 months
2. System Development	Consultant/Contractor	Database Application on Server and prototype variable message signs deployed in four separate jurisdictions	6 months

Project Performance Measures	Baseline Value	Target Value
1. Concept plan vetted through two or more Regional Transit Operators' IT/ITS departments		
2. RFP or Statement of Work (SOW) developed and released		
3. Development of Database Application		
4. Development of Information Distribution Module		
5. Sign Deployment		
6. Output to internet and other devices operational		

INITIATIVE PLAN

Regional Real Time Transit Customer Information System

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.**

   Regional Real Time Transit Customer Information System

   Even under normal circumstances traffic in the National Capital Region is at or above capacity during rush hour. Commuters and visitors are encouraged to take transit, and indeed, all of the local jurisdictions have reported tremendous growth in ridership over the last two years. However, even the transit systems can become overwhelmed as a result of a partial shutdown of one or more transit lines

or a major roadway in the region. Coordination and communication is invaluable in sustaining a viable system during an emergency event.

As was seen during last summer's hurricanes (with a negative example in New Orleans and a positive one in Houston) transit can play a very valuable role in aiding the response and recovery from an emergency incident. In order to effectively utilize transit, however, accurate and timely information must be made available to the public on the street, in their homes and at their work sites.

Two weaknesses in the NCR identified during the recent capability review sessions were lack of resources to transport special needs populations and technology to rapidly contact and inform the populace with a uniform message.

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

During emergencies and natural disasters reallocation of resources to support evacuation, especially of special needs populations, necessitates the radical adjustment of regular transit service. Conveying information about both the evacuations and adjusted service requires an efficient and rapid message distribution system. A regionally coordinated and centralized real time transit information system is both technologically feasible as well as operationally sustainable. The chaos, frustration and fear produced in the Washington Metropolitan Area on September 11, 2001, resulted in a **Regional Transit Operators** organization forming and collaborating on various emergency preparedness issues. This forum has laid the groundwork for unprecedented cooperation seen during several transportation and emergency incidents in the last four years.

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.**

Many of the regional transit agencies have been experimenting with real time customer information. Most, if not all, have transit information available in electronic format as well as a computer infrastructure accessible to transmit and receive data. As a result there is a plethora of ideas and concepts about how to best coordinate and deliver this information. Transit consultants have pondered the idea and are simply waiting for a viable project to develop the product. What is lacking is a centralized computer server to house and distribute data and messages; however, Montgomery County and or other of the major transit agencies in the region are capable of accommodating this project.

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

The degree of cooperation between the various transit agencies in order to implement this plan already exists and has been successfully feeding data to WMATA for their Ride Guide. However, this project can be developed with as many or as few agencies that want to participate. Once the core product is developed it can be expanded to include the entire region at any time.

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.**

Transit agencies within the NCR recognize the importance of regional collaboration and cooperation. We have developed a unified fare structure within the region and have committed to work together on various emergency preparedness projects. Agencies typically come to the aide and assistance of each other during operational incidents. This project deepens the already strong ties both operationally and organizationally within the region.

CONCEPT PAPER ***Preliminary Document –*** ***Presented for Review and Discussion***		December 5, 2005 Soumya Dey, P.E. Deputy Associate Director District Department of Transportation/TSA 2000 14th Street NW Washington, DC 20009 (202) 671-2700	
Project Title:	**Emergency Public Address System**	**Estimated Grant Amount**	$2,100,000
NCR Strategic Goal Alignment:	SG2,SG3, SG4	**Allowability**	
Estimated Timeline	18 months	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

Past experience showed that under emergency situations in large cities, there are many pedestrians on the streets eager getting directions to evacuate. However, there is currently no means in Washington DC metro area to properly advise pedestrians' evacuation under emergency situations. There is literally no effective way of communicating location-specific, real-time, emergency and transportation information directly to pedestrians during or after an emergency. Providing this information to people is critical during emergency situations such as acts of terrorism. Therefore, there is an urgent need in directly communicating location-specific information to pedestrians in the event of an emergency to save life and increase evacuation efficiency.

This concept of operation is new and has not been implemented anywhere in the nation to the best of DDOT's knowledge. It is an innovative concept of operation during emergencies and can serve as an initiative in Washington Metro Area including DDOT, MDOT and VDOT. The success of this initiative can serve a model for other regions to follow.

The basic concepts of this project are outlined below:

- This system will utilize the existing transportation management communication network to transmit high quality, digital audio to paging horns mounted on traffic signal poles.
- This program will selected allow local on street public address announcements.
- The required field equipment will be mounted in the local traffic controller and at DDOT's transportation management center (TMC).
- This system will in most cases utilize existing wires set aside in the communications network for voice communications between the TMC personnel and the controller cabinet.

- In this system, a live or recorded message will be recorded on a centrally located computer or on any authorized computer in the DDOT IP network.
- Software will be designed to allow point and click decision-making as to specific locations where that message will be broadcast.
- This system can be deployed in every location where there is a centrally controlled traffic signal.

The benefits of this project is listed below:

- Keep people informed during and after an emergency and provides guidance on best course of action.
- Make evacuation process more effective.
- Can serve as a pilot for a region-wide or nation-wide system

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Departments of transportation (DOT) in Washington DC, Maryland and Virginia jointly develop program plans, communication plans and define the scope of work.	DDOT, MDOT, VDOT	The scope of work; Program plans; and communication plans.	2 months from activation date
2. Develop system requirements specification and concept of operations	DDOT	System requirements specifications; and Concept of operations	3 months after Tasks 1 and 2 are complete
3. System Design	DDOT	Preliminary design report Final design report	4 months after Tasks 1 and 2 are complete
4. Development of response plan	DDOT, MDOT, VDOT	Response plan for DDOT, MDOT, VDOT in Metro area	1 months after Tasks 1, 2 and 3 are complete
5. Development of PS&E	DDOT	PS&E	2 months after Tasks 1, 2, 3, and 4 are complete.
6. System installation, integration, and tests	DDOT, MDOT, VDOT	DMS signs that are strategically located and deployed to support RESF 1	8 months

INITIATIVE PLAN

Emergency Public Address System

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.

Emergency Public Address System

This initiative is established by DC Department of Transportation (DDOT) in response to the Target Capabilities in "Citizen Protection: Evacuation and/or In Place Protection". Experience showed that

under emergency conditions, there are huge amount of pedestrians on the streets in Washington DC without accessing to radio or Internet to get proper guidance for evacuation. This initiative is designed to efficiently provide real time evacuation guidance via a public address system controlled from the traffic management center (TMC). It will be part of DDOT's effort toward meeting the requirements of National Incident Management System (NIMS). The objective of this initiative is to establish a national model in develop and deploy an emergency public address system effectively assisting in citizen evacuation. Equipped with this system, DDOT's TMC center will better serve as command and control center for orderly evacuating citizens.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**
Washington Metropolitan Region consists of Washington DC, Maryland (Montgomery county and Prince George county) and Northern Virginia (Arlington, county, Fairfax county, Prince William county, and Loudoun county). This initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. Citizen evacuation relies on strong coordination and partnership with Department of Transportation of Maryland and Virginia in information sharing to increase efficiency in citizen evacuation.

   This initiative, once developed and tested in Washington DC, can be deployable in Maryland and Virginia. Large cities such as New York and Chicago are excellent candidates to deploy the emergency public address system.

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.**

   To cost effectively develop and implement the initiative, DDOT proposes to utilize the existing transportation management communication network to transmit high quality, digital audio to paging horns mounted on traffic signal poles. The required field equipment will be mounted in the local traffic controller. Candidate consulting companies have been identified to develop additional software to enhance transportation management center (TMC) software to control the system. This initiative will utilize as many as appropriate existing wires set aside in the communications network for voice communications between the TMC personnel and the controller cabinet. DDOT has done initial feasibility studies and resources (hardware and software) available.

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

   This initiative will be spearheaded by the District Department of Transportation (DDOT) with the support of the Regional Emergency Support Function (RESF #1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the Metropolitan Washington Council of Governments**.** DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns. This initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

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.

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). Efforts in this initiative will result in an additional means in effectively executing evacuation plans. It helps incorporate National Incident Management System national priorities.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 24, 2006 Jamie Quarrelles National Capitol Region Exercise Officer D.C. Emergency Management Agency 2000 14th Street, N.W. Washington, D.C. 20009 202-673-2101, ext. 1123 jamie.quarrelles@dc.gov	
Project Title:	**National Capitol Region Evacuation and Shelter in Place Coordination and Outreach to Community, Business and Special Populations providers**	**Estimated Grant Amount**	*$3,900,000*
NCR Strategic Goal Alignment:	Community Engagement Planning and Decision Making	**Allowability**	The National Capital Region is the Washington, D.C. Urban Area as set forth in 10 U.S.C. 2674(f)(2). It includes 19 separate political jurisdictions.
Estimated Timeline		**Dependencies and Cost Factors:**	Project success depends upon cooperation across the region and among private organizations.

Problem Statement/Project Description:

The National Capital Region has a need to coordinate evacuation procedures and the shelter in place education and planning across all jurisdictions. The greatest difficulties in supporting either of these protective actions within the NCR are the demands that will be put on government to support the special needs community. Requests for evacuation support and plans to support "shelter in place" actions for schools, day cares, nursing homes, assisted living facilities in addition to support for persons with disabilities and persons who do not speak English or do not have vehicles will overwhelm government with requests for assistance during a large scale event. This concept paper address the need to improve the education and planning for these groups, thereby reducing the reliance on immediate government support. This concept also addresses evacuation planning and coordination across the region and leverages the work currently being done by individual jurisdictions.

Planning:

Each of the three states has evacuation plans and the District of Columbia's evacuation plan and current "walk-out" plans provide an excellent foundation to support a regional plan. These plans fall short in areas where we saw Hurricane Katrina have the greatest impact, specifically, the support for evacuation for persons with disabilities and with other special needs.

The plans are written to facilitate the movement of people away from an incident, but do not provide a comprehensive look at where people should head to or in some instance, how they would get there if they were on their own. The comprehensive plan being proposed will address these issues and will focus on persons with special needs including mobility issues. The Plan will also provide an approach to supporting facilities where government assistance may be required to support evacuation, primarily hospitals, assisted living facilities, day cares, and schools.

This initiative will address the need for outreach in the National Capitol Region (NCR) to improve capability and coordination of resources to evacuate and/or shelter in place persons within the National Capitol Region. Specifically, this concept paper will promote education of evacuation and shelter in place planning at the business and community levels. As we move into a post Katrina environment that has shifted the citizen protection paradigm, questions about evacuation and sheltering in place are now of paramount concern to special needs populations, their providers and the general population. The development of a NCR plan calls for a facilitated discussion among NCR stakeholders to address roles and responsibilities, an outreach component to identified special needs providers, an outreach effort to communities in the region and to visitors to provide information on evacuation and sheltering in place.

NCR evacuation and/or shelter in place stakeholders are identified to participate in a facilitated discussion to obtain agreement on roles and responsibilities related to evacuation and/or shelter in place. The expected outcome of the facilitated activity is identification, assignment and acceptance of roles and responsibilities of transportation and other related industry members and disciplines involved in order to establish coordination protocols for citizen evacuation and relocation processes for the National Capitol Region. The stakeholders would include RESF's 1, 5,6,8,14,15, and affiliated NGO's.

The special needs providers will be represented a limited number from the NCR who serve the populations listed below:

1. Differently abled, (physically, visually, and hearing impaired)
2. Child daycare
3. Nursing and care facilities for the elderly
4. Providers to non-English speaking populations
5. Businesses who interact with special needs populations

The outcomes for this group would be a Regional Evacuation Plan that communicates basic evacuation information to support a door to door evacuation. Products to support the plan will include pamphlets and brochures taking into consideration non native English speaking persons and persons with special needs. Some documents would also include pictures to convey basic concepts to persons with limited language skills. When applicable, this program will be coordinated with other preparedness, planning and mass care initiatives.

Lastly, a coordinated outreach effort to visitors is also included as part of this initiative. A document providing evacuation and shelter in place readiness steps for visitors to the region would be distributed through hospitality channels, visitor bureaus and other tourist-related venues. This outcome allows visitors to the NCR to be engaged in disaster preparedness through the effective use of channels and messages specifically targeted to them. They gain a heightened awareness of the risks to them and a heightened understanding of how to prepare for those risks A document on evacuation and shelter in place would provide awareness and a readiness steps for visitors to the region.

These initiatives increase opportunities for partnering with civic-private organizations. This collective initiative fits into the larger homeland security program as it improves the capability of the region with respect to shelter in place and evacuation and provides a mechanism for outreach and further coordination among jurisdictions, providers and residents to improve the overall response capability of the region in the event of an evacuation and/or shelter in place

Training

To expand the outreach efforts to the larger community a 4-hour training/exercise activity that partners with related emergency support functions such as police, fire, transportation, transit, Red Cross, etc. would be developed. Each jurisdiction would be provided with baseline funding to support local events to train and educate communities in the region by promoting evacuation and shelter in place concepts. This will provide resources for each jurisdiction to utilize a common approach to supporting the community including persons with special needs a common regional approach to evacuation and shelter in place planning and education. It is anticipated that these community level exercises be held across the NCR, lead by the jurisdiction it is being held in.

Exercises

Once complete, this plan will be exercised annually via tabletop exercise and every other year via functional or field exercise. Specific events to exercise the coordination of hospitals and other critical facilities are identified within the citizen preparedness initiative.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. **Identify Stakeholders** Develop comprehensive list of stakeholders who have a role in evacuation and sheltering in place.	NCR Stakeholders, and RESF's 1, 5,6,8,14,15, hotel and tourism providers, key businesses and service providers to special needs populations	Stakeholder List NCR – Evacuation and Shelter in Place stakeholders Special Needs Providers Businesses in NCR that serve persons with special needs Hospitality Channels	**Start:** 7/31/06 **Complete:**9/31/06 **Duration:** 2 month
2. **Document Roles** Create a synthesis from available information and survey from key stakeholders of existing an proposed roles and responsibilities	Selected NCR jurisdictions and RESF's 1, 5,6,8,14,15,	Detailed document with existing and proposed evacuation and shelter in place roles and responsibilities among NCR stakeholders	**Start:** 7/1/06 **Complete:**1/31/07 **Duration:** 6 months
3. **Host Facilitated Discussion** Facilitated discussion goal is to obtain agreement between those who have a stake in regional evacuation and shelter in place and identify outstanding coordination issues	Consultant support to put on facilitated discussion with identified stakeholders	Create working document of roles and responsibilities regarding NCR evacuation and/or shelter in place to share with stakeholders for review and discussion and consensus.	**Start:** 5/31/06 **Complete:**5/31/07 **Duration:** 12 month
4. **Present Outcomes** Information from facilitated discussion documented	Consultant support will produce document(s) based on discussions.	Produce an accountability chart and a resource directory. Both documents reflect the acceptance of identified roles and responsibilities as they relate to shelter in place and evacuation	**Start:** 5/31/06 **Complete:**5/31/07 **Duration:** 12 month
5. **Development of NCR Plan** Document with content designed to visually educate non English speaking populations on evacuation and shelter in place strategies into regional evacuation shelter in place document	Consultant support will produce document(s) based on discussions with stakeholders incorporating all recommended formats.	Production of regional evacuation shelter in place document in the formats identified to meet the needs of the NCR community and special populations.	**Start:** 5/31/06 **Complete:**5/31/07 **Duration:** 12 month
6. **Strengthen Existing and Create New Partnerships** Hotels, conference centers, transportation	NCR jurisdictions and their respective organizations that interact with visitors to help increase visitor education and	Create mechanisms to get the shelter in place evacuation information to the transient (tourist/visitor) population in the NCR.	**Start:** 5/31/06 **Complete:**11/30/07 **Duration:** 18 month

systems, recreational venues, and other organizations that interact with visitors to help increase visitor education and preparedness.	preparedness.		
7. **Begin Community Outreach Efforts** The efforts will target the general population, tourists, visitors and providers to special needs populations.	NCR jurisdictions, selected private and community based organizations supporting special needs populations as well as entities that support the hospitality industry	Conduct local community based training/ education activities and distribute information to educate on shelter in place or evacuation protocols	**Start:** 5/31/06 **Complete:**11/30/07 **Duration:** 18 month

Project Performance Measures	Baseline Value	Target Value
1. Understanding /Agreeing on roles, responsibility and accountability. (y/n)		
2. Accountability Chart (y/n)		
3. Develop a resource directory	no	Yes 2006
4. National Capitol Region Evacuation/Shelter in Place Plan (y/n)		
5. Public was notified of evacuation procedures, routes locations or sources of evacuation information (1 activity per 100,000 population)		
6. Population that has received training (3+ hours) in emergency preparedness programs.		5% of Region by 2008, increase 0.25% each year thereafter
7. Information and materials incorporate citizens with special needs (e.g., people with disabilities or limited English proficiency.	No	yes
8. Visitor education plan implemented. (y/n)		
9. Effective partnerships created with organizations that interact with visitors (y/n)		
10. Number of actual outreach/education activities conducted by special needs providers versus established target number. (#)		
11. Information is tailored to address special needs populations and opportunities are available for people with disabilities to receive training and to participate in volunteer efforts.	N/A	Information tailored for people with disabilities

INITIATIVE PLAN

National Capitol Region Evacuation and Shelter-In-Place Coordination and Outreach to Community, Business and Special Populations Providers.

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.**

   National Capitol Region Evacuation and Shelter-In-Place Coordination and Outreach to Community, Business and Special Populations Providers.

   This initiative will address the need for the National Capitol Region to improve capability and coordination of resources to evacuate and/or shelter in place persons within the National Capitol Region (NCR). Specifically, the initiative will improve evacuation and shelter in place capabilities of NCR residents by supporting plans, training and exercise programs that will address the entire NCR community with a targeted focus on resources to address special needs populations. That special needs population includes children, the elderly, handicapped and non native English speaking persons, transient populations. There will also be a component geared toward the general public. As well an outreach component to businesses and providers that serve special needs populations. This initiative also supports further evacuation planning and coordination across the region and will move the acceptance of roles and responsibilities of transportation and other related industry members and disciplines involved to ensure improved coordination for citizen evacuation and relocation processes. To meet that same end it leverages the evacuation and shelter-in-place work currently being done by individual jurisdictions.

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

   The regional construct for this initiative is for the National Capitol Region which includes Washington DC and 18 local governments surrounding our nation's capital. The National Capitol Region encompasses the seat of the Nation’s Capitol and host a regional population of 4.5 million with the District of Columbia hosting daytime population increase of more than 500,000 thousand. In addition to those who live and work in the region there is a significant tourist population that visits the region and in the event of an emergency will need to be evacuated or have options for shelter-in-place.

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.**

   Existing resources include the Metropolitan Washington Council of Governments (MWCOG) that serves as a regional coordinating entity for the National Capitol Region. Through a number of their existing committees (Senior Policy Group (SPG) and RESF #5) key stakeholders are already identified. Through existing MWCOG working groups some of the issues can begin to be addressed. Processes to bring stakeholders together are recommended in order to achieve buy-in among all interested parties.

Consultant support and One (1) full time project manager is needed.

The consultant will work closely with the project manager also work with subject matter experts and government officials to develop plans under the project. Consultant support is needed to coordinate facilitated discussions and work with jurisdictions to come up with a Regional Evacuation/Shelter-In-Place document that incorporates information that currently exists and to incorporate what has yet to be developed. Much of the work will be performed by contractors working with personnel currently employed in the preparedness area in the NCR. The contractor would be responsible for many aspects -- developing material, printing, distribution, training of key personnel in key organizations, outreach to daycare providers, nursing home operators, advocacy groups for the elderly, disabled and non-English speaking persons, and groups affiliated with hospitality and tourism industry.

This initiative requires planning and communication effort, outreach to the community, dissemination of evacuation and shelter in place information. This would include crating documents, pamphlets, brochures, materials, etc.

Facilitated discussion is needed to bring stakeholders who have a role in any shelter in place and/or evacuation issues to come together and taking ownership of roles and responsibility s well as identify needs that have not been assigned to any particular stakeholder. A tabletop exercise bringing all of the regional stakeholders is needed to further revisit and refine roles and responsibilities. Additional exercises should be held to exercise components of the Regional Evacuation Plan.

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

Governance Structure: COG's RESF leads and other identified stakeholders who would be involved in the process. RESF #5 the regions governing body will give direction. The Senior Policy Group (SPG) will make sure all programs are coordinated across region. A full time project manager will be responsible for regular updates to the RESF#5 group and the SPG. Reaching back to key organizations in all jurisdictions to ensure coordination will take place. The project manager will ensure all project deliverables are received on time.

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

This initiative fits into the larger homeland security program as it speaks to expanded regional collaboration and promotes the 1 message many voices concept. The National Capitol Region is unique because it is viewed as a target rich area. In addition to its large diverse and multi-ethnic population, a significant number of federal employees live in the region commuting daily into the Nation's Capitol along with a significant transient population that includes visitors, tourists, etc. A regionally based plan that is coordinated among all of the jurisdictions is essential. This includes the development of mechanisms for outreach and further coordination among jurisdictions, service providers and residents to improve the overall response capability of the region in the event of an evacuation and/or shelter in place. This potentially reduces reliance on local and state government in the immediate aftermath of an incident when the government may have limited resources. The opportunity to further integrate decision making from multiple disciplines and jurisdictions and have regional entities receive funding to come up with a regional evacuation/shelter-in place plan that supports the needs of everyone in the region makes this initiative timely and relevant.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 26, 2006

R. Earl Lewis, Jr.
Assistant Secretary
Maryland Department of Transportation.
(Representing the Regional Transit Security Working Group-RTSWG)

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Project Title:	**Regional Evacuation Traffic Monitoring and Management Tool(s)**	**Estimated Grant Amount**	$5,000,000+
NCR Strategic Goal Alignment:	Goal 3: Develop Common Regional Information Sharing and collaboration frameworks to include determining roles, responsibilities and protocols. Goal 4: Model and exercise the appropriate 15 DHS scenarios to assess region-wide impact Goal 4: Align and Integrate response plans across jurisdictions with emphasis on continuity of Government, operations, and evacuation	**Allowability**	[See instructions to confirm allowability; attach separate sheet if necessary]
Estimated Timeline	July 1, 2006 to June 30, 2008	**Dependencies and Cost Factors:**	[Attach via separate sheet if necessary]

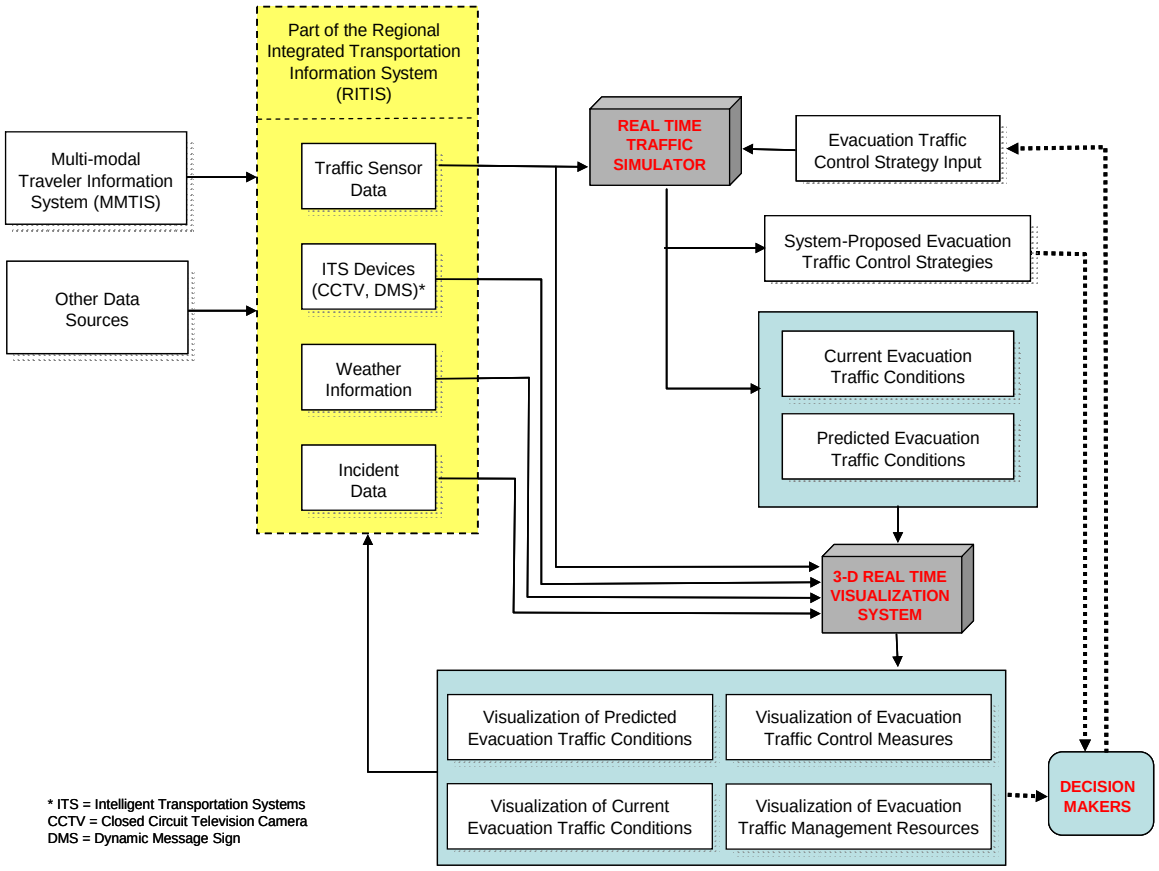
Problem Statement/Project Description:

This proposed Regional Evacuation Traffic Monitoring Tool is a collaborative effort of many agencies in Maryland, DC, and Virginia. Its purpose is to fill a dire need for a real time model that can aid in the management of regional traffic and transportation systems during an evacuation. Although much work needs to be done to complete the tool, many fundamental elements of this tool have been developed and tested, thus, minimizing development risks.

We envision that this tool will enhance the decision-making process in an evacuation, not only by its ability to provide realistic visualization of the evacuation traffic and transportation conditions, but also by its ability to support decisions made by multiple agencies that are geographically separated. In other words, it facilitates decisions made by a "unified command" without the need for face-to-face communication. It provides the same situational awareness to all decision makers in a unified command that is formed only through electronics and telecommunications equipment.

The proposed Real-Time Regional Evacuation Traffic Monitoring tool is an integration of the Real Time Traffic Network Simulator and the Three-Dimensional, Real-Time Transportation Visualization System, as shown in the figure on the next page. This tool will make use of the various types of traffic and weather information provided by Intelligent Transportation Systems (ITS) devices (that have been and will be deployed in the region) to produce information and visualization of evacuation traffic and weather conditions to enhance traffic management decision-making. The ITS device information, in the future, may come from the Regional Integrated Transportation Information System (RITIS), which is a multi-jurisdictional collaborative effort among Maryland, D.C., and Virginia to provide real-time, regional traffic and travel information.

Project performance measures will be tied to system validation requirements during system development and operational performance measures that will be exercised based on normal traffic situations experienced in the region.



A conceptual framework of the Real-Time Regional Evacuation Traffic Monitoring tool. This framework provides the various types of visualization of traffic conditions (current and predicted) and traffic management resources (e.g., traffic control devices, emergency response vehicles, and buses equipped with vehicle-location devices) that decision makers can use to effectively manage traffic and transportation during an evacuation.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Modeling of the Evacuation Road Network		Coding Geometric & Control Features of Network	
2. "		Coding traffic volume for Generation and Destination Nodes	
3. "		Modeling available types of traffic sensors and locations	
4. "		Model calibration to ensure accuracy	
5. Modeling & Testing Real-Time Simulation Functions		Validate accuracy/reliability of sensors	
6. "		Develop efficient comm. module for real time sensor	
7. "		Evaluate/validate real time	

		simulation reliability	
8. Completion of Real-time, 3D Road System Status Viewer		Enhancement of GIS data	
9. "		Incorporate Additional Sensor Data	
10. "		Acquire/install computer servers	June 1, 2008

INITIATIVE PLAN

Regional Evacuation Traffic Monitoring and Management Tool(s)

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.

Regional Evacuation Traffic Monitoring and Management Tool(s)
This initiative will accelerate the completion of tools that will allow regional/local authorities to more effectively manage the impending flow of traffic during an emergency The purpose of this system is to use "real-time" traffic data (not historical planning data) along with traffic management strategies that can display current traffic flow conditions, and predict immediate future traffic conditions over a region (e.g., a metropolitan area or a corridor that is potentially affected by a natural or man-made emergency). This capability is necessary for making the maximum use of road network capacity, thereby, decreasing the evacuation clearance time (which is a lesson learned from Hurricanes Katrina and Rita). The proposed solution will also be used to answer the "what if" questions, allowing the NCR to refine emergency traffic/transportation management plans and realistically determine transportation management resource requirements.

By accomplishing the above we will address the following Capability Weaknesses:

a. **Planning- People-** Need to integrate traffic management systems with operating procedures along with one's ability to decide what plan is needed during an emergency
b. **Planning-Training**- Development of resources and materials for implementing emergency transportation plans/procedures
c. **Planning-Exercises/Eval**.-Testing of jurisdictional assumptions to identify gaps (i.e. signal timing strategies)
d. **Planning-Plans/Policies/Procedures**- Need to integrate plans cross jurisdictionally and cross disciplines
e. **Planning-Plans/Policies/Procedures**- Accommodates for the integration of all regional transportation plans and the incident management plans and procedures
f. **Intelligence/Info Sharing-Equipment**- Transportation agencies by nature do a lot of monitoring and information gathering
g. **Intelligence/Info Sharing-Equipment**- The introduction of a State-of-art operating software and platform Will allow the for legacy systems to be upgraded and integrated across region.
h. **Citizen Protection-Exercises/ Evacuation**- Strong need for scenario based planning
i. **Citizen Protection-Exercises/ Evacuation**- Test traffic management centers

j. **Citizen Protection-Plans/Policies/Procedures**- Need to regionally coordinate evacuation traffic monitoring tools/models that incorporate GIS/Plan traffic evacuation routes
k. **Critical Infrastructure-Equipment**-VDOT Smart traffic center legacy equipment needs replacement …

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

The region of focus will include Northern Virginia, Washington, D.C, and Maryland. It will be necessary to integrate Southern Maryland, Frederick County and much of the highway network around Baltimore and the greater Northern Virginia region to enhance the functionality of these tools during a mass evacuation situation and identify critical nodes to enhance buffer zone protection of critical transportation infrastructures and regional evacuation contingency plans.

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.

Our proposed regional evacuation traffic monitoring tool leverages on-going traffic/ transportation emergency management projects sponsored by the Maryland State Highway Administration (MDSHA) and is guided by regional stakeholder agencies (law enforcement, fire, EMS, transportation, public works, EMA, and others). These projects include:

a. Real-Time Traffic Network Simulator, developed by the University of Maryland, Applied Technologies for Traffic Operations and Safety Program Laboratory

b. Eastern Shore (DelMarVa—Delaware-Maryland-Virginia peninsula) Evacuation Traffic Management Plan Development. This project is a collaborative effort among Federal, State, and local agencies in the DelMarVa Peninsula to develop a coordinated regional hurricane evacuation traffic management plan.

c. Three-Dimensional, Real-Time Transportation Visualization System, developed by the University of Maryland, Center for Advanced Transportation Technology. This system allows for "real-time" comprehensive transportation data for the road networks of Washington, D.C., Northern Virginia, and the entire state of Maryland.

d. The Maryland National Capital Region Transportation Emergency Management Plan Development. This project provides a coordinated plan for managing evacuation traffic in and/or through the Maryland National Capital Region (includes Frederick/Charles Counties).

e. The Regional Integrated Transportation Information System (RITIS), developed by the University of Maryland Center for Advanced Transportation Technology Laboratory.

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

The project will be coordinated through the newly created ESF-1 Working Group and will involve the participation of State and County Transportation Departments. It will require interfaces with

Emergency Operations, Law Enforcement, and Fire/EMS as well as regional government organizations such as COG.

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

The need to enhance the regions ability to manage evacuation scenarios was identified in DHS IB-197. This tool will enhance the decision-making process in an evacuation, by providing realistic visualization of the evacuation traffic and transportation conditions, and supporting decisions made by multiple agencies that are geographically separated thereby enhancing regional collaboration. In other words, it facilitates decisions made by a "unified command" consistent with NIMS without the need for face-to-face communication. It provides the same situational awareness to all decision makers in a unified command that is formed only through electronics and telecommunications equipment.

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Scoring Sheet

Citizen Protection: Evacuation and/or In-Place Protection

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper	National Capital Region Multimodal Traveler Information System										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Regional Real Time Transit Customer Information System										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Emergency Public Address System										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	National Capitol Region Evacuation and Shelter in Place Coordination and Outreach to Community, Business and Special Populations providers									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Regional Evacuation Traffic Monitoring and Management Tool(s)									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

4 Critical Infrastructure Protection

Critical Infrastructure Protection

Capability Definition

The capability of public and private entities to identify, assess, prioritize, and engage in protecting critical infrastructure and key resources (CI/KR) in order to detect, prevent, deter, degrade, and mitigate deliberate efforts to destroy, incapacitate, or exploit the critical infrastructure and key resources.

Capability Outcome

Critical infrastructure is identified; risk assessments are conducted, documented, and standardized; assets are prioritized; decisions are made regarding protective and preventative programs; protective and preventative plans are implemented; and the risk to, vulnerability of, and consequence of attack to critical infrastructure is reduced.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The decision making process utilized to identify critical infrastructure, including collaboration with Federal agency, public sector, state, regional, and other personnel.
- The training and exercises developed for various types of critical infrastructure.
- The way in which vulnerability assessments of critical infrastructure are standardized to ensure that a consistent methodology is applied.
- The risk management approach for measuring high risk targets and reducing threats and vulnerabilities.
- The organizational structure in place to support critical infrastructure protection and the plan for sustaining and evolving processes.

NCR Discussion Results on Critical Infrastructure Protection

Resource	S/W	Comments
People	S	• Key personnel are available for the CI assessments needed since 911. • COG NCR CIP committee was established to address issues related to infrastructure protection. • Utility personnel have expertise and experience in emergency response. • Groups like utility companies and hospitals historically give priority to SNP.
	W	• Hospitals, dispensing centers, and medication caches need increased personnel with arrest powers and security abilities. (6) • Need more staff for CIP such as regional cyber security and the NOC. (4) • Need funding to sustain CIP at NCR. (2) • Need to better engage private sector. (2) • Lack of ability for NCR emergency responders to utilize existing metro CCTV capabilities. • Need to include SNP in the decision making process because they are more vulnerable by the loss of critical infrastructure. • Need to integrate non-profit CIP leads into the NCR. • Hospitals should be classified as "Critical Infrastructure." • Need a critical infrastructure program in DC.
Equipment	S	• Radio cache can restore communications on a limited basis
	W	• NCR needs to ensure back-up power generation both mobile units and for major facilities (8) • Hospital security and hardening needs to be emphasized so hospitals don't close as a result of

Resource	S/W	Comments
		an emergency (4) • We need back up systems to support communications (2) • NCR has single points of failure that could lead to system wide breakdowns; need redundant control capability and enhanced monitoring systems. (2) • Need to secure server and cache sites (2) • Single point of communication failure in DC metro radio station (2) • Single points of failure are known to be taken care of (need common secure analysis) • We are vulnerable because of our cyber-security weaknesses • Resources are not available in a critical time; need more stockpiles, etc. • Need back up systems to support transportation requirements • Inventory of existing equipment and supporting fuels. • Need to secure network ops center • Lack of CBRNE detection equipment • Lack of equipment/system mitigation (hospitals) • Lack of reliable communications in the metro system • Lack of sufficient resources to mitigate and restore CIS-metro • Need standardized software program for risk assessment and threat assessment • PLOSN need critical infrastructure, power, transportation, emergency healthcare, etc., more that non-disabled populations, especially if they used equipment like power wheelchairs, accessible communication devices, dialysis equipment, etc. • Standardized assessment tools • Standardized protection tools • Secure equipment and information exchange • PCJJ certification for NCR • Trucked radio system outage at risk • Lack of ability to reconstruct a system that has been lost • Information protection • Fusion/analysis center • Databases • "Acamsand Ramcap" • VDOT smart traffic center software platform, computer hardware, etc, are all legacy equipment and in need of replacement, before the region can be effectively integrated. New software systems would enable us to more effectively and efficiently, identify incidents, verify situations, form response, deploy right resource, inform road users, etc. • Need more protective equipment
Training	W	• Lack of comprehensive NCR training program for METRO system (2) • Regional training in infrastructure protection including dams aw well as electrical or water supply • Management level understand what ability is their (capability) → communication resources • Need training of facility staff on roles and responsibilities degree of force – and legal issues surrounding protection • Regional assessment training • No set regional training piece • Training of critical infrastructure personnel needs to include the needs of PLOSN, especially the higher risks they face with loss of power, transportation, and other critical infrastructure. • Need to standardize the risk assessment process between feds, state and local • Need for enhanced reliability of existing communications capability in transit tunnels both for first responders and train operations • Joint communications training with Red Cross techs and other communications techs. • COOP training for key VOAD organizations • Do not train private sector folks who are responsible for critical facilities • Create and implement a test plan • The NCR has trained for natural and man-made events, but the consequences of losing power, water, communications, transportation are unclear

Resource	S/W	Comments
		• Fortify energy responders with the appropriate training. Establish a minimum level of training for ESF-12 respondents on ELD's in all jurisdictions in NCR • Need integration with law enforcement to have response teams to protect "critical" buildings
Exercises/Evaluation	W	• Need exercises to perform recovery/restoration exercises with emphasis on decontamination, communication, etc. (4) • Need an exercise/evaluation component (3) • Need to practice responses, evacuations, shelter in place, etc. • Unsure as to whether we can prevent water born attacks • Have not exercised a communication failure • Need more exercises on targeting • Need exercises to take into account people with special needs • Lack of PPE training and exercises (hospitals) • Need to exercise equipment at run at load and beyond maintenance test levels • Need to perform COOP exercises, including key government, non-profit, and homeland security partners. • Need to exercise whether generators can run under load and be refueled. • Need to create and implement exercises that assume communications capability is compromised. • Need utility participation in active exercises.
Plans, Policies and Procedures	S	• Formation of NCR – CIP working group • Established agreement between NCR jurisdictions and WMATA • Redundancy in some systems in some areas • Utility, transportation, sectors have good vulnerability assessments → government mandate • Extensive back-up generator capability/requirements • Learned that solar technology was very beneficial in Rita • Hospitals have in house plans to maintain power, water, and food
	W	• Recovery needs more emphasis in terms of plans and procedures for restoring services with emphasis on decontamination → also equipment issue (9) • CIP must be expanded to include healthcare facilities (hospitals). Target hardening and law enforcement perimeter security must be prioritized. Fire/hazmat support (including WMD detection) and response to events requiring mass decontamination operations occurring at hospitals. (4) • Lack of reliable communication system (4) • Need for regional methodology for prioritizing risk across CIP sectors within NCR (4) • Communications infrastructure needs to be protected and secured → highly reliant on electricity (3) • No coordination between DHS and NCR planning organizations (2) • How are we implementing private sector (2) • Need a process and means for emergency notification • Not specified in most plans for security reasons • Plan implementation for CIPP • Focus on identifying gaps in the fire services infrastructure, resources and its protection • Lack planning to maintain fuel for response vehicles • What will you do if you loose an entire service? • There are no plans in place to harden targets that result from an event • Need a governing council to push regional policies and regulations and M.O.U. • Need to address special needs and prison population needs in regional policies and procedures for CIP in the NCR! • Regional T.I. P.P. program, tip line! • Need to better recognize the needs of LOSN and management and analysis should include the heightened risk to PLOSN who are more vulnerable to the effects of losing critical infrastructure services. • Agreement needs to be reviewed and revised • Hospitals have plans however they do not have personnel

Resource	S/W	Comments
		• Prioritization and I.D. of critical infrastructure needs to e developed using a common tool→ help from DHS? • Reliance solely on grid system • Command and control • Lack of resources for training on emergency response, response mitigation, etc. with Metro (esp. Underground) • Need to test back-up generators more regularly also testing protocols need to be enforced. • Region's population is underutilized and capable of being an effective threat evaluator • Need regional plan for generators to move fuel • Monitor transportation infrastructure → then communicating threats to different ESFs • Mandate of COOP/COG plan for critical infrastructure in the NCR (private sector) • Develop a plan to har5den the targets that relate to critical facilities • Notification of ESF 5 during outages utilities • Develop a standardized way to analyze the critical facilities • Daily security at hospitals is very lax with the exception of obstetrics • Failure to include private sector in planning process • Failure to link regional and national reporting system for cyber attacks • Failure to link terrorism databases with CRO personnel databases • Failure to include no – CI/KA private sector in vulnerability assessments • In place emergency generation equipment 1) inventory with details 2) maintenance 3) upkeep in operating mode 4) fuel source(s)/re-fueling • Inclusion of potential mass care facilities within CIP plans • Generators → inventory, where are they, what can they support • In the process of identifying a CONOPS and governance structure • Need to complete a risk assessment • Need to create an IT security policy • Need to create an IT architecture • Implement IT security tools • Create a continuity of operations plan for voice/data systems • Unaware of plans for a complete break –down of the critical infrastructure • Minimum standard of readiness for plans • Mutual (regional) standard operating procedures

NCR Concept Papers and Initiative Plans

Concept Paper ***Preliminary Document – Presented for Review and Discussion***		January 26, 2006 Chris Voss, Division Chief, DC Emergency Management Agency Chris.voss@dc.gov 202-673-2101 x1141	
Project Title:	**National Capital Region Critical Infrastructure Resiliency Program**	**Estimated Grant Amount**	$4,801,109
NCR Strategic Goal Alignment:	Planning & Decision-Making; Community Engagement; Prevention & Mitigation; Response & Recovery	**Allowability**	All staffing and equipment costs are allowable under the HSGP
Estimated Timeline	[Please see attached White Paper]	**Dependencies and Cost Factors:**	[Please see attached White Paper]

Problem Statement/Project Description:

The principal governments involved in the critical infrastructure (CI) program agree that a resilient CI program requires strong partnerships that are based on trust in data and the acceptance of common terminology and methodology. In order to achieve this resilient program the principals have, in the earliest stages of the program, committed to engage the public and private sector critical infrastructure owners and operators to develop the foundation for a prolonged CI partnership.

In order to cultivate this partnership and develop the framework for protected information sharing, the principals must commit resources to CI programs in their governments. Currently, the principals are utilizing overtaxed resources to start this initiative and have realized that resources to implement a resilient CI program require dedicated protagonists for each of the three states and a staff to implement the program.

This program aims to create a resilient CI program through the following activities:

- Partnering with the public-private CI owners and operators
- Identifying a common risk assessment methodology
- Developing an IT system for the exchange of protected information and a security protocol to protect this information.
- Creating emergency response plans for the CI that require updates to their plans
- Implementing a training and exercise program that will train and test the public-private response
- Implementing corrective actions for the CI

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. Hire Staff	Sponsor jurisdictions	Staff support	2 months from award
2. Constitute CI committees	CI Officers	Regional collaboration	5 months from award

3. Select a common risk assessment methodology/tool	CI Officers/CI group	Common risk assessment tool	12 months from award
4. IT system development	CI group	Information exchange and display system	24 months from award
5. CI Risk Assessment	Sectors	Risk assessment data for IT system	18 months from award to 60 months from award

Project Performance Measures	Baseline Value	Target Value
1. Common risk assessment	0	1
2. IT system	0	1
3. Facility specific risk assessments available in IT system	0	1 each
4. Sector specific training	0	2/quarter
5. Public-private exercise	0	2/year
6. Corrective action	0	TBD

INITIATIVE PLAN

NATIONAL CAPITAL REGION CRITICAL INFRASTRUCTURE RESILIENCY PROGRAM

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.

National Capital Region Critical Infrastructure Resiliency Program

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

The National Capital Region (NCR) is creating a regional critical infrastructure protection program. This program involves senior officials from the Commonwealth of Virginia, the District of Columbia and the State of Maryland with pending involvement of representatives from the critical infrastructure operators and owners. These operators and owners will represent critical infrastructure located in the NCR or infrastructure that are major suppliers to the region.

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.

To successfully implement the program, the NCR will have to develop an information sharing program between the public and private sector. This program will leverage the regional IT

infrastructure but will have to be engineered to protect the private critical infrastructure data. The program costs will be split between staffing costs to coordinate and implement the program; the development of an IT system; a public-private training and exercise program; CI risk assessments; and corrective actions for the CI owners and operators.

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

The NCR has an existing group, the Critical Infrastructure Protection Group, with governmental representatives. This group is currently expanding to include sector representatives and will report its findings to the homeland security advisors of DC, Md., and Va. The NCR CIPG reports directly to the Senior Policy Group which is consists of the Homeland Security Advisors of DC, Md. and Va.

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 initiative is closely tied to the state homeland security program and the Overarching National Priorities. The state homeland security program requires that the critical infrastructure in the region be resilient so that the prevention, response and recovery assets can operate at an efficient level. Two of the three overarching national priorities, Implementation of the NIPP and Expand Regional Collaboration, are addressed with this plan. Currently, the regional collaboration is focused on the public sector. A series of strong relationships have been developed with this collaboration. With the development of a resilient critical infrastructure program, the public-private sector collaboration will be enhanced and the regional collaboration will have greater depth. Cataloguing the critical infrastructure through a public-private partnership, selecting a common critical infrastructure assessment tool and enhancing the resiliency of the system will allow this program to address the NIPP.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 25, 2006
Virginia Department of
Transportation, Northern Virginia District
Roger Boothe
Assistant Manager, NOVA Smart Travel

14685 Avion Parkway, Suite 335
Chantilly, VA 20151
703-383-2254
Roger.Boothe@vdot.virginia.gov</td></tr>
<tr><td>Project Title:</td><td>Northern Virginia Transportation Management Program: Enhancements for Incident Response and Emergency Operations Command/Control and Information Sharing.</td><td>Estimated Grant Amount</td><td>2006-7 Total: $9, 550,000
Breakdown by Project Focus
• $300,000 - Automated Incident Detection: CAD Integration
• $400,000 - Integration for Enhancing Information Sharing
• $50,000 - Continuous Monitoring Protocol for Freeway Ops
• $200,000 – Crisis Response/Evacuation Plan
• $300,000 - Safety Service Patrol Sign Replacement
• $1,800,000 – Expand VMS Coverage on Interstates
• $1,500,000 – Expand CCTV Monitoring on Interstates
• $2, 000, 000 - ATMS Command, Control, Information Sharing Central System: Phase 1
• $3,000,000 – ATMS Command/Control/Information Sharing Central System: Phase 2, Action 1</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Strategic Goal 3
An enduring capability to protect the NCR by preventing or mitigating “all-hazards” threats or events.

Objectives
▪ Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness.
▪ Employ a performance- and risk-based approach to critical infrastructure protection across the NCR, targeting resources where the threat, vulnerability, and impact are greatest.

Strategic Goal 4
A sustained capacity to respond to and recover from “all-hazards” threats or events across the NCR.

Objectives
▪ Ensure the capacity to operate multi-level coordinated response and recovery.</td><td>Allowability</td><td>Applicable Categories from DHS Preparedness Directorate Office of Grants and Training AEL
4.1 Applications Software
4.2 Hardware
4.3 System and Networking Software
6.11.3 Public Notification and Warning
14.1 Surveillance, Warning, Access, Intrusion Control Systems
14.3 Support for Continuation of Critical Infrastructure Operations
21.8 Consulting Services in Support of Equipment Acquisition
21.10 Equipment and Supplies, Information/Operations Center</td></tr>
</table>

	▪ Ensure adequate and effective sharing of resources.		
Estimated Timeline	03/06 – 06/08	**Dependencies and Cost Factors:**	Implementation phase depends upon construction of PSTOC facility Final delivery of ATMS central system depends on amount of software customization required. Crisis Response/Evacuation Plan interdependent with D.C. plans.

Problem Statement/Project Description:

As a public agency managing and operating one of the largest and most critical arrays of infrastructure within the NCR, VDOT NOVA District is very conscious of our responsibility to maintain the *safety and security* of these assets, and we are committed to earning and maintaining public trust that we will meet these responsibilities without fail. We are equally committed to working in *partnership* with public and private entities throughout the NCR to ensure the overall security of the region and to respond efficiently in time of crisis. As part of this resolve, VDOT NOVA District proposes to plan and implement a program of unified enhancements and upgrades to the District's transportation command/control and information-sharing capabilities, to improve *safety, security* and daily operations. This Concept Paper requests UASI funding support for a series of projects within this program that are most directly relevant to *maintaining NCR critical infrastructure security* and *responding effectively and managing incidents and emergencies*. These projects detailed individually for the convenience of reviewers, although each is proposed under VDOT NOVA's unified transportation management program, and each has been deemed critical to VDOT NOVA's ability to *meet and exceed its safety, security and response needs* and to enhance our capability to *serve a strategic function during an emergency, natural disaster or security threat.* The proposed projects are:

1. Implement Automated Incident Detection: CAD Integration (Phase 1 of broader District initiative)
2. Integration for Enhancing Information Sharing (Phase 1 of broader District initiative)
3. Develop Continuous Monitoring Protocol for Freeway Operations
4. Develop Crisis Response/Evacuation Plan
5. Safety Service Patrol Sign Replacement
6. Expand VMS Coverage on Interstates
7. Expand CCTV Monitoring on Interstates
8. ATMS Command/Control/Information Sharing Central System: Phases 1 and 2

The projects proposed allow VDOT to more effectively *monitor its critical infrastructure* (and potentially infrastructure belonging to others to *identify risks and prevent incidents; share information* with regional partners through CapCOM/RITIS and CapWIN; share information with public through 511 and field devices; and to respond efficiently to any and all occurrences. Each "systems" project proposed relies upon implementing the "foundational" project within this series: deployment of a new, robust central system for command/control and information-sharing. The success of our proposed Operations Program, and its ability *to impact safety and security in the NCR,* is contingent upon replacement of the existing ATMS. In addition to being aligned with the NCR Strategic Goals, this program may support several of the Scenarios, Tasks and Capabilities outlined in Homeland Security Presidential Directive (HSPD) -8. Specifically, the proposed series of projects would assist in emergency response under the Chemical, Biological, Radiological, Explosive and Natural Disaster Scenarios. The proposed project will become a tool for each of the Prevention, Protection, Response and Recovery Tasks. The project provides through a phased, iterative process, many Capabilities cited in HSPD-8, including:

Common-Target Capabilities: Interoperable Communications ;**Prevent Mission Area-Target Capabilities:** Information Collection and Threat Recognition; Information Sharing and Collaboration; **Protect Mission Area-Target Capabilities:** Critical Infrastructure Protection; **Respond Mission Area-Target Capabilities:** On-Site Incident Management; Emergency Operations Center Management; Citizen Protection: Evacuation/In-Place Protection; Emergency Public Information and Warning; **Recover Mission Area-Target Capabilities;** Structural Damage Assessment and Mitigation. Projects support the intent of DHS' National Incident Management System to create *interoperability and coordination between systems and agencies* at all levels with a role in incident/emergency response.

The Projects Detailed

Automated Incident Detection: CAD Integration

The project proposed for UASI funding is Phase I of a broader Automated Incident Detection initiative being undertaken by VDOT NOVA. Phase I is critical to NCR security in that it provides a basic set of incident detection capabilities that are currently not available with the existing STC. Importantly for NCR security, and safety, this project offers corollary benefits for

First Responders in that it will provide an automated mechanism for law enforcement and other First Responders to be aware that the NOVA STC has verified a reported incident through the use of CCTV cameras. It would provide an automated mechanism for police and other systems to be aware of new incidents that the STC has detected, and would provide road work and incident data to First Responders' CADs so that dispatchers can find the quickest route to an incident based on the real-time traffic conditions. Phase I includes:

Integrate Virginia State Police CAD with the Incident Management Module at the STC

Install a Fairfax CAD workstation at STC control room as the first step. Implement a pilot project to gather data from existing CCTV Incident Detection available from private and public sources outside VDOT.

Increase frequency of Safety Service Patrols and implement Automated Vehicle Location on SSP vehicles

Place radio scanners at all STC workstations, improve/upgrade SSP/STC 2-way radio communications and cell phones, modify/implement SOP.

Integration for Enhancing Information Sharing

The project proposed for UASI funding constitutes Phase I of a broader Regional Integration initiative. Regional Information-Sharing and integration is an emerging focus in the ITS community. Driven by security concerns, incident management needs and burgeoning traffic in major metropolitan areas that envelope multiple jurisdictions, agencies are moving toward sharing dispatch, traffic monitoring, weather and related information to enhance regional transportation system performance. The objectives are coordination and cooperation across agency and jurisdictional lines. A prime example is the NCR's RITIS project, which is supported by VDOT NOVA. This proposed project supports and meshes with the RITIS effort by integrating data provided by RITIS into VDOT NOVA's existing systems. VDOT NOVA has already taken a first step by contracting with the developers of RITIS to create and Incident Management "front-end" module in Windows XP, for use with our STC legacy central software. This proposed project will integrate certain highly strategic systems with the Incident Management Module. Regional Integration may include systems interoperability, data and information sharing capabilities, and increased cooperation between agencies, jurisdictions and people. A second element of Regional Integration is the ability to provide comprehensive, accurate, real-time information to the traveling public via various means of dissemination. While both inter-agency coordination and traveler information are functions of regional integration, they are distinctly different in terms of hardware, software and methodology. It is essential that VDOT NOVA understand and appreciate that distinction moving forward. Thirdly, given the corridor-oriented nature of Virginia's highway system, integration between VDOT NOVA systems and those of other Districts/agencies C regional agencies is an emerging focus. State systems such as Virginia Operational Information System (VOIS), and agencies such as Maryland State Highway Administration, D.C. DOT, WMATA, the county DOTs in Suburban Maryland and Northern Virginia, U.S. Park Police, and various enforcement, response and emergency management agencies are all likely partners for Regional Information Sharing. In this proposed phase, VDOT NOVA will begin taking advantage of these opportunities by:

Integrating the VOIS and RITIS systems with the STC Incident Management Application. This will eliminate the current practice of manually entering data in VOIS in addition to entering the same data into the STC IM Module., and will therefore shorten incident verification time. This effort will include:

Link to RITIS within existing Incident Management (IM) Application; Push data to RITIS and pull data from RITIS to IM, taking advantage of data in RITIS.

Fully integrate VOIS with IM Application

Continuous Monitoring Protocol for Freeway Operations

Under this project we propose to develop & implement a continuous monitoring protocol for freeway operations to identify recurring & non-recurring incidents on the freeway system, and to record and respond to those incidents using available ITS tools. This is a short-term project designed to shore up weaknesses in VDOT NOVA's ability to monitor incidents identified by systems other than the STC. Specifically, VDOT NOVA will partner with private and research entities to develop methods for systematically diagnosing traffic problems via monitoring and analysis of historical data, in comparison with real-time data.

Crisis Response/Evacuation Plan Development and Assessment

Under this project we propose to update and enhance Northern Virginia Incident Management Manual, revising and improving response and recovery protocols and adding an evacuation protocol. As part of this effort we will, *working in partnership with D.C. and Maryland*, revise and update our planned diversion routes for emergencies and will develop plans and protocols for evacuation routes. Once routes are defined, we will simulate the performance of these routes under various incident and emergency scenarios, and modify plans accordingly. The effort proposed for UASI funding constitutes a one-time, wholesale revision and enhancement of our Incident Management plans. These plans will be reviewed and updated annually by VDOT.

Safety Service Patrol Directional Sign Replacement

This project is to install new directional signs on NOVA Safety Service Patrol vehicles. In addition to their usefulness at accident sites, these vehicles with directional signs will be a key traffic management tool during any route diversion or evacuation, and will become an important tool to put into effect the protocols developed as part of our Crisis Response/Evacuation Plan.

Expand VMS Coverage on Interstates

This project is to install new Variable Message Sign hardware, with supporting site engineering, structure and telecommunications equipment, at locations on Interstates throughout the District where coverage is lacking or insufficient.

This project will enhance our ability to provide information to motorists and to direct traffic flow during an emergency or evacuation.

Expand CCTV Monitoring on Interstates

This project is to install new camera hardware, with supporting site engineering, structure and telecommunications equipment, at locations on Interstates throughout Northern Virginia where coverage is lacking or insufficient. This video imagery will be shared with law enforcement and other emergency response entities. This project will increase and improve the breadth of visual incident identification and verification capability. It also benefits First Responders in that it allows those agencies to independently locate and verify an incident prior to dispatching resources, and to quickly deliver resources to an incident scene.

ATMS Replacement and Enhancement

The "core project" in this proposed series, and indeed of the full VDOT NOVA program, is replacement and enhancement of the District's Advanced Traffic Management System (ATMS), which will be housed at a new facility called the Public Safety Transportation Operations Center (PSTOC) – a co-located operations center with Fairfax County and Virginia State Police. ATMS Replacement is a multi-year project with total cost on the order of $12 million, of which VDOT proposes to fund approximately $7 million. Due to the strategic nature of the ATMS and its capability relative to NCR security, we request some $5 million via UASI for the initial two phases of this project. The proposed ATMS will be multidisciplinary, multi-functional, useful for *situational awareness,* and built with an eye toward *an "all hazards" incident and emergency management capability*. The vision for this project includes eventual information sharing capabilities with other systems in the NCR. These may include RITIS, CapCom, CapWIN, CHART, DCDOT, WMATA, Virginia State Police CAD, Fairfax County CAD, and others. A strategic assessment of assets and operational capabilities and requirements conducted by VDOT NOVA identified over 130 desirable ATMS functional and administrative needs, in 18 categories. These needs taken together offer a profile of what a robust, fully functional and geographically broad ATMS would look like. The existing NOVA STC central software was provided nearly ten years ago and has become very nearly functionally obsolete. The system is currently being maintained and enhanced in piecemeal fashion. This system falls far short of meeting the functional need. Additionally, the system resides on a legacy platform which is both difficult to maintain and is no longer industry-standard, as nearly all ATMS central software today runs on a Windows platform (typically NT or XP) and uses data management and information exchange tools and protocols such as JMS, XML and SOAP, none of which are available for the legacy platform. Clearly, a new central software system is necessary to meet the functional needs identified, or, at minimum a significant enhancement effort to the current system is needed. Such an effort would include nearly wholesale revisions of the source code and migration of the system to an industry standard platform. This in itself would constitute development of an essentially "new" system, although the "look and feel" of the GUI might be retained for the comfort of the Operators. With the impending move of ATMS command and control functions to the new PSTOC in Fairfax County, the time is right to initiate procurement of a new central software system, or wholesale revision of the existing system, along with systems design, integration and testing services, and central hardware procurement for the PSTOC. The project will proceed as follows:

Phase 1 Complete June 2007: $2 million: evaluate, plan and design system; develop Graphic User Interface and Software Prototype.

Phase 2, Action 1 Complete June 2008: $3 million: investigate platform options, fully develop and implement the core ATMS, and implement expanded functionality and transform the system to include a host of advanced features that will make the NOVA ATMS a truly robust system and bring the software online at the PSTOC.

Phase 2, Action 2 Complete 2013: $7 million (Note: VDOT NOVA is not requesting funding for this portion of the project from UASI. This portion will be funded by VDOT): Phase 2, Action 2 will constitute the functional and geographic expansion of the system. Many of these features will be determined based upon changing needs of the region, industry trends and technology advances. We expect Phase 2, Action 2 will be complete in 2013 for $7 million. VDOT will program funding for this effort.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Implement Automated incident Detection Phase 1	VDOT NOVA Consultant	Integrated CAD; Workstation; Thumbnail Web Page; Additional SSP Routes and Vehicles with AVL installed; SOP Manual	04/06-12/06
2. Integration for Enhancing Information Sharing	VDOT NOVA Consultant	Integrated System	0306-0906
3. Continuous Monitoring Protocol for Freeway Operations	VDOT NOVA Consultant	Feasibility Study Implemented Solution	03/06-ongoing
4. Crisis Response and Evacuation Plan	VDOT NOVA Consultant	Revised IM Manual with diversion and evacuation routes/protocols	04/06-12/06
5. SSP Directional Sign Replacement	VDOT NOVA	Outfitted Vehicles	03/06-06/06
6. Expand VMS Coverage on Interstates	VDOT NOVA Consultant	Location Evaluation; Deployed, integrated VMS	06/06-12/08
7. Expand CCTV Monitoring on Interstates	VDOT NOVA Consultant	Location Evaluation; Deployed, integrated cameras	06/06-12/08
8. ATMS Replacement and Enhancement Phases 1 and 2	VDOT NOVA Consultant	Feasibility Study; ConOps; Functional Requirements; Functional Definition; System Design; Software builds; Implementation	03/06-06/08

Project Performance Measures	Baseline Value	Target Value
1. 10% improvement in throughput per mile for targeted segments based on 2006 volume	90%	100%
2. Ability to effectively manage all normal traffic disruptions; natural disasters; evacuations	75%	100%
3. Ability to share all available data with RITIS and draw all data from RITIS	95%	100%
4. 20% reduction in incident response time	80%	100%
5. 15% Reduction in incident clearance time	85%	100%

INITIATIVE PLAN

Northern Virginia Transportation Management Program: Enhancements for Incident Response and Emergency Operations Command/Control and Information Sharing.

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.

The name of this initiative is*: Northern Virginia Transportation Management Program: Enhancements for Incident Response and Emergency Operations Command/Control and Information Sharing.*

The table below identifies the priority needs identified during the NCR's Capability Review Session for Critical Infrastructure Protection, which will be addressed by this initiative.

Resource	Needs
People	• Need funding to sustain CIP at NCR. • Lack of ability for NCR emergency responders to utilize existing CCTV capabilities.
Equipment	NCR has single points of failure that could lead to system wide breakdowns; need redundant control capability and enhanced monitoring systems. (2) Resources are not available in a critical time; need more stockpiles, etc. Need back up systems to support transportation requirements Need to secure network ops center Secure equipment and information exchange Information protection Fusion/analysis center Databases VDOT smart traffic center software platform, computer hardware, etc, are all legacy equipment and in need of replacement, before the region can be effectively integrated. New software systems would enable us to more effectively and efficiently, identify incidents, verify situations, form response, deploy right resource, inform road users, etc.
Training	Training of critical infrastructure personnel needs to include the needs of PLOSN, especially the higher risks they face with loss of power, transportation, and other critical infrastructure.
Exercises/Evaluation	Need to practice responses, evacuations, shelter in place, etc.
Plans, Policies and Procedures	Need a process and means for emergency notification Command and control

The needs addressed by VDOT NOVA's proposed initiative fall primarily in the category of "Equipment". The proposed initiative will lead to deployment of equipment and systems that provide and enhance command and control, monitoring, information-sharing, and emergency response capabilities. Implicit in this initiative is the requirement for development of plans and Standard Operating Procedures; the need to train personnel; the need to have qualified staff and; the need to practice identifying and responding to scenarios using the newly deployed equipment, to evaluate performance, and to iteratively improve.

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

This initiative will be specifically implemented within VDOT's Northern Virginia District, with an emphasis on those areas within immediate proximity to Washington, D.C. The functional capability delivered by this initiative will provide benefits to Washington, D.C. and Maryland, as well as Northern Virginia.

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.

The foundation for this initiative currently exists in the VDOT NOVA's Smart Traffic Center and existing ATMS, as well as related programs such as the Safety Service Patrol. However, the capabilities of these existing resources are sub-standard and require significant upgrade and/or replacement. The intent of our initiative is to begin by effectively leveraging the assets we currently have, through incremental improvements such as integration of CAD systems with the STC; enhancement of the SSP program, and development of short-term "fixes" that will ameliorate the impact of current operational limitations. Longer term, this initiative provides for full replacement of the core ATMS assets with a system that is robust, interoperable with other regional systems, and that will substantially upgrade the region's safety and security. The most efficient means of attaining the resources required by this initiative is to competitively bid elements of the initiative to private sector contractors/consultants.

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

This initiative will be managed by the Operations Division of VDOT NOVA District, using the standard project management and oversight tools and protocols regularly employed by the District. Involvement of regional stakeholders from both the public and private sectors will occur throughout the initiative, both formally and informally. Coordination with WashCOG's Transportation Planning Board and its various committees will occur regularly, and the technical implementation of this initiative will occur in concert with other regional efforts such as CapCom/RITIS, CapWIN and efforts of individual agencies. An early step in this initiative will be to define the functions required of the new VDOT NOVA ATMS, and input and information needs of all regional stakeholders will be strongly considered in defining ATMS functions.

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 initiative strongly supports all three of the Overarching National Priorities. The ability to monitor infrastructure, to effectively operate the transportation system, to move people away from danger and emergency responders toward incident sites are all key elements of implementing the National Incident Management System and National Response Plan. The ability to gather and share information across jurisdictions and geographic boundaries, to share resources and assist other agencies in securing their facilities as well as VDOT's own, directly supports Expanded Regional Collaboration. Finally, increasing monitoring, operations and response capabilities on VDOT's own infrastructure meshes with the intent of the Interim National Infrastructure Protection Plan. In addition to supporting the Overarching National Priorities as described above, this initiative fits squarely within the mission and goals of both Virginia's homeland security program and that of the NCR. By providing improved operation of the transportation system, by sharing information with other agencies, by enhancing the free flow of the conduits by which emergency responders reach their destination, by protecting what is among the most valuable and largest infrastructure assets in both Virginia and throughout the NCR, this initiative "moves the needle" on the level of safety, security and response capability in the state and in the region.

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006</td></tr>
<tr><td colspan="2">Mark Miller
Operations Emergency Coordinator
WMATA</td></tr>
<tr><td colspan="2">600 5th Street, NW
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202-962-1787
Mmiller1@wmata.com</td></tr>
<tr><td>Project Title:</td><td>WMATA Alternate Operations Control Center</td><td>Estimated Grant Amount</td><td>$9 million</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 3 – Risk based critical infrastructure protection
Goal 4 – Ensure the capacity to operate multi-level coordinated response and recovery</td><td>Allowability</td><td>Yes</td></tr>
<tr><td>Estimated Timeline</td><td>20 months after receipt of grant approval</td><td>Dependencies and Cost Factors:</td><td>Will also apply FY06 Transit Grant to the project</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
WMATA's existing OCC is a multi-dimensional facility. It directs rail and bus operations, emergency repair actions, rail, bus and police radio communications, coordination and communications with the region's emergency first responders, receives chemical sensor program data, origination point for public announcements, and needs to be extremely facile with the ability to quickly respond to a variety of incidents. WMATA's OCC represents a single point of vulnerability for operating the entire rail system. If the building that currently houses the OCC was destroyed or had to be evacuated, it would be essentially impossible to maintain rail service with any acceptable degree of reliability. During the rush hour, 30 percent of the region's commuters rely on Metrorail service, and almost half of peak period riders are federal employees. The recent attacks in</td></tr>
</table>

London and Madrid have shown that transit systems are a favorite target of terrorists. Addressing this single point failure in WMATA's operating system in a timely fashion will serve to mitigate the negative impacts and enhance the response and recovery capabilities of the National Capital Region resulting from a terrorist attack directed towards transit or other high threat targets in the region.

WMATA's #1 Security Priority Based on Federal Assessments; Regional Endorsements:

The need to put in place an Alternate Operations Control Center was singled out as WMATA's top security need in a system wide risk-based security assessment sponsored by the DHS's Office for Domestic Preparedness (ODP) in 2004. A Federal Transit Administration security assessment conducted in 2002 also identified the need for redundancy in critical operations control and communications systems as a top priority for WMATA. The FY06 Department of Homeland Security Appropriations bill also highlighted the need for redundant transit operations control abilities in the NCR to maintain federal continuity of operations and directed ODP to address the issue. At the request of the NCR CAOs during the FY05 UASI funding process, WMATA requested and obtained the endorsement of the NCR Transportation Planning Board for the project in May of 2005. In a letter to WMATA, the TPB, stated: "WMATA has demonstrated that such a project is a top homeland security project for the region. The TPB looks forward to the progress that the region's partners can make on directing federal homeland security funds targeted to the NCR to this important and timely effort." All the local jurisdictions and states included in the WMATA compact have endorsed the allocation of federal homeland security funds to address this top security need as part of the "Metro Matters" Agreement signed by all compact participants in 2004.

Alignment with National/NCR Priorities/Target Capabilities:

Addressing WMATA's number one security concern based on the application of a DHS sponsored comprehensive risk based assessment methodology on all of Metro's assets is in alignment with the implementation goals of the National Infrastructure Protection Plan (NIPP) and directly covers two National/NCR Target Capability Areas: Critical Infrastructure Protection and Citizen Protection: Evacuation and/or In-Place Protection. WMATA's Alternate OCC request aligns with goals three and four, and the relevant objectives and initiatives linked to the goals, of the NCR Homeland Security Strategic Plan. In terms of goal three, providing WMATA with the full capability to operate the transit system from a location outside of the region's core, allows for the protection of the regional transit system's most critical asset as determined by a risk-based methodology sponsored by ODP. Taking this protective action has the potential to mitigate the impact of "all hazards" threats or events by enhancing the reliability of rail service during an emergency, including assisting with evacuation efforts, or taking immediate actions to get Metro customers out of harm's way if the transit system is the target of an attack . Enhancing the reliability of Metrorail service will also yield benefits after an attack during the response and recovery phase, the focus of goal four. Regional recovery activities will be especially comprised as a consequence of the negative impact on rail service throughout the Metro system if WMATA does not have access to a fully functional OCC.

Broader Regional Transportation Benefits:

WMATA also intends to make the facility that will house the new primary OCC available to other transportation agencies in the region to address their need for backup traffic management center capabilities. The current building's space availability, its close proximity to other regional transportation centers and future and existing regional connectivity outlets provides the potential for the facility to become a center point for regional transportation information sharing and coordination during emergencies. Enhancing this capability addresses two additional National Priorities/related capabilities: Expanded Regional Coordination and Strengthen Information Sharing and Collaboration Capabilities.

New Accelerated Plan with Cost Savings:

In an effort to address this top security priority in a more cost effective and timely manner, WMATA recently decided to designate the existing facility it was originally going to use as a backup as its future primary OCC. Moving the primary OCC outside the region's core area will address the critical security risk, and result in cost savings by transferring rather than replicating most of the new radio infrastructure and other communications component upgrades. WMATA has allocated most of its prior-year DHS regional transit grants funds to this project, including just under $7 million of the total $7.3 million rail grant allocated to WMATA in FY05. Taking into consideration the shift to a more cost effective approach, combined with the DHS transit grant funds already allocated to the project, WMATA has gotten the outstanding cost down to $15 million. WMATA intends to also allocate FY06 DHS transit grant to the project, but the amount WMATA receives from the transit program is approximately one-tenth the size of the of the annual NCR UASI allocation. WMATA needs assistance from the NCR UASI program to get the Alternate OCC up and running in a more timely and cost-effective manner. Without UASI funds, project completion will be delayed at least a year.

Description of Project Request:

The $9 million requested by WMATA will provide for the procurement and installation of the essential equipment and information technology and network systems necessary for the daily operations of the Alternate Operations Control Center. This includes designing and equipping a new Operations Control Center that will provide large screen overview displays, desktop PCs and monitors, radio and automatic vehicle locator consoles, PROTECT (chemical detection) stations, recording capability, the Rail Operation Computer Systems (ROCS) and the Local Area Network/Wide Area Network (LAN/WAN) system. Assuming the availability and allocation of FY06 DHS Transit Grant funds (FY06 allocations are still pending) for the project, this $9 million request will allow for the completion of the Alternate OCC and to function as the primary OCC for WMATA by the early spring of 2008.

Deemed a #1 Priority During FY05 UASI RESF Consideration:

Funding related to this project was deemed a #1 priority by RESF-1 (Transportation) and the full RESF committee group during the FY05 UASI process, but was designated as a second priority by the CAOs and received no UASI funds. At the completion of the FY05 UASI process, the Senior Policy Group/CAOs stated that projects originally designated as priority #1 during the RESF consideration process that did not end receiving funding would be given high priority for funding during the FY06 UASI process.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Control Center Design	WMATA	Requirements assessments Control Center design specification	Issue task within the month the sub-grant is approved
2. Network Design	WMATA	Requirements assessments Network design specification	Same as above. 6 months duration
3. Procurement Process	WMATA	Selection of contractors to complete Control Center and Network specifications tasks	8 months duration
4. Control Center and Network Installation	WMATA	Completing the specifications identified in the Control and Network specifications tasks	March 2008
5. PROTECT Network equipment	WMATA	Provide a room with A/c, UPS and servers; procure and install network equipment to include CB-EMIS servers and software	December 2007
6. Procurement of Recording System	WMATA	Design/install system capable of recording all OCC communications	December 2007

Project Performance Measures	Baseline Value	Target Value
1. Alternate Operations Control Center Capability	limited	comprehensive
2. PROTECT Chemical Detection Backup Data Flow	limited	comprehensive

INITIATIVE PLAN

WMATA Alternate Operations Control Center

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.**

   This Initiative provides redundancies in critical operations control capabilities for transit in order to address a single point of failure in system wide operations already identified through a comprehensive risk-based security assessment sponsored by the Department of Homeland Security as well as a security assessment conducted by the Federal Transit Administration. This Initiative provides a specific protection action that addresses one of the key capability gaps resulting from the session on critical infrastructure protection – the need to address single points of failure that can cause system wide failures in key critical infrastructure sectors within the NCR such as transportation. If the building that currently houses the Washington Metropolitan Area Transit Authority's (WMATA) Operations Control Center (OCC) was destroyed or had to be evacuated, it would be essentially impossible to maintain rail service with any acceptable degree of reliability. Simply put, the OCC is WMATA's levee.

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

   This Initiative impacts the entire National Capital Region since the Washington Metropolitan Area Transit Authority's rail and bus service covers the entire NCR. During the rush hour, 30 percent of the region's commuters rely on Metrorail service. Metrorail service is also critical component to the federal continuity of government operations, since almost half of peak riders are federal employees. The breakdown in service resulting from a shutdown of WMATA's OCC would have a tremendous impact on District of Columbia and every jurisdiction/county within Virginia and Maryland that is part of the National Capital Region.

   WMATA also intends to make the facility that will house the new primary OCC available to other transportation agencies in the region to address their need for backup traffic management center capabilities. The current building's space availability, its close proximity to other regional transportation centers and future and existing regional connectivity outlets provides the potential for the facility to become a center point for regional transportation information sharing, monitoring and coordination during emergencies.

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.**

   WMATA has already applied most of its FY03-FY05 DHS transit grant funding towards the program and intends to use their FY06 allocation towards the project. But the transit grant program does not provide enough resources to put in place an Alternate Operations Control Center in a timely manner. WMATA has received only a total of $15 million in DHS transit grant funds over the three year period between FY03-FY05. With the use of FY06 UASI funds in addition to the FY06 transit grant funding, WMATA will be able to complete the project without the need to acquire DHS grant funding

beyond FY06. Without the use of FY06 UASI funds, completion of the project will be delayed at least a year.

In an effort to address this top security priority in a more cost effective and timely manner, WMATA recently decided to designate the existing facility it was originally going to use as a backup as its future primary OCC. Moving the primary OCC outside the region's core area will address the critical security risk, and result in cost savings by transferring rather than replicating most of the new radio infrastructure and other communications component upgrades. WMATA has leveraged existing capital funding acquired from other federal sources for the radio infrastructure and other communications component upgrades.

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

WMATA has consulted and obtained the endorsement of a wide range of transportation stakeholders in the region for this initiative. Funding for this initiative was deemed a top priority by RESF-1 (Transportation) in 2005. At the request of the NCR CAOs during the FY05 UASI funding process, WMATA requested and obtained the endorsement of the NCR Transportation Planning Board for the project in May of 2005. As cited in the previous question, WMATA intends to make the facility that will house the new primary OCC available to other transportation agencies in the region to address their need for backup traffic management center capabilities.

WMATA has designated the need to put in place an Alternate Operations Control Center its number one security priority and has devised a sound management plan for the project. WMATA already has a building in place to house the Alternate OCC, committed prior year DHS transit grant funding towards design and initial procurement activities for the project and appointed the Director for the Office of Infrastructure Renewal to lead and mange the 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 Initiative directly serves to advance in the NCR two of the three Overarching National Priorities: Implement the Interim National Infrastructure Protection Plan and Expanded Regional Collaboration. As cited in the responses above, this Initiative addresses a single point of failure associated with a key sector of the NCR's critical infrastructure and will also expanded regional coordination in the transportation sector by providing the opportunity for enhanced connectivity and coordination among all transportation agencies operating within NCR.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

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Project Title:	**Critical Transportation Infrastructure Protection**	**Estimated Grant Amount**	$1,000,000
NCR Strategic Goal Alignment:	Goal 3: Prevent and Mitigate Threats & Events	**Allowability**	
Estimated Timeline	24 Months from Receipt of Grant	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT) have identified the ten most critical and vulnerable highway transportation infrastructure assets in the National Capital Region (NCR). These assets include prominent structures like the Woodrow Wilson Bridge and the American Legion Bridge along the Capital Beltway and Interstate 95, the river crossings into our Nation's Capital and major tunnels in the city that are essential to regional transportation and commerce. Loss or damage to any of these assets would significantly impair the regions ability to conduct timely evacuations, diminish the ability of first responders to mobilize emergency resources effectively, and extensively impact the economy of the region.

The purpose of the project is to investigate methods to reduce the vulnerability of these critical transportation assets by enhancing existing buffer zone protection, employing surveillance and alarm detection equipment, and hardening critical single point-of-failure structural members. To support the project, a qualified engineering firm will be retained to conduct a detailed engineering analysis to determine specific critical vulnerabilities associated with each of these individual assets. Additionally, the firm will investigate the feasibility of critical member hardening, installing state of the art alarm detection and surveillance equipment, and buffer zone protection improvements, to improve or enhance physical security. A cost benefit analysis for each of the various options will be performed and recommendations provided to DDOT, SHA, and VDOT on the most effective means to reduce the vulnerability of these critical assets to terrorist attack. The regional transportation agencies will review the report provided and select various candidates for implementing and evaluating the proposed improvements. The results of the study will be shared with transportation agencies throughout the NCR.

The project will reduce the vulnerabilities of these critical transportation assets to terrorist attack, emergency event, or disaster incident. This will serve to increase public safety, reduce the potential for loss of life, ensure regional ability to conduct timely and effective evacuations, enable first responders to mobilize and respond efficiently, support regional transportation and commerce, and provide effective means to conduct regional restoration and recovery operations. The project will also encourage and support regional cooperation and partnerships across multiple jurisdictions among transportation departments and agencies.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Retain Contractual Engineering Consulting Services	DDOT, SHA, VDOT	Consulting Contract	6 Months After Start
2. Perform Vulnerability & Feasibility Study	Consultant Contractor	Analysis Report	12 Months After Start
3. Transportation Agency Review	DDOT, SHA, VDOT, Consultant Contractor	Implementation Recommendations	14 Months After Start
4. Install Enhancements at Select Assets	DDOT, SHA, VDOT, Consultant Contractor	Infrastructure Protection Enhancement Prototype	22 Months After Start
5. DOT Evaluation	DDOT, SHA, VDOT, Consultant Contractor	Final Report	24 Months After Start

Project Performance Measures	Baseline Value	Target Value
1. Number of Critical Transportation Assets with Enhanced Protection	0	10

INITIATIVE PLAN

Critical Transportation Infrastructure Protection

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.

The name of this initiative is "*Critical Transportation Infrastructure Protection"*. The Department of Homeland Security (DHS) has identified the implementation of the national infrastructure protection plan as one of the overarching national priorities in the National Preparedness Goal. This includes actions to reduce the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies. Protecting critical infrastructure has also been identified as one of the top 14 priority capabilities in the National Capital Region (NCR) by the Metropolitan Washington Council of Governments (MWCOG). The objective of the proposal is to propose and test feasible state-of-the-art cost effective solutions to enhance the protection and security of critical transportation assets in the NCR.

The proposal also supports the National Preparedness Goal of expanding regional collaboration. This project embraces partnerships between regional transportation agencies across multiple jurisdictions in order to cooperatively determine effective regional solutions to enhance critical transportation infrastructure security. The effort will allow agencies to share lessons learned, spread costs, and apply uniform approaches to enhancing security throughout the NCR. This approach will allow these agencies to increase efficiency, enhance public protection, and leverage regional capabilities.

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

The project entails examining critical transportation infrastructure assets through the entire National Capital Region (NCR), This includes the District of Columbia, and portions of Maryland and Northern Virginia. Responsibilities for infrastructure protection are the responsibility of the District of Columbia Department of Transportation (DDOT), the Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and the Virginia Department of Transportation (VDOT). These agencies work closely together to ensure the ability to support regional evacuations, maintain regional commerce, ensure public safety, provide assistance and support to first responders, and perform debris removal and transportation system recovery operations in the event of a terrorist event, regional emergency event, or natural disaster. This initiative supports these activities by ensuring the viability of critical transportation infrastructure assets by effectively reducing the vulnerability of these assets to terrorist attack thereby enhancing regional security across the NCR.

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.

This project allows DDOT, SHA, and VDOT to share existing capabilities and resources across jurisdictional boundaries. These include existing video surveillance monitoring and detection devices, specifications and protocols for developed hardware and software resources, integration technologies, and information and details of state-of the-art protection systems under design, development, or consideration. By effectively engaging these regional transportation departments, the project will leverage both existing technologies and resources, and project analysis recommendations to enhance critical transportation infrastructure security throughout the NCR.

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

Management and oversight of the project will be the responsibility of the District of Columbia Department of Transportation (DDOT). DDOT will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. DDOT will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and evaluate recommendations received from the consulting contracting firm selected to perform the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to reduce the vulnerability and enhance the security and protection of critical statewide infrastructure assets. By supporting these efforts, the initiative serves to improve public safety and the ability of local jurisdictions to cooperatively respond to terrorist attacks, emergency incidents, or natural disasters by ensuring that critical transportation infrastructure assets remain available for evacuations, first response, and recovery and restoration operations. This initiative directly supports

the National Preparedness Goals of protecting critical infrastructure and key resources and expanding regional cooperation of transportation agencies across multiple jurisdictions.

CONCEPT PAPER ***Preliminary Document –*** ***Presented for Review and Discussion***		December 5, 2005 Soumya Dey, P.E. Deputy Associate Director District Department of Transportation/TSA 2000 14th Street NW Washington, DC 20009 (202) 671-2700	
Project Title:	**New Transportation Management Center at Anacostia Gateway**	**Estimated Grant Amount**	$3,000,000
NCR Strategic Goal Alignment:	*SG2, SG3, SG4*	**Allowability**	
Estimated Timeline	*28 months*	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The District Department of Transportation is relocating to a new facility at the Anacostia Gateway site. An integral part of this new facility will be a new Transportation Management Center (TMC) that is an integral component of the District's response to any disaster. The TMC controls the District's 1500+ traffic signals, the CCTV cameras, dynamic message signs, highway advisory radio and roadway operations patrol. Its development will support regional Emergency Support Function (ESF) 1. The new TMC development will take into account existing requirements of safety and security, connectivity to critical agencies in the capital and other regional partners such as MDOT, VDOT, and WMATA. The following list includes some sample details that the TMC will support.

- Implementation of regional emergency support functions
- Support centralized DMS control for regional emergency evacuation
- Support Public Emergency Notification System (public address system for pedestrians and motorists under emergency conditions)
- Support regional (DC Metro area) video surveillance and detection system for both traffic and security monitoring purpose
- Support regional evacuation or emergency response timing plans
- Support integrated regional traffic control coordination between freeways in VDOT and MDOT and surface street traffic control (DDOT)
- Support incident/event detections
- Support information sharing and integration with MDOT, DDOT, and WMATA.
- Have dedicated power generators and UPS for TMC operation under emergency conditions.
- With these capabilities built in, DDOT's TMC can serve as a command and control center for emergency response

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Departments of transportation (DOT) in Washington DC, Maryland and Virginia jointly develop program plans, communication plans and define the scope of work.	DDOT, MDOT, VDOT	The scope of work; Program plans; and communication plans.	2 months from activation date
2. Study and assess RESF 1 needed	DDOT, MDOT, VDOT	Assessment reports of needs in Regional ESF 1 functions.	1 months after Task 1 is complete
3. Develop system requirements specification and concept of operations	DDOT	System requirements specifications; and Concept of operations	4 months after Tasks 1 and 2 are complete
4. Response plans of Regional ESF 1	DDOT, MDOT, VDOT	Integrated regional response plans	2 months after Tasks 1 and 2 are complete
5. Regional system integration concepts and operations	DDOT, MDOT, VDOT	Reports on regional system integration concepts, design and operations	3 months after Tasks 1 and 2 are complete
6. Development of PS&E	DDOT	PS&E	4 months after Tasks 1, 2, 3, 4, and 5 are complete.
7. System installation, integration, and tests	DDOT	TMC	12 months

INITIATIVE PLAN

New Transportation Management Center at Anacostia Gateway

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.

New Transportation Management Center at Anacostia Gateway**.** Within the National Capital Region (NCR) there clearly is a need to identify homeland security functions when building a new Traffic Management Center (TMC) in Washington DC Department of Transportation (DDOT). This initiative is established to develop and integrate those new identified functions in the area of homeland security into the TMC, including Critical Infrastructure Protection, Intelligence /Information Sharing and Dissemination, Information Gathering and Recognition of Indicators and Warnings, and Interoperable Communications. The new TMC will also support Target Capabilities in "Citizen Protection: Evacuation and/or In Place Protection" using DMS signs, emergency public address system, emergency response plans, and signal controls. The new TMC development will meet the requirements of National Incident Management System (NIMS), Expanded Regional Collaboration, and Strengthen Information Sharing and Collaboration Capabilities.

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

This initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. Its Information Sharing and Collaboration Capabilities will be developed so that Maryland and Virginia Department of Transportation can share information with the TMC. Moreover, the TMC will be interfaced with Regional Integrated Transportation Information System (RITIS) to facilitate regional information sharing, incident responses and emergency evacuation. An integrated and coordinated evacuation plan among DDOT, MDOT and VDOT will be created to effectively evacuate citizens in Washington Metropolitan Area. And TMC will be the command center to handle emergencies.

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.

DDOT's existing TMC has working hardware and software supporting current normal operations. But its expansion has reached the limit in meeting the additional requirements of homeland security. For example, the communication network is based on twisted pair and it is challenge to add additional video cameras. DDOT has new TMC specification, ITS program plan, TMC operation document and evacuation plan in place and in-house expertise to specify, procure, manage the TMC development leading to its test/acceptance. DDOT has process in place to manage federal projects.

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

This initiative will be spearheaded by the District Department of Transportation (DDOT) with the support of the Regional Emergency Support Function (RESF #1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the Metropolitan Washington Council of Governments**.** DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns. This initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

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.

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, emergency public address system, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). Efforts in this initiative will result in an integrated and centralized command and control center with the abilities to gather information, disseminate data, share data, detection incidents, and manage events and emergencies. This initiative addresses Overarching Capabilities in Expanded Regional Collaboration, and National Incident Management System.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

December 5, 2005

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Project Title:	**Multifunctional Evacuation Dynamic Message Signs**	**Estimated Grant Amount**	$3,004,500
NCR Strategic Goal Alignment:	SG3, SG4	**Allowability**	
Estimated Timeline	20 months	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

- DDOT's current Dynamic Message Signs (DMS) are all portable signs and cannot be controlled from a central location (TMC). The signs are controlled manually one by one in the field. This seriously limits DDOT's ability to support regional emergency response strategies, especially in case of emergencies that require evacuation
- Under emergency conditions, regional evacuation plans need coordinated efforts in Washington Metro Region including Washington DC DOT, Virginia DOT and Maryland DOT. Currently, such dynamic message sign (DMS) based regional emergency support function does not exist.
- Need to communicate traveler information and roadway operations information in case of an emergency.
- Need to study DMS deployment deficiency in Washington Metropolitan area (DDOT, MDOT, and DDOT) and design and install fixed multifunctional dynamic message signs along emergency evacuation routes.
- Overcome the inability to support emergency evacuation using VMS signs.
- Enhanced efficiency during evacuations
- Provide real-time traveler information quickly during emergencies
- Coordinate emergency response with other regional partners such as VDOT and MDOT

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Departments of transportation (DOT) in Washington DC, Maryland and Virginia jointly develop program plans, communication plans and define the scope of work.	DDOT, MDOT, VDOT	The scope of work; Program plans; and communication plans.	2 months from activation date
2. Study and assess DMS deployment status in supporting RERF 1.	DDOT, MDOT, VDOT	Assessment reports of needs in DMS functions.	2 months after Task 1 is complete
3. Develop system requirements	DDOT, MDOT, VDOT	System requirements specifications; and Concept of	2 months after Tasks 1 and 2

specification and concept of operations		operations	are complete
4. Response plans of Regional ESF 1 using DMSs	DDOT, MDOT, VDOT	Integrated DMS response plans	3 months after Tasks 1 and 2 are complete
5. Regional DMS system integration concepts and operations	DDOT, MDOT, VDOT	Reports on regional DMS system integration concepts, design and operations	3 months after Tasks 1 and 2 are complete
6. Development of PS&E	DDOT, MDOT, VDOT	PS&E	4 months after Tasks 1, 2, 3, 4, and 5 are complete.
7. System installation, integration, and tests	DDOT, MDOT, VDOT	DMS signs that are strategically located and deployed to support RESF 1	8 months

INITIATIVE PLAN

Multifunctional Evacuation Dynamic Message Signs

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.

Multifunctional Evacuation Dynamic Message Signs. This initiative is established by DC Department of Transportation (DDOT) in response to the Target Capabilities in "Citizen Protection: Evacuation and/or In Place Protection". DC area does not have location-fixed dynamic message signs (DMS) controlled from Traffic Management Center. This seriously limits DDOT's ability to evacuate citizen under emergency situations. The objective of the initiative is to develop a DMS based system to effectively evacuate citizen and provide traffic information to motorists under normal situations. The initiative will lead to regional effort to meet the requirements of National Incident Management System (NIMS), Expanded Regional Collaboration, and Strengthen Information Sharing and Collaboration Capabilities.

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

Washington Metropolitan Region consists of Washington DC, Maryland (Montgomery county and Prince George county) and Northern Virginia (Arlington, county, Fairfax county, Prince William county, and Loudoun county). This initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. Citizen evacuation relies on strong coordination and partnership with Department of Transportation of Maryland and Virginia in information sharing to increase efficiency in citizen evacuation. An integrated and coordinated evacuation plan among DDOT, MDOT and VDOT will be created to effectively evacuate citizens in Washington Metropolitan Area. This initiative can be an integral part of Regional Integrated Transportation Information System (RITIS)

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.

Currently, DDOT does not have any location-fixed DMS signs to be used in citizen evacuation. DDOT needs to develop a completely new DMS based information system from ground up that can handle emergency evacuation including software, hardware and the associated operation/evacuation plans. This initiative will help DDOT cover the identified weakness that prevents from effective evacuation.

DDOT does have communication network in place to support the controls of the evacuation DMS signs along the evacuation routes in most of the places. DDOT, experienced in handling federal aided programs, also has process in place to manage federal projects.

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

This initiative will be spearheaded by the District Department of Transportation (DDOT) with the support of the Regional Emergency Support Function (RESF #1) Transportation Committee, the Management, Operations, Intelligent Transportation Systems (MOITS) Committee and other relevant working groups that support the Regional Emergency Preparedness Committee (REPC) through the Metropolitan Washington Council of Governments**.** DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns. This initiative will also adhere to the grant administration and management set forth by DHS and ODP as administered through the region's SAA.

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.

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, TMC based public address system, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). Efforts in this initiative will result in improved incident detection/management and evacuation plan. Moreover, the DMS system can be integrated into RITIS shared by the whole DC Metropolitan area including Maryland and Virginia.

This initiative addresses Overarching Capabilities in Expanded Regional Collaboration, and National Incident Management System. The identified weakness in the DMS assisted evacuation is well-defined and has revealed urgent needs to address this issue.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

December 5, 2005

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Project Title:	**Critical Infrastructure Monitoring and Protection**	**Estimated Grant Amount**	$3,001,200
NCR Strategic Goal Alignment:	SG3, SG4	**Allowability**	
Estimated Timeline	19 months	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

Washington Metropolitan Region (Washington DC, Maryland and Virginia) has many bridges and tunnels as critical infrastructure. Several bridges connect Capital Washington DC with Virginia and Maryland. Some of these bridges and tunnels carry huge traffic daily to support regional economic development. However, these bridges and tunnels are not sufficiently monitored and protected. Considering that critical bridges and tunnels in Washington Metropolitan area would be possible targets of terrorists, they are in a vulnerable status for the time being. There is an urgent need to protest them as the key part of the region's infrastructure.

Needs in bridge monitoring and protection: Some critical bridges such as TR bridge and the bridge in the 14th street in Washington DC have towers on them that are unmanned, and these unmanned bridge towers do not have intrusion detection devices that are connected to the traffic management center for monitoring. Similarly, Woodrow Wilson Memorial Bridge and American Legion Memorial Bridge on I-95 and I-495 are not sufficiently monitored and protected, either. These two bridges are part of busy beltway of Washington DC supporting local economy. They carry heavy traffic daily for I-95 along the east coast of USA.

Needs in tunnel monitoring and protection: Some tunnel monitoring video devices are very old and do not even have PTZ control capability that limits the operators' means to scrutinize any situations inside tunnels for susceptible acts.

The purpose of this project is to develop a CCTV camera based system and intrusion detection system to monitor and protect critical bridges and tunnels in Washington Metropolitan Region. The final outcomes of the efforts include the following:

1. An intrusion detection and monitoring system for bridge protection: This system shall be able to effectively detect intrusion to unmanned bridge towers and send alarms to local traffic management centers (TMC). The system must be properly integrated with local TMCs for centralized operations. Meanwhile, it shall allow the TMC operators to control and monitor the video signals from the cameras installed inside or close to the towers on the bridges.
2. Updated CCTV camera system inside tunnels: The system shall replace the old video cameras and allow the TMC operators to perform PTZ control to the cameras.
3. Regional event response plans

Project Benefits

- Safeguarding critical infrastructure by monitoring and reducing the probability of terrorist attacks
- Providing real-time traffic monitoring
- Accelerating regional responses to events

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Departments of transportation (DOT) in Washington DC, Maryland and Virginia jointly develop program plans, communication plans and define the scope of work.	DDOT, MDOT, VDOT	The scope of work; Program plans; and communication plans.	2 months from activation date
2. Study and assess major bridges and tunnels in Washington Metropolitan Region that are vulnerable for being attacked. Each DOT is responsible to do the study of its own bridges and tunnels. The study result will be combined into a single study report.	DDOT, MDOT, VDOT	Assessment reports of needs in protection in bridges and tunnels in Washington Metro areas.	2.5 months after Task 1 is complete
3. Develop system requirements specification and concept of operations	DDOT, MDOT, VDOT	System requirements specifications; and Concept of operations	2.5 months after Tasks 1 and 2 are complete
4. Design CCTV camera systems and intrusion detection and monitoring systems for bridges and tunnels	DDOT, MDOT, VDOT	Preliminary design documents and final design documents for tunnel video monitoring and bridge monitoring/intrusion detections.	4 months after task 1, 2 and 3 are complete
5. Procure, install, integrate and test the CCTV camera systems and intrusion detection systems that are centralized to each state's TMC, respectively.	DDOT, MDOT, VDOT	Plan, Specification and Estimation (PS&E) Final systems	8 months after tasks 1, 2, 3, and 4 are complete.

INITIATIVE PLAN

Critical Infrastructure Monitoring and Protection

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.**

   The name of this initiative is Critical Infrastructure Monitoring and Protection. It has been established in response to one of the Interim National Preparedness Goal in "protect critical infrastructure and key resource as described in National Infrastructure Projection Plan (NIPP)". It addresses the "Protect Mission Area" in "Critical Infrastructure Protection (CIP). The objective of the initiative is to propose a solution to protecting critical infrastructure (bridges and tunnels), a critical weakness area identified, in the Washington DC Metropolitan Region.

   Protecting critical infrastructure has also been identified as one of the 14 priority capabilities in National Capital Region (NCR) by Metropolitan Washington Council of Government (MWCOG). Washington DC Metropolitan Region has many bridges and tunnels as critical part of its infrastructure. Some critical bridges in this area have towers on them that are unmanned, and these unmanned bridge towers are not monitored. This initiative will develop a system to monitor key bridges and tunnels 24 hours a day and 7 days a week in Traffic Management Centers (TMC) in Washington DC Metropolitan Region. The initiative will lead to regional effort to meet the requirements of National Incident Management System (NIMS), Expanded Regional Collaboration, and Strengthen Information Sharing and Collaboration Capabilities. It covers the Target Capabilities of CBRNE detection and Critical Infrastructure Protection (NCR additional capabilities).

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

   Washington Metropolitan Region consists of Washington DC, Maryland (Montgomery county and Prince George county) and Northern Virginia (Arlington, county, Fairfax county, Prince William county, and Loudoun county). This initiative will be led by District Department of Transportation (DDOT) as part of its homeland security program. It relies on strong coordination and partnership with Department of Transportation of Maryland and Virginia. This is a regional effort to address the concerns shared by the region. For example, while DDOT is responsible for bridges and tunnels inside DC, Maryland and Virginia Department of transportation will take more responsibilities in critical bridges such as American Legion Memorial Bridge outside Washington DC. Real time event information is shared. In addition, the three DOTs will jointly respond to events as appropriate. If there are any suspicious actions detected, then the response procedure will involve all related States to take prompt actions. As far as daily operations, there will be built-in redundancy in monitoring the critical bridges by both States for those bridges cross the two States at the same time to increase the reliability of event monitoring and responses.

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.**

Currently, DDOT, MDOT and VDOT do not have video based bridge monitoring and intrusion detection system in place, including their communication support infrastructure. Therefore, the system is likely to be built from ground up. The initiative will develop the overall system including communication links to the existing network. DDOT, MDOT and VDOT will provide support to integrate the video detection system with TMC hardware/software systems. However, additional hardware and software may have to be added or modified to integrate the initiative system for integrated and centralized operations. As of replacement of tunnel video cameras, the communication network is in place to support video cameras. Additional control wires and interface devices are needed to control PTZ.

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

DDOT will be responsible for the oversight in regards to the management of the grant that will be provided through State Administrative Agent (SAA). DDOT will work with Management, Operations and Intelligent Transportation Systems and Regional Emergency Support Function #1 committee at the Metropolitan Council of Government. DDOT will develop the program plan to guide the execution of the program and communication plan to keep stakeholders informed, obtain their inputs and address their concerns.

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.

DDOT's homeland security program covers many areas including updating and protecting communication network, deployment of evacuation dynamic message signs, TMC based public address system, evacuation plans, redundancy of power supplies, incident detection/management, deployment of additional CCTV cameras, and Regional Integrated Transportation Information System (RITIS). This initiative will provide DDOT with an additional capability in protecting its bridges and tunnels. Efforts in this initiative will result in improved incident detection/management and evacuation plan. Moreover, the real time bridge and tunnel monitoring/detection information can be integrated into RITIS shared by the whole DC Metropolitan area including Maryland and Virginia.

This initiative directly addresses the National Preparedness Goal regarding "protect critical infrastructure and key resources" (page 1, section 1.B, FY-2006 Homeland Security Grant Program), and Overarching Capabilities in Expanded Regional Collaboration, National Incident Management System and National Infrastructure Protection Plan. The identified weakness in the critical infrastructure in this initiative is well-defined and has revealed urgent needs to address this issue.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006

RESF#3 (WATER)
Regional Water Security Work Group
Charles M. Murray, Chairman
Fairfax Water

James Shell, Principal Water Resources Planner, Metropolitan Washington Council of Governments 777 North Capitol St. NE, Washington, DC 20002
202-962-3342
jshell@mwcog.org</td></tr>
<tr><td>Project Title:</td><td>Expansion, Establishment and Operation of the Water Security Monitoring Network in the National Capital Region</td><td>Estimated Grant Amount</td><td>$ 1,250,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Meets the National Priority to strengthen CBRNE Detection, Response, and Decontamination Capabilities
Addresses a weakness of Priority Capability CBRNE Detection
Addresses a weakness of Priority Capability Critical Infrastructure
Addresses a weakness of Priority Capability WMD/Hazardous Materials Response and Decontamination
Meets the needs of NCR Goal 3: Prevention and Mitigation
Objective 3: Enhance and integrate risk assessment of critical infrastructure and high risk targets within the NCR</td><td>Allowability</td><td>This is allowable in accordance with UASI guidelines for planning activities. Commercially available radiation monitors may require ODP approval. Previous biomonitoring and chemical monitors have received ODP approval</td></tr>
<tr><td>Estimated Timeline</td><td>16 months from the grant award date</td><td>Dependencies and Cost Factors:</td><td>The expansion and operation of the additional monitoring station will be heavily dependent on staff support from participating water utilities; this project represents a continuation of previous funding for this purpose</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
Water Utilities in the National Capital Region have long recognized the need for enhanced water security monitoring for both raw and finished drinking water supplies. As early as 2001, the Regional Water Security Work Group has been actively working to establish a comprehensive water security monitoring network in order to enhance water security and safety in the NCR. In February of 2005, UASI FY04”grant funding was secured to initiate the establishment of that water security monitoring network. The first group of monitoring stations will be fully operational by May 2006, establishing monitoring capability at a number of critical locations. However, it only represents a portion of the needed network monitoring stations. Under the current network not all drinking water systems and sources are being monitored. Additional monitoring stations at critical locations in the NCR are needed and would incorporate the biological and chemical water quality monitoring systems that are currently being used as well as the incorporation of radiological monitoring.</td></tr>
</table>

NCR Monitoring Network Station Selection Criteria: Under this initiative, additional monitoring stations would be established in source water and in drinking water distribution systems. Criteria used for selecting station locations would be based on 1)proximity to high concentrations of population and/or employment within distribution systems; 2) source water locations above water treatment plant intakes; 3) source drinking water plant intakes; and 4) locations where treated water exits just downstream of treatment plants.

Monitoring Equipment: Biological and Chemical Monitoring: Funding would be used to purchase and operate 6 additional fish biomonitors, and 6 additional chemical water quality monitors, at 12 new monitoring stations and be integrated with the regional water security early warning network. The chemical monitors would be located within newly identified or existing network water distribution systems, while the fish biomonitors would primarily focus on raw drinking water sources. Radiological Monitoring: 4 radiological monitors would be purchased and would be likely co-located at existing or new monitoring station sites. Because of the continued concern about radiological contamination of water from dirty bombs or introduction by terrorist into water supplies and because there is no known capability to continuously measure radiation in water, it is proposed that 4 radiological monitors be purchased and installed at critical locations in the NCR network. These units would begin to establish some water monitoring capability for radiological events at critical locations in the raw water and distribution systems. The radiological monitors are commercially available and are in use at a large National Lab in Virginia as well as a large California city. The units are capable of detecting alpha, beta, and gamma emitting radio nuclides in water through a continuously flow through system.

Target Goals: The incorporation of these new monitoring stations will significantly expand and enhance coverage of the existing NCR Water Security Monitoring network, but will not completely meet the water security monitoring needs of the NCR. The approach is to expand the system in a 5 year phased approach. The ultimate TARGET GOALS of the NCR's Water Security Monitoring Network would be to provide:

- 100% coverage of all raw water intakes in the Potomac and reservoirs in the NCR;
- 100% coverage of the finished water as it exits from each water treatment plant;
- Comprehensive monitoring coverage upstream in the Potomac River above the intakes that will add a greater early warning capability; and
- Strategic coverage in the distribution systems (high populations concentrations; at strategic locations relative to buildings, etc.)
- Strategic coverage of radiological events in raw and finished water

The additional water security monitoring capability will significantly enhance the NCR's water security monitoring network's ability to detect and provide early warning of contaminants in water supplies as well as significantly increase the network coverage and citizen safety. It is anticipated that the expansion of the water security monitoring network will be required and funding would be required over the next 3 to 5 years in order to provide complete comprehensive water security monitoring coverage.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. In coordination with RESF#3 and its Water Security Project Team, Develop project management plan	All NCR jurisdictions (MWCOG) and RESF3 Work Group, Water Security Monitoring Project Team	Water Security Monitoring Project Management Plan	To be completed within the first 30 to 60 days of the grant award
2. Identification and selection of new monitoring locations and participating utilities	All NCR jurisdictions (MWCOG) and RESF3 Work Security Work Group members, Water Security Monitoring Project Team	New monitoring sites selected; participating utilities agreement to operation stations	To be completed within the first 30 to 60 days of the grant award
3. Place orders for purchase of biomonitors, and water quality monitors	MWCOG staff on behalf of RESF#3	Purchase Orders developed and submitted; equipment is sole source as was previously	To be completed within the first 30 to 60 days of the grant award
4. Initiate process for ODP approval for radiation monitors	RESF#3, MWCOG staff	Support materials and meetings with ODP	To be completed within the first 30 days of the grant award

5. Place orders for radiation monitors	MWCOG staff on behalf of RESF#3	Purchase Orders developed and submitted for radiation monitors	To be completed within the first 90 to 120 days of the grant award
6. Conduct monitoring equipment (fish biomonitors, water quality, radiation training sessions	All NCR jurisdictions (COG) and RESF3 Work Security Work Group members, Water Security Monitoring Project Team	Training sessions for monitoring equipment	To be completed within the first 3 to 4 months of the grant award
7. Monitoring equipment installation	Participating Utilities, MWCOG, and manufacturer reps.	Installation of 16 new monitoring units and stations	To be completed within the 8 to 10 months of the grant award
8. Monitoring stations up and operational	Participating Utilities, MWCOG, and manufacturer reps.	Operational fish biomonitors, chemical water quality monitors, and radiation monitors	To be completed within 9 to 12 months of the grant award
9. Incorporate new stations and monitors into the regional data management monitoring network	Project Monitoring Project Team; newly participating Utilities, MWCOG	Establishment of data network connections for additional monitoring systems	To be completed within the 9 to 10 months of the grant award
10. Continuous station operation	Project Monitoring Project Team; newly participating Utilities, MWCOG	Continuous new operating monitoring stations	From month 10 to 16
11. Draft Assessment and Evaluation report	Project Monitoring Project Team; MWCOG	Draft Assessment and Evaluation Report	Month 14 from the date of the grant award
12. Final Assessment and Evaluation report	Project Monitoring Project Team; MWCOG	Final Assessment and Evaluation Report	Month 16 from the date of the grant award

Project Performance Measures	Baseline Value	Target Value
1. Purchase and installation and operation of 16 new water security monitors (biological, chemical, radiological) and stations to expand the existing water security monitoring network.	Current number of water security monitors is 15, representing 11 stations in the NCR; no radiological stations exist.	16 new monitors at 12 stations installed and operational in the NCR. Network expanded to approximately 23 stations (bio., chem., rad.)
2. Completion of monitor equipment training	Monitor equipment training needs to be provided for water utility personnel on new network system monitors	Conduct a series of utility staff training sessions for new monitors
3. Approval of new NCR water security monitoring equipment by ODP	Current water security monitors have been ODP approval	New radiation monitor to be added to ODP approved equipment list

4. Expanded monitoring network. Continuous operation of 27water security monitoring stations	As of May 2006, 11 stations and 15 monitors will be continuously operational	At the completion of the 06 UASI grant 23 stations will be in continuous operation.

INITIATIVE PLAN

Expansion, Establishment and Operation of the Water Security Monitoring Network in the National Capital Region

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.

Through the continuation and expansion of the NCR Water Security Monitoring Network this initiative directly meets the National Priority to strengthen CBRNE detection, response and Decontamination, as well as it addresses identified weaknesses in CBRNE, WMD/Hazardous Materials Response and Critical Infrastucture Priority Capabilities, and meets the needs of NCR Goal 3: Prevention and Mitigation. The expanded network provides more complete early warning drinking water monitoring data as well as greater coverage of the NCR, thereby providing more protection to the citizens of the NCR.

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

This initiative will build upon efforts by the regional Water Security Work Group to develop comprehensive responses to the highest regional water security needs identified through regional strategic planning sessions and individual water utility vulnerability assessments. The Water Security Work Group consists of water utilities, NCR local governments, as well as state, federal and regional public agencies covering the entire National Capital Region.

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.

This project allows DDOT, SHA, and VDOT to share existing capabilities and resources across jurisdictional boundaries. These include existing video surveillance monitoring and detection devices, specifications and protocols for developed hardware and software resources, integration technologies, and information and details of state-of the-art protection systems under design, development, or consideration. By effectively engaging these regional transportation departments, the project will leverage both existing technologies and resources, and project analysis recommendations to enhance critical transportation infrastructure security throughout the NCR.

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

Management and oversight of the project will be the responsibility of the District of Columbia Department of Transportation (DDOT). DDOT will be responsible for reporting the status and final

recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. DDOT will assemble a team of supporting management representatives, highway engineers, and information technology specialists from DDOT, SHA, and VDOT, to support, oversee, and evaluate recommendations received from the consulting contracting firm selected to perform the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to reduce the vulnerability and enhance the security and protection of critical statewide infrastructure assets. By supporting these efforts, the initiative serves to improve public safety and the ability of local jurisdictions to cooperatively respond to terrorist attacks, emergency incidents, or natural disasters by ensuring that critical transportation infrastructure assets remain available for evacuations, first response, and recovery and restoration operations. This initiative directly supports the National Preparedness Goals of protecting critical infrastructure and key resources and expanding regional cooperation of transportation agencies across multiple jurisdictions.

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Preliminary Document –
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<tr><td colspan="2">RESF-3 (Water)
Charles M. Murray, Chairman
Fairfax Water</td></tr>
<tr><td colspan="2">Project Contact:
Steve Bieber
Metropolitan Washington Council of Governments
777 North Capitol Street, N.E., Suite 300
Washington, DC 20002
(202) 962-3219
sbieber@mwcog.org</td></tr>
<tr><td>Project Title:</td><td>PipelineNet Water Distribution System Model Development for Water Utilities in the National Capital Region</td><td>Estimated Grant Amount</td><td>$300,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Meets the National Priority of strengthening CBRNE detection, response, and decontamination capabilities. Addresses a weakness of priority capability of WMD/hazardous materials response and decontamination.

Meets the following NCR goals:
1.Planning and Decision Making
Provides water utilities with capability to examine “what if” scenarios and supports development of contingency plans for responding to water contamination incidents. Supports collaboration with health departments and agencies.</td><td>Allowability</td><td>This is allowable in accordance with UASI guidelines.</td></tr>
</table>

	3. Prevention and Mitigation Provides tools and training to support the prevention and mitigation of water contamination incidents. 4. Response and Recovery Provides tools and training to support response and recovery efforts related to water contamination incidents.		
Estimated Timeline	12 months.	**Dependencies and Cost Factors:**	This project builds on NCR distribution system modeling work carried out using FY 04 UASI funds. The goal is 3 systems per year for the next 2 years, with a goal of 90% (4.14M people) of the region covered by a contaminant modeling tool by 2007 and 100% covered by 2008. This would equate to $300K/year for 2 years.

Problem Statement/Project Description:

Water utilities in the National Capital Region have identified the need for real time information to track and model the flow of contaminants within a water supply distribution system as a high priority to help minimize risks to human health during a contamination event. The PipelineNet model was developed to support and augment detection and response capabilities resulting from intentional contamination events in public water supply systems. PipelineNet is a Geographic Information System (GIS) - based software tool with integrated data base capability that can be used to model the flow and concentration of contaminants in a water utility's drinking water pipeline infrastructure. It contains a pipe network hydraulic model (EPANET), maps, and a US Census Population database. PipelineNet was initially developed for the 2002 Winter Olympic Games in Salt Lake City and has subsequently been applied to over 20 additional water utilities in the US and Canada, including several water utilities in the National Capital Region (NCR).

Through an American Water Works Association Research Foundation (AwwaRF) case study, additional capabilities have been added to PipelineNet to address consequence assessment issues. These capabilities include tools to close valves to isolate the system, the identification of monitoring locations based on model inputs, outputs, population density and location of critical facilities, and spatial data display and overlay functions that aid in the Initial Distribution System Evaluation for Stage 2 Disinfection Byproducts. The model can also calculate the population at risk, simulate the flow and concentration of biological or chemical contaminants in the distribution system, and assess the effects of water treatment on the contaminant. These tools will provide water utilities in the NCR with the capability to examine "what if" scenarios and to develop contingency plans for responding to water contamination incidents. They also support collaboration with health departments and agencies.

The proposed project would:

- Identify three water utility distribution systems in the COG Region for application of the PipelineNet modeling tool using the size of the population served and the availability of hydraulic model input data and GIS data as selection criteria.
- Successfully simulate the flow and concentration of contaminants in those distribution systems, and assess the effects of water treatment on those contaminants.
- Integrate use of the model into the NCR Water Supply Emergency Plan and the Regional Incident Communication and Coordination System.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Collection of existing data and selection of three partner water utilities	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	Obtain hydraulic modeling and GIS data that describes the partner utility's water distribution system	Collect data within 3 months of final award.
2. Conversion of hydraulic model input data into EPANET compatible format	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	The following data in EPANET format: 1. Temporal water use patterns. 2. Tank characteristics. 3. Pump controls	Convert hydraulic model within 4 months of final award.
3. Conversion of hydraulic model into PipelineNet	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	Hydraulic model infrastructure data in Geodatabase format. The hydraulic model infrastructure data contains junctions, nodes, tanks, reservoirs, pipes, pumps, and valves. PipelineNet includes a tool for converting the EPANET input data files into Geodatabase format.	Convert hydraulic model to PipelineNet format within 5 months of final award.
4. Populating PipelineNet with GIS data	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	Water distribution infrastructure and basic GIS coverages will be obtained in shapefile or other ESRI compatible format.	Populate PipelineNet with GIS data within 7 months of final award.
5. Model calibration	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	Compare the model results to those observed from SCADA output and make modifications (calibration) as needed.	Calibrate model within 8 months of final award.
6. Testing and Scenario development	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	Develop model scenarios and test the model operation with these scenarios. Scenarios will consist of hypothetical contaminations within the distribution system representing a range of constituents (chemical and biological); spill types (instantaneous and continuous); input locations (reservoirs, tanks, etc.) and spill amounts.	Develop model scenarios and test model operation within 10 months of final award.
7. Training	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	Conduct a one-day PipelineNet training course for partner water utilities. This course will include all	Conduct a one-day PipelineNet training course for partner water utilities within 11 months of final award.

		system capabilities including IDSE tools for monitoring site locations.	
8. Final Report	MWCOG, SAIC, Water Security Work Group (RESF-3 Water)	Prepare a model evaluation and assessment report that will describe the steps and data used to develop the PipelineNet model. The report will include information on calibration, scenario development and the outcome of an exercise to determine monitoring locations based on the PipelineNet hierarchical ranking methodology.	Prepare a model evaluation and assessment report within 12 months of final award.

Project Performance Measures	**Baseline Value**	**Target Value**
1. Apply the PipelineNet modeling tool in two additional drinking water distribution systems in the COG region.	75% of the NCR	90% of the NCR by 2007, 100% of NCR by 2008
2. Prepare a model evaluation and assessment report that will describe the steps and data used to develop the PipelineNet model.	No report	Completed report
3. Integrate use of the model into the NCR Water Supply Emergency Plan and the Regional Incident Communication and Coordination System	Existing WSEP	Revised WSEP

INITIATIVE PLAN

PipelineNet Water Distribution System Model Development for Water Utilities in the National Capital Region

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.

This initiative is a continuation of an FY'04 UASI to develop a PipelineNet model to reduce contamination risk for the population served by the water utilities in the National Capital Region. Water utilities in the National Capital Region have identified the need for real time information to track and model the flow of contaminants within a water supply distribution system as a high priority to help minimize risks to human health during a contamination event. This need was confirmed during the recent Capability Review Sessions held for the NCR. The PipelineNet model was developed to support and augment detection and response capabilities resulting from intentional or accidental contamination events in public water supply systems.

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

This initiative will build upon efforts by the regional Water Security Work Group (RESF-3 Water) to develop comprehensive responses to the highest regional water security needs identified through regional strategic planning sessions and individual water utility vulnerability assessments. The Water Security Work Group (RESF-3 Water) consists of water utilities, local governments, state, federal and regional public agencies covering the entire National Capital Region.

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.

Under Title IV of the Public Health Security and Bioterrorism Response Act of 2002 (PL 107-188)the Act, EPA is authorized to conduct research to prevent, detect, and respond to the intentional introduction of chemical, biological, or radiological contaminants into community water systems and source water for these systems. The PipelineNet model was developed to support and augment detection and response capabilities resulting from intentional contamination events in public water supply systems. PipelineNet was initially developed for the 2002 Winter Olympic Games in Salt Lake City and has subsequently been applied to over 20 additional water utilities in the U.S. and Canada, including several water utilities in the National Capital Region (e.g., DC-WASA, WSSC, City of Falls Church, and Fairfax Water).

Through an American Water Works Association Research Foundation (AwwaRF) case study, additional capabilities have been added to PipelineNet to address consequence assessment issues. These capabilities include tools to close valves to isolate the system, the identification of monitoring locations based on model inputs, outputs, population density and location of critical facilities, and spatial data display and overlay functions that aid in the Initial Distribution System Evaluation for Stage 2 Disinfection Byproducts. The model can also calculate the population at risk, simulate the flow and concentration of biological or chemical contaminants in the distribution system, and assess the effects of water treatment on the contaminant. These tools will provide water utilities in the National Capital Region with the capability to examine "what if" scenarios and to develop contingency plans for responding to water contamination incidents. They also support collaboration with health departments and agencies.

This project is a continuation of previous funding for this purpose.

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

This initiative will be governed by the regional Water Security Work Group (RESF-3 Water), which consists of water utilities, local governments, state, federal and regional public agencies covering the entire National Capital Region.

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.

The modeling work conducted for this project will be fully integrated with the NCR Water Supply Emergency Plan for the National Capital Region. This plan has been formally incorporated as an

annex to the Regional Emergency Coordination Plan (RECP[SM]) under Regional Emergency Support Function 3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the National Capital Region. Consequently, the proposed modeling work would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional capabilities.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 20, 2006

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Project Title:	**WMATA Communications Upgrade Continuation of the FY05 Project**	**Estimated Grant Amount**	**FY06 $6,100,000.00**
NCR Strategic Goal Alignment:	**3.2.2 Regional Interoperability** **3.3.1 Infrastructure Protection**	**Allowability**	**Allowable per the Fall 2005 IAB SEL 06CP-01-REPT Repeaters**
Estimated Timeline	Assuming **6/1/06** UASI Funding availability the FY06 project goals would be complete **3/1/08**	**Dependencies and Cost Factors:**	**Project completion is dependent on continuing funding availability in FY07, and potentially FY08 depending on the speed with which the repeaters can be replaced.**

Problem Statement/Project Description:

Communication capacity and reliability are critical to the successful management and mitigation of emergency incidents in the Metrorail system. Metrorail, the second largest rail transit system in the United States, carries hundreds of thousands of passengers each day, is a critical regional transportation link and a major response challenge for first responders. Communication for first responders operating on 800 MHz radio systems in the below ground portions of the Metrorail system is provided by the Public Safety System (PSS), which is a complex distributed antenna system consisting of bi-directional amplifiers (BDAs) and Radiax™ coaxial cable installed throughout the below grade portions of the system.

The FY06 Grant request of $6,100,000 addresses the Strategic Plan Target Capabilities of Interoperable Communications, Law Enforcement Investigation and Operations, Critical Infrastructure Protection, Onsite Incident Management, Urban Search and Rescue, Public Safety and Response, Firefighting Operations/Support, and Economic & Community Recovery by supporting capacity and reliability of the WMATA PSS to meet the needs of first responders.

Redundancy for Washington D.C.'s Trunked System Infrastructure ($4,000,000)
The first need concerns the resilience of the manner in which Washington, DC's trunked infrastructure is tied into the PSS. Currently, there is a single fiber optic connection between DC's radio system and the PSS. A break in this connection, whether inadvertent or intentional, disconnects the trunked infrastructure from the PSS which would create a communication outage throughout all the below grade portions of the Metrorail system in DC.

Utilizing funds from the FY05 Grant, a second donor antenna site is being evaluated and selected and an interface to the PSS is being designed.

The FY06 funding will be utilized to implement, integrate and test the redundant system. This Project will provide redundancy for the District's trunked system infrastructure that is tied into the PSS via a fiber optic connection. A Public Safety Radio System above ground antenna will be installed at another donor site. The interface equipment between the new donor site and the WMATA fiber optic network and between the fiber network and the interface head-end amplifier needed to complete the connection will be provided.

Replacement of Existing BDA's ($2,100,000)
The second need concerns the replacement of the existing Bi-Directional Antennas (BDA's) to eliminate a frequent point of failure and to provide remote monitoring capability for all BDAs in the system. Many of the BDAs currently in the system are nearing the end of their useful life, approximately 15 years, and in addition cannot be economically equipped for remote status monitoring. The absence of remote monitoring capability means that the only way failures are identified is through regular system testing, or when communication failures are experienced during incidents. Given the age of the majority of the BDAs (in excess of 13 years in many cases) frequent failures result in coverage outages until the outages are identified and BDA(s) are repaired. Concurrent with the replacement of the older BDAs, all BDAs in the system need to be connected to the existing WMATA radio system monitoring infrastructure so that their status can be monitored remotely, providing real-time notification of outages so that they can be addressed in a timely manner.

Presently the BDAs are 600' to 1100' apart. Antennae testing will be conducted to determine if we can use a more powerful BDA but spaced further apart. Depending on the results of the antennae test, the type and positioning of the BDAs will then be determined. For example: the results could conclude that if we purchase more powerful BDAs but only need BDAs every 2400 feet, then the unit price of each BDA is higher but we then only need 25% of the BDAs we have now. Spacing the BDA's every 2400 feet will allow them to be relocated out of the track right-of-way, making maintenance easier. FY05 funding will also be used to begin replacement of the BDA's.

Funds from the FY06 Grant will be used to replace the next increment of the aging BDAs with new BDA's. This will eliminate a frequent point of failure and to provide remote monitoring capability for all BDAs in the system once all the old BDAs have been replaced. Once the overall project is complete, the reliability of the system infrastructure will improve dramatically. Remote status monitoring will insure that system managers will always be aware of system status and provide a means of proactive, rather than reactive, management of the system infrastructure. This will maximize the availability and reliability of the system for first responders. Unanticipated outages greatly increase the risk to the public and first responders during responses.

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
Redundant DC Radio Interface			
1. WMATA Board Approval to Initiate & Award Contract	WMATA	Board approval	Within 2 months after sub-grant is approved.
2. Issue Request for Proposal	WMATA	Contract documents (Prepared using FY05 Grant.)	Within 3 months after sub-grant is approved.
3. Procurement Process	WMATA	Selection of contractor(s) to implement, integrate and test redundant system.	7 months after sub-grant is approved.
4. Material Procurement	WMATA and contractors(s)	Cable, antenna	10 months after sub-grant is approved.
5. Implementation and Integration	WMATA and contractors(s)	Installation of new antenna and fiber optic connection	20 months after sub-grant is approved.
6. Testing & Final Acceptance	WMATA and contractors(s)	Redundant System operational	22 months after sub-grant is approved.

BDA Replacement and Alarming			
1. WMATA Board Approval to Initiate & Award Contract	WMATA	Board approval	Within 2 months after sub-grant is approved.
2. Determine Final Scope and Issue Request for Proposal	WMATA	Contract documents.	Within 3 months after sub-grant is approved.
3. Procurement Process	WMATA	Selection of contractor.	6 months after sub-grant is approved.
4. Material Procurement	WMATA and contractors(s)	New BDA's and cabling received	9 months after sub-grant is approved.
5. Installation	WMATA and contractors(s)	New BDA's installed	19 months after sub-grant is approved.
6. Testing & Final Acceptance	WMATA and contractors(s)	Remote monitoring and improved reliability	21 months after sub-grant is approved.

Project Performance Measures	**Baseline Value**	**Target Value**
1. Redundancy for DC's Trunk System	0%	100%
2. Replace existing BDA's/Reduction of BDA's	20%	60%

INITIATIVE PLAN

WMATA Communications Upgrade

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.**

   WMATA Communications Upgrade. This initiative addresses crucial regional interoperability and critical infrastructure protection. The Washington Metropolitan Area Transit Authority (WMATA) Metrorail system is a regional subway system that provides critical transportation capability to the NCR transporting hundreds of thousands of passengers each day. This initiative ensures that public safety first responders (law enforcement, fire and EMS personnel) will have robust communications capacity when incidents occur in the tunnel system. This communications capacity also enhances the ability to protect the infrastructure from disruption and to restore it in a timely manner when disruptions do occur.

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

   The WMATA Communications Upgrade addresses critical Metrorail tunnel infrastructure that passes through a large number of NCR jurisdictions. Metrorail tunnels pass through Washington, DC, Arlington County and the City of Alexandria in Virginia, and Montgomery and Prince George's Counties in Maryland. The below grade portions of the Metrorail system make up the core of the system and as a result carry the highest number of passengers in the system.

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.**

A major strength within NCR is the robust communications interoperability between first responders. This project leverages the existing interoperability strength by addressing a critical regional weakness, extending the interoperability below grade and improving the reliability and availability of the existing system infrastructure. The long term goal of the initiative is to provide reliable comprehensive interoperable public safety communications in the Metrorail system.

This is the second year of a three to four year upgrade project requiring a total of approximately $13M to address all the existing system deficiencies. FY06 funding of $6.1M is being requested to continue the project. FY07 funding in the amount of $2.9M is anticipated to be needed for completion of the upgrade. Depending on variables that cannot be defined at this point it is possible that some of the FY07 funding may need to be re-allocated to FY08 to compete the upgrade; in any case, at present the total funding anticipated to complete the upgrade is $9M, $6.1M in FY06 and $2.9M allocated between FY07 and FY08.

Starting in FY08 maintenance funding will be required to perform semi-annual preventative maintenance on the infrastructure. This maintenance will ensure that the system remains properly tuned.

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

This initiative is being managed through a partnership between the Metropolitan Washington Council of Governments (MWCOG) Fire Chiefs' and WMATA. The COG Fire Chiefs' Committee has tasked the Fire Communications Sub-Committee to work with WMATA to ensure the timely implementation of this project while achieving the project goals. In addition, the Fire Communications Sub-Committee is working with the Police Communications Sub-Committee to ensure that law enforcement needs are being addressed. Committee members are participating in project review meetings and review proposed system designs and schedules to make sure that first responder concerns are being addressed.

WMATA has developed a project team focused on delivering a robust, reliable system that meets the needs of the public safety first responders.

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.

The WMATA Communications Upgrade initiative supports the three Overarching National Security Priorities; Implementation of the National Incident Management System and National Response Plan; Expanded Regional Collaboration; and Implementation of the Interim National Infrastructure Protection Plan. NIMS and the NRP are directly supported by providing enhanced communications capabilities in one of the highest threat and most complex environments that exists within the NCR. Absent robust communications capabilities implementation of NIMS in support of the NRP is very difficult.

The initiative leverages and builds upon existing Regional Collaboration by providing a means to utilize the existing interoperability that has been developed within the NCR to mitigate incidents in the Metrorail system.

Infrastructure protection is enhanced by addressing a critical communications vulnerability that exists within the Metrorail system. The Metrorail system is critical to maintaining continuity of government in the NCR due to the critical transportation capacity that it provides. The ability to communicate within the Metrorail system is essential to protecting this critical infrastructure and restoring it to function in the event that an incident does occur within the system.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">December 12, 2005

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Adjunct Professor
Advanced Research Institute – Virginia Tech

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<tr><td>Project Title:</td><td>“Increasing Emergency Generation Reliability and Capability in the National Capital Region (NCR)”</td><td>Estimated Grant Amount</td><td>$543,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 3: Prevention & Mitigation – Obj. 3: Critical Infrastructure. Increase reliability and capability of emergency generator facilities in all jurisdictions in the NCR that support critical government and selected private facilities.

Goal 4: Response & Recovery – Obj’s 3: Resource & 4: Recovery. Enhance availability and reduce failure rates of emergency generator facilities in the NCR; incorporate lessons learned from recent (2003-2005) natural disasters.</td><td>Allowability</td><td>The National Capital Region is the Washington, D.C. Urban Area as set forth in 10 U.S.C. 2674(f)(2). It includes 19 separate political jurisdictions.</td></tr>
<tr><td>Estimated Timeline</td><td>July 1, 2006 - December 31, 2007</td><td>Dependencies and Cost Factors</td><td>Project success depends upon cooperation and access to government and private emergency generator facilities.</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
There are a few thousand permanent and portable emergency generators in the National Capital Region; the aggregate electric capacity is measured in a few tens of Megawatts. However, when called upon during an emergency (e.g., Hurricane Isabel), a large percentage of these did not operate properly, or at all. This degraded operating capability is true for both publicly (all levels of government) and privately owned units. This degradation significantly impacts the capability of the affected organizations to respond to a terrorist attack or a natural disaster.</td></tr>
<tr><td colspan="4">Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)</td></tr>
<tr><td colspan="2">Tasks</td><td>Collaborating Partners</td><td>Deliverables</td><td>Target Date</td></tr>
<tr><td colspan="2">1. Facilities Survey
Conduct mail/phone/ site visit survey of public and selected</td><td>All federal, state, district, county, city agencies, selected private firms (supporting vulnerable</td><td>Excel database and GIS mapping of all surveyed (publicly and selected privately owned) emergency</td><td>Start: 7/1/06
Complete: 3/31/07
Duration: 9 Months</td></tr>
</table>

private emergency generator facilities. Pilot survey now underway to validate methodology.	populations), and utilities in the NCR.	generating units and their characteristics in each NCR jurisdiction.	
2. **Facility Demo's** Demonstrate capabilities and limits of selected generators/ facilities.	Selected federal, state, district, county, and city agencies and private firms in the NCR.	Updated database (Task 1) with all tested units and their capabilities in each jurisdiction in NCR	**Start:** 10/1/06 **Complete:** 7/31/07 **Duration:** 10 Months
3. **Refueling Strategies** Develop refueling procedures for facilities and integrate into Emerg. Operating Plans	Private fuel supply firms and public agencies in NCR to develop refueling strategies using lessons learned from recent hurricanes.	Documented procedures and organizations involved in refueling for surveyed facilities and integration into NCR public Emergency Operating Plans	**Start:** 1/1/07 **Complete:** 10/31/07 **Duration:** 10 Months
4. **Emergency Generation Security Networks** Investigate potential for government high-reliability generator networks in NCR.	Selected NCR juris- dictions (federal, state, county, and/or city) and utilities.	Conceptual design of high-reliability generator networks in NCR. Technical, financial, administrative, and organizational benefits and costs for such networks.	**Start:** 10/2/06 **Complete:** 9/31/07 **Duration:** 12 Months
5. **Best Practices & Outreach** Identify best practices for O&M and testing of units and equipment. Disseminate results to public agencies and private firms in NCR	NCR facility owners (public and selected private) and industry organizations (equipment manufacturers, suppliers, and associations).	Four workshops (three – public agencies and one – private firms) with distributed materials documenting the public and private best practices. Documentation of recommended and best practices for unit O&M and testing.	**Start:** 4/1/07 **Complete:** 9/31/07 **Duration:** 5 Months
6. Regional Strategy for Emerg. Generator Management Identify strategic actions to support NCR organizations during emergencies.	NCR emergency managers, COG committees, and industry organizations (equipment manufacturers, suppliers, and associations).	Strategic actions and priorities for emergency managers. Identified opportunities for industry support.	**Start:** 1/1/07 **Complete:** 10/31/07 **Duration:** 10 Months

Project Performance Measures	**Baseline Value**	**Target Value**
1. Survey Responses: Mail-only questionnaire responses normally average up to 30 percent. Mail w/ follow up telephone calls and selected site visits will increase response level.	30 percent	85 percent
2. Facility/unit demonstration of engine/generator capabilities and limitations.	15 units – various sizes & owners	Statistically significant: U≥ UUU15 units
3. Conceptual design and costs and benefits of high-reliability security network(s).	1 network	3 networks (city, county, state)

4. Refueling strategies and procedures integrated into public Emergency Operating Plans	5 jurisdictions	19 jurisdictions
5. Public (all levels of government) and industry workshops	4 workshops	4 workshops
6. NCR Emergency Generator Management Strategy – Participants	5 jurisdictions 2 suppliers	12 jurisdictions 6 suppliers

INITIATIVE PLAN

Increasing Emergency Generation Reliability and Capability in the National Capital Region (NCR)

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.

Initiative Title: "Increasing Emergency Generation Reliability and Capability in the National Capital Region (NCR)"

Address Needs & Priorities: This Initiative addresses issues that were raised in all five Resource areas – People; Equipment; Training; Exercise/Evaluation; and Plans, Policies, and Procedures – of the Critical Infrastructure Protection (CIP) segment in the NCR's Capability Review (1/6-11/06). Emergency generation capability directly supports all the eight Priority Capabilities listed in the *State Homeland Security Program and Capability Review Guidebook (Volume 1)* and this Initiative directly addresses issues raised in the *Additional Capabilities* "Protect Mission Area Target Capabilities" area of the *Guidebook: Critical Infrastructure Protection (CIP).* All critical government agencies and functions depend upon electric power to conduct their mission and when utility service is interrupted, emergency generation equipment continues to support each organization's mission in the affected area for natural, technical, or human-initiated disaster.

This Initiative also addresses a number of infrastructure weaknesses that have been identified in various NCR infrastructure security and hurricane and Florida hurricane impact studies conducted between mid-2000 and the present by the proposed project team members.

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

Geographic Area: This Initiative involves a number of activities in all 19 federal, state, District, county, and city jurisdictions in Washington, D.C. Urban Area, which consists of the National Capital Region, as defined in 10 U.S.C. 2674(f)(2). This is one of the designated Candidate Urban Areas in the UASI FY05 program.

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.

Resources & Tools: This Initiative's success depends upon the cooperation and access to government (at all levels) and specific private emergency generator facilities in the NCR. Support to gain access will be sought through existing organizations such as the COG R-ESF 5 and 12 Committees/Task Forces, the Northern Virginia Emergency Managers' Council, the federal General Services Administration. In the private sector, support and assistance will be sought from relevant professional associations, government human services agencies, medical organizations, and utilities serving the NCR.

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

High-Level Governance: Members of COG R-ESF 5 and 12 Committees/Task Forces and relevant professional associations will be invited to participate directly in a project advisory committee that will review the technical and administrative progress and direction of the Initiative. Presentations on the Initiative's progress will also be presented at regular COG R-ESF 5 and 12 committee meetings to obtain additional feedback and suggestions.

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

Expand Regional Collaboration: The Initiative supports this National Priority by collecting and integrating information regarding emergency generator installations across the federal government, two states and the District, five counties, and 10 independent cities all in the National Capital Region. The results of the Initiative will be integrated into Emergency Operations Centers and Emergency Operating Plans in all the jurisdictions to enhance security and capability of critical public and private functions.

Implement Interim NIPP: The Initiative supports this National Priority by enhancing the capability, reliability, and security of emergency generation facilities installed or available in the NCR and thereby enhancing critical government and private facilities' capability to operate during an emergency, regardless of cause. It also increases the efficient use of already installed and available emergency generation resources for critical infrastructures and key resources (CI/KRs) by interacting directly with both public and private sector organizations and sharing best practices and expertise, regardless of where it was developed.

Implement NIMS & NRP: The Initiative directly supports by bringing to a higher level the capabilities and limitations of this resource that is generally estimated to be measured in the 10s to 100s of Megawatts of installed capacity. This is an important infrastructure resource that should be brought to bear during emergencies, either natural or man-made. However, as Hurricane Isabel and other local natural disasters have demonstrated, a significant number of these units a) do not start when called upon, b) fail in less than one-hour if they do start, or 3) refueling provisions have not been put in place. Because of these situations, response to emergencies by both critical government

and private organizations are either hampered or knocked out altogether, thus negatively impacting their capability to respond.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 24, 2006

Metropolitan Washington Council of Governments
Energy Policy Advisory Committee
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Fairfax County

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District of Columbia Energy Office
Belien Tadesse, Deputy Chief
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Washington, DC 20009
202-673-6769
belien.tadesse@dc.gov</td></tr>
<tr><td>Project Title:</td><td>Clean, Reliable Back-Up Portable Generation for Critical Infrastructures within the National Capital Region</td><td>Estimated Grant Amount</td><td>The full cost will not exceed $1,500,000.</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>NCR Goal 3: An enduring capability to protect the NCR by preventing or mitigating “all-hazards” threats or events.
Objectives:
• Develop and sustain common, mullti-disciplinary standards for planning, equipping, operating, and (cross-jurisdictional) exercising to maximize prevention and mitigation capabilities across the NCR
• Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness
• Employ a performance and risk based approach to critical infrastructure protection across the NCR, targeting resources where the threat, vulnerability, and impact are greatest.
NCR Goal 4: A sustaining capacity to respond to and recover from “all hazards” events across the NCR
Objectives:
• Develop, adopt and implement integrated plans, policies, and standards to facilitate response and recovery.
• Ensure the capacity to operate multi-level coordinated response and recovery.
• Ensure adequate and effective sharing of resources
• Comprehensively identify long-term recovery issues.</td><td>Allowability</td><td>UASI Equipment
Category: Power Equipment</td></tr>
</table>

Estimated Timeline	18 Months from start	**Dependencies and Cost Factors:**	The total project cost would depend on the facility or application deemed most appropriate for alterative energy system demonstration.

Problem Statement/Project Description:

The National Capital Region (NCR) is endowed with structures that are considered critical to the security of the entire Country. These critical infrastructures are essential for public safety and for the effective operation of the public and private sectors during emergencies. Events during the past year have also underscored the staggering social and economic impacts that natural disasters and terrorism can have on people and communities throughout the world.

Moreover, this hurricane season has demonstrated the devastating impact these events can have on our energy infrastructure. Whether it was long lines at gasoline stations who had no power for their pumps or the inability to power for several days critical infrastructure, including water, sewer and telecommunications systems, regions did not have enough back up power to service their needs until utility crews could complete restoration efforts.

Although many of the critical infrastructures within the NCR have emergency generators, most of these generators are running on diesel. Experience from hurricanes Katrina and Rita has shown the difficulties in obtaining diesel or any fossil fuel during prolonged energy emergencies. Thus, making diesel run back-up generators an unreliable source of energy during prolonged energy emergencies. In order for critical facilities to continue their operations during emergencies it is necessary to assure that they have back-up generation that utilizes readily available and reliable energy sources such as solar and wind energy, and fuel cells.

The project would create a demonstration project for the use of alternative energy systems—whether by solar, wind or fuel cell—and implement its use at a critical facility or location. Potential projects include but are not limited to:

- Photovoltaic cells along evacuation routes to ensure continuous power during evacuations
- Fuel cell generators at key switching and cell towers to ensure communications
- Photovoltaic powered generators at hospitals and facilities that take care of our most vulnerable populations.

These generators would provide a quiet, non-polluting alternative to diesel generators to nursing home or hospital patients.

Another aspect of the project is to create a public private partnership with a major oil company to do a pilot project on using alternate-powered generators at a gasoline station in the NCR. This pilot project could demonstrate the feasibility of using photovoltaic or fuel cell generators so it can be replicated throughout the region and the nation.

This project aligns with NCR goals 3 and 4. The selected projects for implementation would all be based on risk reduction potential to critical regional infrastructure in the NCR. As such, the project would reflect the most important locations to reduce risk and develop a sustained capacity to respond and recover from all hazards or events across the NCR.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Develop detailed work program	-COG and Local Governments -District of Columbia Energy Office Clean Energy Group -Selected Local Utilities -James Lee Witt Associates -National Solar Industries Association -National Renewable Association	Detailed Work Program	5%
2. Develop Evaluation Criteria, Standards for Project Assessment		Evaluation Criteria and Standards	5%
3. Conduct technical		Technical Document	5%

literature review			
4. Identification of BMPs in the field and Prepare BMP Practice Guide		BMP Guide	10%
5. Identify planning, training, exercise, and/or equipment needed to address the problem and identify projects for demonstration implementation		Workshop, training, Work	25%
6. Procure Equipment		Equipment	5%
7. Evaluate In Field Performance		Technical Document	15%
8. Conduct training and workshop on demonstration findings		Training materials	25%
9. Prepare final report		Final report	5%

Project Performance Measures	Baseline Value	Target Value
	0	5%
1. Research and Prepare BMP Guide		
2. Determine information and application requirements to install alternative sources of energy supply		

Project Performance Measures	Baseline Value	Target Value
3. Identify and obtain agreements from parties to install equipment		
4. Conduct Seminar of Applied Demonstrations		
5. Number of Critical Locations demonstrated		

INITIATIVE PLAN

Alternative Energy Systems Technology for Homeland Security Applications

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.

Alternative Energy Systems Technology for Homeland Security Applications

The NCR has an extensive back-up generation capability in both the public and private sectors, with subsequent requirements. There is a role that alternative sources of power can fulfill in energy contingency and emergency planning. For example, Hurricane Katrina and Rita demonstrated that

solar technology was very beneficial. Solar power was the first line of defense to maintain hospital and medical supplies. Systems that depended upon fossil fuel were not operational simply because there was no fuel. Diversification of power sources for emergency planning is beneficial.

The program and capability evaluation identified gaps in critical infrastructure that relies solely on the electric grid system. A key aspect of this gap in critical infrastructure is backup power and its role in restoring power quickly. Throughout the capability review various references to gaps in planning and information were noted. Among the specific gaps that would assist the region in rapid recovery are the following:

- Develop strategies and procedures that do not rely solely on grid system
- Need to test back-up generators more regularly also testing protocols need to be enforced.
- Need to inventory generator (where are they, what can they support)
- In place emergency generation equipment 1) inventory with details 2) maintenance 3) upkeep in operating mode 4) fuel source(s)/re-fueling
- Need regional plan for generators to move fuel
- Mandate of COOP/COG plan for critical infrastructure in the NCR (private sector)
- Need for regional methodology for prioritizing risk across CIP sectors within NCR (4)
- Unaware of plans for a complete break –down of the critical infrastructure

This initiative will be developed in 2 phases. Phase 1 is the planning phase during which time an inventory of back power generators in both the public and private sectors will be conducted. Phase 2 is application and demonstration of technologies. Both phases are necessary in order to meet our national goal of response and recovery by enhancing our ability to rapidly restore electric service to critical infrastructure facilities in the event of terrorism or a natural event.

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

This initiative will provide funding to demonstrate the application of various alternative system technologies for backup power for selected critical infrastructure facilities. The application and demonstrations for this project is the NCR region defined by law.

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.

There are hundreds of critical infrastructure facilities, ranging from hospitals to pumping stations that support the estimated 6 million people in the NCR. To increase our capacity for critical infrastructure recovery this initiative brings us closer to achieving our goal to sustain a capacity to respond and recover from "all hazards" events across the NCR.

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

The existing Council of Governments Energy Policy Advisory Committee's ESP#12 will govern this initiate. The Committee consists of representation from the local and governments, state energy and regulatory agencies, utilities, and energy distributors. A detailed work program will be approved by

the EPAC, with input from all R-ESFs. The EPAC reports to the Chief Administrative Officers Committee and the COG Board of Directors.

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

Planning is the foundation on which all capabilities are developed and enhanced. Planning is a mechanism to develop, validate, and maintain plans, policies, and procedures describing how the entire response spectrum will coordinate and manage resources to prevent, protect, respond to and recover from all disasters. Planning processes incorporate hazard analysis and risk assessment. Planning support all of the Emergency Support Functions and all response agencies including Federal, State and local assets. Planning ensures implementation of the National Incident Management System coordinates with the Federal Response Plan and develops regional capabilities.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006

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<tr><td>Project Title:</td><td>Rapid Response Mobile Transformer

[RESF-12 Energy]</td><td>Estimated Grant Amount</td><td>$2,500,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 4, Response & Recovery: Enhance the ability to rapidly restore electric service to critical infrastructure in the event of a terrorist attack on electric infrastructure in the National Capitol Region.</td><td>Allowability</td><td>UASI: Enhancement to ability to respond and recover from an act of terrorism.</td></tr>
<tr><td>Estimated Timeline</td><td>21 months from award of grant</td><td>Dependencies and Cost Factors:</td><td>Pepco will provide ongoing O&M of equipment at appx. $10,000/year.</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
The National Capital Region is supplied electricity by several major utilities including Pepco, Dominion Virginia Power, Baltimore Gas & Electric, and Allegheny Power.

The loss of an entire substation or loss of major power transformers serving such a substation is difficult to overcome. For example, Con Edison experienced damaged and destroyed substations as a result of the attacks of September 11th in New York City. This concept paper calls for a large rapid response mobile transformer that could be deployed, set up and energized in less than 32 hours. The rapid recovery mobile transformers would be coupled to existing mobile switchgear to re-supply the electric feeders providing service to critical network and high voltage urban area services. Of special concern are urban area business and government districts where critical government agencies and their support services are located. Electric transmission and distribution system in urban areas are typically underground. Electric service to urban area customers is supplied from the network or high voltage systems to provide a redundant and reliable supply of energy. Switching of underground network and high voltage customers to other supply circuits is time consuming and often times not possible.</td></tr>
</table>

A rapidly deployable mobile transformer with a primary voltage of 69 kV is proposed. The transformer secondary voltages of 13.8 kV would contain a wide range of taps for application at multiple locations. The proposed primary and secondary voltages are utility standards allowing the possibility of the transformers use at other regional electric utilities and large critical infrastructure customers within the NCR with similar ratings. Presently there are not mobile transformers that are large enough to quickly re-supply a substation. Existing spare transformers are large and can take several weeks to move and hundreds of labor hours to install. Recovery of electric service to the network and high voltage customers in a timely manner could be difficult due to problems with switching and tying of underground circuits.

Rapid recovery mobile transformers that are "road ready" on trailers for deployment could be moved, set up and energized in less than 32 hours. The weights and dimensions would be kept within or below government limits that require special permitting. Additionally, several federal, state and local critical infrastructure facilities such as water and sewage treatment, military facilities and multi building campus type facilities utilize equipment of this class in the National Capital Region.

Maintenance and storage of the transformers would be provided by Pepco. The units could be made available to other regional utilities or similar high voltage classes of customers under a "Memorandum of Understanding" agreement and appropriate terms. The use of the units would be reserved for actual or pre contingency emergencies.

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. Specification Development for. Transformer	Pepco, ESP's with Similar Class Equipment	Specification, Bid Packages	Six Weeks
2. Award Bids to Manufacturer	Pepco, Manufacturers	Award Package, Contract	Ten Weeks
3. Transformer Manufacture	Manufacturers	Rapid Deployment Transformer Unit	Sixty-Four Weeks
4. Testing & Receipt of Transformer	Pepco	Rapid Deployment Transformer	Eight Weeks
5. Maintenance	Pepco		Annual[Ongoing]

Project Performance Measures	Baseline Value	Target Value
1. Budget Control	Under Budget	Monthly Review
2. Maintenance	Manufacturer Spec.	Best Practices
3. Deployment and Installations of Replacement Transformer to Substation [Standard Trans. vs. Rapid Response Trans.]	7 Weeks	32 Hours

INITIATIVE PLAN

RAPID RESPONSE MOBILE TRANSFORMER [RESF-12 Energy]

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.

RAPID RESPONSE MOBILE TRANSFORMER [RESF-12 Energy]

This initiative will allow for rapid recovery capability from a catastrophic incident at a critical node in the electric system, specifically the electric substation. As this infrastructure is in public space its protection is problematic. Equipment to facilitate rapid recovery from a direct attack or collateral damage will help ensure continuity of electric service and government operations in the impacted area. This initiative addresses Critical Infrastructure Protection and rapid recovery from a potential man made or natural disaster event. This initiative also helps ensure the continuity of government and other essential service provider operations**.**

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

This initiative has broad application in the National Capital Region. Specifically several regional utilities can utilize the functionality of this initiative. Also, critical government and private high voltage facilities providing essential services to multiple jurisdictions in the NCR could utilize the rapid response mobile transformer. Such facilities include water and sewage treatment as well as defense facilities essential to National and regional protection with similar equipment ratings.

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.

Existing utility resources will be utilized to support the execution of this initiative. Utility service providers are familiar are experienced in the efficient and reliable operation of the electric system and have experience in the development and procurement of technologies and equipment to facilitate that operation and continued reliability. Experienced utility resources can be utilized to maintain and deploy the Rapid Response Mobile Transformer.

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

Implementation will be achieved using standard business project management and procurement processes. Specification and bid packages will be developed with input from key stakeholders. Solicitations will be received and evaluated on price and qualification resulting in selection of the lowest, best qualified bid. Construction progress will be monitored and testing completed prior to acceptance of the unit.

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 initiative will incorporate two of the Overarching National Priorities. It will result in **Expanded Regional Collaboration** in that electric utilities are multi jurisdictional entities and frequently share resources among themselves in an emergency. This project will ensure the rapid recovery of critical electric system infrastructure from a directed attack or collateral damage to support continuity of government or other critical operations. This initiative creates a public private partnership which meets a critical need for both parties.

Additionally this initiative will help implement the **Interim National Infrastructure Protection Plan** in that it will strengthen the ability to restore service to critical and essential services in the event of a directed attack against or collateral damage to critical electric system infrastructure.

This project will also achieve regional **Goal #4, Response and Recovery** in that it will enhance the ability to rapidly restore electric service to critical infrastructure in the event on a directed attack in the National Capital Region.

CONCEPT PAPER

Critical Infrastructure Protection Program

Estimated Timeline: Present to September 30th, 2006, and beyond, indefinite future

Describe regional Problem/Deficiency in Terrorism Prevention, Preparedness, Response, and/or Recovery that Application will Address:

The National Capitol Region (NCR) is home to Critical Infrastructure and Key Assets (CI/KA) that are both critical and symbolic to both the District of Columbia and the United States. Development of a Critical Infrastructure Protection Program within the National Capitol Region, which allows for the seamless communication of information across jurisdictions is critical to insuring a comprehensive approach to the protection of these sites, as well as a rapid response and recovery plan in the event of an incident within the NCR. Currently, the NCR does not have an established and staffed Critical Infrastructure Protection Program as does many other UASI Regions throughout the country. This deficiency has affected the ability to asses, collect, store and share CI/KA information as mandated by Homeland Security Presidential Directive 7 (HSPD-7), and to share this information with the surrounding jurisdictions in the event of an incident.

The development of a coordinated Critical Infrastructure Protection Program within the National Capitol Region that will allow for an analysis and information-sharing program within the NCR, that encompasses and prioritizes not only governmental infrastructure, but NGO's, private organizations and community infrastructure, is key to preventing, preparing and the mitigation of the "all hazards" threat against these facilities.

Identify Regional Planning, Training, Exercises, and/or Equipment Needed and Explain how it/they will Address Problem/Deficiency:

1. Development of assessment protocols and guidelines accepted by all NCR partners that will allow for the collection of the same Site Assessment Visit (SAV) information across the region, as well as the rapid and seamless information sharing across the region that will allow for the necessary risk assessments, intelligence analysis, increases site security, response and recovery for these identified CI/KA.

2. Ensure that designated personnel within the NCR Critical Infrastructure Working Group (CIWG) have received the necessary security clearances to allow unrestricted information sharing within the NCR.

3. Ensure that designated members of the NCR's Critical Infrastructure Working Group undergo training and certification in the Protection of Critical Infrastructure Information (PCII) that will allow for the collection, retention and security of this information with both the NCR and Federal partners. Without this certification and training, information sharing of sensitive information across the NCR and among Federal agencies cannot exist.

4. Obtain secure communications equipment required for the storage and exchange of protected critical infrastructure information such a secure fax, phone lines, secure internet (CiperNet) and cell phones. Without the certified communications equipment, PCII certification cannot exist.

5. Procure necessary assessment technology-i.e. Cameras, laptops, printers, office space, GIS mapping, and databases similar to those in use by Maryland (such as MEEGAN & EMMA) which will to allow for effective and efficient information gathering and exchange.

6. Ensure that all members receive the necessary training to conduct and prepare the necessary SAV's for use within the NCR, to include databases such as those in use in the NCR to include MEEGAN & EMMA).

Provide Estimated Cost and Long Term Funding Strategy:

1. Retain contractor to conduct assessment of NCR to assist in the development of assessment protocols and guidelines accepted by all NCR partners, to include the development of a secured database, such as MEEGAN & EMMA, which will allow for rapid exchange of information: $800,000

2. Retain contractor or outside vendor to conduct an assessment, training and protocol preparation for the NCR CIWG to obtain certification in the Protection of Critical Infrastructure Information (PCII), as required by DHS $350,000

3. Obtain secure communications equipment required for the storage and exchange of protected critical infrastructure information such a secure fax, phone lines, secure internet (CiperNet), secure computer storage equipment and cell phones. Without the certified communications equipment, PCII certification cannot exist $300,000

4. Procure necessary assessment technology-i.e. Cameras, laptops, printers, office space, GIS mapping, and databases which will allow for effective and efficient information gathering and exchange $ 350,000.

5. Contractor and overtime costs to ensure that all CIWG members receive the necessary training to conduct and prepare the necessary SAV's for use within the NCR, to include databases, and SAV equipment. $150,000

Dependencies and Cost Factors: Time delays for necessary security clearance of personnel may create unnecessary setbacks, Standard cost increases and inflation, delays in the production of secure communications equipment due to current high demand

Provide Names and Contact Information for Individuals with Appropriate Expertise who will Prepare and/or Assist in Preparing Application:

Commander Cathy Lanier (cathy.lanier@dc.gov)
Captain Jeffrey Herold (Jeffrey.herold@dc.gov)
Lieutenant Steven Sund (steven.sund@dc.gov)
Special Operations Division
Metropolitan Police Department, 300 Indiana Avenue N.W., Washington D.C. 20001
(202) 671-6505

INITIATIVE PLAN

Critical Infrastructure Protection Program

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.**

   The National Capitol Region (NCR) is home to Critical Infrastructure and Key Assets (CI/KA) that are both critical and symbolic to both the District of Columbia and the United States. Development of a Critical Infrastructure Protection Program within the District of Columbia, which allows for the seamless communication of information with our NCR partners, is critical to insuring a comprehensive approach to the protection of these sites, as well as a rapid response and recovery plan in the event of an incident within the NCR.

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

   Currently, the National Capitol Region does not have a unified Critical Infrastructure Protection Program that ensures consistency across the region. This deficiency hinders our ability to efficiently asses, collect, store and share CI/KA information as mandated by Homeland Security Presidential Directive 7 (HSPD-7).

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.**

   The development of a coordinated Critical Infrastructure Protection Program within the National Capitol Region that will allow for an analysis and information-sharing program within the NCR, that encompasses and prioritizes not only governmental infrastructure, but NGO's, private organizations and community infrastructure, is key to preventing, preparing and the mitigation of the "all hazards" threat against these facilities.

   Development of assessment protocols and guidelines accepted by all NCR partners that will allow for the collection of the same Site Assessment Visit (SAV) information across the region, as well as the rapid and seamless information sharing across the region that will allow for the necessary risk assessments, intelligence analysis, increases site security, response and recovery for these identified CI/KA.

The ability for all jurisdictions within the region to obtain the necessary training and certification in the Protection of Critical Infrastructure Information (PCII) will significantly improve the collection, retention and security of this information with both the NCR and Federal partners. Without this certification and training, information sharing of sensitive data across the NCR and among Federal agencies cannot exist.

Additionally, the successful implementation of this initiative requires the procurement of secure communications equipment, the upgrading of current technologies, as it relates to mapping capabilities and software, and the acquisition of the necessary training to conduct and prepare the necessary SAV's for use within the NCR.

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

   The Regional CIP Program would be governed through a multi-jurisdictional committee administered through the Council of Governments.

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.**

   The Critical Infrastructure Program would be in cooperation with various agencies within the city and throughout the NCR. This will ensure that the program supports the respective local response plans, the National Response Plan (NRP) as well as Regional Plans, which will be necessary to secure the unique infrastructure of the National Capitol Region. This program will be in direct support of the National Infrastructure Protection Program (NIPP)

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		December 10, 2005 Jeff Delinski, Captain, Metro Transit Police Department 600 5th Street NW, Washington DC, 20001 (202-962-2411) Jdelinski@wmata.com	
Project Title:	**Managing Metro Emergencies I (Awareness Level)**	**Estimated Grant Amount**	*$124,500*
NCR Strategic Goal Alignment:	*Managing Metro Emergencies supports NCR Strategic Goal #3 Mitigation and #4 Response & Recovery* *This awareness-level course will provide 600 NCR first responders the knowledge, skills and abilities to manage Metro emergencies by using the five tactical priorities of Mitigation, Evacuation, Transportation, Recovery, and Overall Return to Service.*	**Allowability**	*Allowed under UASI guidelines and ODP approved*
Estimated Timeline	*April 3, 2006 thru November 30, 2006*	**Dependencies and Cost Factors:**	*Cost of contractor* *Instructor's time schedule* *Cost of materials*

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. Obtain budget approval from WMATA Board	Metro Transit Police, Office of Safety and Risk Protection	Board resolution	February 2006
2. Identify stakeholders and schedule training	NCR first responders	Scheduling and training locations	February 2006
3. Initiate and award training contract	WMATA Office of Procurement	Contract	April 3, 2006
4. Procure course materials	Contractor	600 manuals	April 3, 2006
5. Procure course materials	Contractor	600 quick reference guides	April 3, 2006
6. Conduct classes	Contractor	In-class training	May 1 – Nov. 30, 2006

Project Performance Measures	**Baseline Value**	**Target Value**
1. First Responders have the knowledge, skills and abilities to manage Metro emergencies by using the five tactical priorities of Mitigation, Evacuation, Transportation, Recovery, and Overall Return to Service.	1429	2029

INITIATIVE PLAN

Managing Metro Emergencies I (Awareness Level)

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.

The Managing Metro Emergencies Training Course (Awareness Level) was developed after a series of major Metro service disruptions to include tunnel fires, a train collision and persons struck by a train. This incident, coupled with the looming threat of terrorism, requires NCR first responders to be better trained in effectively managing Metro-specific emergencies. The subject matter consists of:

- Metro's Importance to the NCR
- Nature of Metro Emergencies
- Future Threats to the System
- Emergency Management Concepts
- Weapons of Mass Destruction
- Emergency Traffic Control

This training course addresses the NCR's Program and Capability needs of Critical Infrastructure, Intelligence/Information Sharing Dissemination, and WMD/Hazardous Materials Response and Decontamination.

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

The Managing Metro Emergencies Training Course (Awareness Level) is designed for all National Capital Area first responders who are expected to take action on the scene of a major Metro service disruption. Included are: Federal agencies, state and local law enforcement, firefighters, Metro operations personnel and department of transportation personnel. To date, 1500 first responders representing 45 agencies have taken this course. The 2006 UASI Grant proposal will allow another 600 first responders to receive this important training.

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.

The Managing Metro Emergencies Training Course (Awareness Level) was created in 2005 under the UASI Grant, therefore, there are no development costs associated with this proposal. The resources associated with this proposal are:

- 600 Training Manuals
- 600 Quick Reference Guides
- One instructor to teach 30 classes

The total costs associated with this proposal are approximately $124,500. The resources may be attained through either a competitive bid or sole source process using outside professional and technical contractors.

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

Polly Hanson, Chief of the Metro Transit Police, appoints the program manager who oversees the grant process, contract award, payments, equipment, scheduling, marketing, registration process, materials, evaluations, and certificates. Monthly reports are filed with DC Office of Homeland Security Program Manger, Mark Yader.

Stakeholders participate in seven group problem solving exercises throughout the course and share their viewpoints and finding with the entire class. Class discussions are encouraged and individuals have an opportunity to share experiences and state their position on particular topics. Upon completion of the Course, participants complete a two page (20 question) written evaluation, which is reviewed by the instructor, contractor and program manager. If necessary, adjustments are then made to the program.

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.

The Managing Metro Emergencies Training Course (Awareness Level) supports NCR Strategic Goal #3 Mitigation and #4 Response and Recovery. It also supports the National Strategy for Homeland Security Priority #3 of Minimize the damage and recover from attacks that may occur. The intent is to

also create a "cultural shift" among first responders through collaboration, information sharing, threat recognition, risk management and intervention.

This Awareness-Level course will provide 600 NCR first responders with the knowledge, skills and abilities to manage Metro emergencies by using the five tactical priorities of Mitigation, Evaluation, Transportation of the Evacuated, Recovery (at the initial level), and Overall Return to Service.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		December 15, 2005 Jeff Delinski, Captain, Metro Transit Police Department 600 5th Street NW, Washington DC, 20001 (202-962-2411) Jdelinski@wmata.com	
Project Title:	**Managing Metro Emergencies II (Operations Level)**	**Estimated Grant Amount**	*$210,750*
NCR Strategic Goal Alignment:	*Managing Metro Emergencies II supports NCR Strategic Goal #3 Mitigation and #4 Response & Recovery* *This operations-level course will provide 600 NCR first responders scenario based training on the five tactical priorities of Mitigation, Evacuation, Transportation, Recovery, and Overall Return to Service.*	**Allowability**	*Allowed under UASI guidelines and ODP approved*
Estimated Timeline	*April 3, 2006 thru November 30, 2006*	**Dependencies and Cost Factors:**	*Cost of contractor* *Instructor's time schedule* *Cost of equipment*

Project Description:

This operations-level training course is designed for all first responders who are likely to take action during a Metro emergency. The course focuses on reinforcing and applying the five tactical priorities of Mitigation, Evacuation, Transporting, Recovery and Overall Return to Service to training exercises. The training exercises entail multiple improvised explosive device explosions on Metrorail and Metrobus. Participants will practice the National Incident Management System, Incident Command, Chemical Emergency Management Information System (CEMIS), Emergency Traffic Control, and rescue and recovery from tunnels, elevated structures, and grade level facilities.

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. Equipment	Contractor	CEMIS Laptop & Software	March 1, 2006
2. Equipment	Contractor	Powered Rescue Trolley	March 1, 2006
3. Equipment	Contractor	Emergency Tunnel Evacuation Cart	March 1, 2006
4. Equipment	Contractor	2 Warning Strobe Alarm Devices	March 1, 2006
5. Instructors	Contractor	Scenario based training exercises	April 3 – Nov. 30, 2006

Project Performance Measures	Baseline Value	Target Value
1. First Responders have the knowledge, skills and abilities to manage Metro emergencies by using the five tactical priorities of Mitigation, Evacuation, Transportation, Recovery, and Overall Return to Service.		600
2. Participants will receive a written evaluation of their performance during the exercises. Upon completion of the exercises, participants as a whole will be debriefed. The scenarios will be reviewed and the participants will receive verbal feedback from the instructors.	Acceptable Performance	Exceeds Expectations

INITIATIVE PLAN

Managing Metro Emergencies II (Operations Level)

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.**

   The Managing Metro Emergencies II Training Course (Operations Level) was developed in response to the overwhelming success of the Awareness Level course that was presented before 1,500 of the NCR's first responders representing 45 agencies. From these 65 training sessions, several requests were made for continued Metro related training, particularly, scenario based training exercises that allow area first responders to practice the tactical priorities and procedures learned at the awareness level. The subject matter consists of:

   - Metro's Operating Strategies
   - System Evacuation Procedures (tunnels & elevated structures)
   - Powered Rescue Trolley Demonstration
   - Chemical Emergency Management Information System (CEMIS)
   - NIMS Training Exercise (Multiple IED detonations)

   This training course addresses the NCR's Program and Capability needs of Critical Infrastructure, Explosive Device Response Operations, Intelligence/Information Sharing Dissemination, and WMD/Hazardous Materials Response and Decontamination.

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

   The Managing Metro Emergencies II Training Course (Operations Level) is designed for all National Capital Area first responders who are expected to take action on the scene of a major Metro service disruption. Included are: Federal agencies, state and local law enforcement, firefighters, Metro operations personnel and department of transportation personnel. This is a new initiative. The 2006 UASI Grant proposal will allow 600 first responders to receive this important training.

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.**

The resources associated with this proposal are:

- CEMIS Laptop & Software
- Powered Rescue Trolley
- Emergency Tunnel Evacuation Cart
- 2 Warning Strobe Alarm Devices
- 2 Instructors for 30 training classes

The total costs associated with this proposal are approximately $210,750. The resources may be attained through either a competitive bid or sole source process using outside professional and technical contractors.

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

Polly Hanson, Chief of the Metro Transit Police, appoints the program manager who oversees the grant process, contract award, payments, equipment, scheduling, marketing, registration process, materials, evaluations, and certificates. Monthly reports are filed with DC Office of Homeland Security Program Manger, Mark Yader.

Stakeholders participate in two scenario-based training exercise in which there are several improvised explosive device detonations. Participants are expected to apply the five tactical priorities of Mitigation, Evacuation, Transportation of Evacuated, Recovery (at initial level), and Overall System Recovery. Upon completion of the exercises, participants will be debriefed and will receive verbal feedback from instructors and classmates. Class discussions are encouraged and individuals have an opportunity to share experiences and state their position on particular topics. Upon completion of the Course, participants complete a two page (20 question) written evaluation, which is reviewed by the instructor, contractor and program manager. If necessary, adjustments are then made to the program.

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.

The Managing Metro Emergencies II Training Course (Operations Level) supports NCR Strategic Goal #3 Mitigation and #4 Response and Recovery. It also supports the National Strategy for Homeland Security Priority #3 of Minimize the damage and recover from attacks that may occur. The intent is to also create a "cultural shift" among first responders through collaboration, information sharing, threat recognition, risk management and intervention.

This Operations-Level course focuses on reinforcing and applying the five tactical priorities of Mitigation, Evaluation, Transportation of the Evacuated, Recovery (at the initial level), and Overall Return to Service. 600 NCR first responders are expected to participate in this important training course.

Scoring Sheet

Critical Infrastructure Protection

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

	Concept Paper	National Capital Region Critical Infrastructure Resiliency Program									
Related Target Capabilities:		Intelligence/Information Sharing and Dissemination									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Northern Virginia Transportation Management Program: Enhancements for Incident Response and Emergency Operations Command/Control and Information Sharing									
Related Target Capabilities:		Intelligence/Information Sharing and Dissemination, Interoperable Communications									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	WMATA Alternate Operations Control Center									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Critical Transportation Infrastructure Protection										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	New Transportation Management Center at Anacostia Gateway										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination, Interoperable Communications										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Multifunctional Evacuation Dynamic Message Signs										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Critical Infrastructure Monitoring and Protection										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Expansion, Establishment and Operation of the Water Security Monitoring Network in the National Capital Region										
Related Target Capabilities:	Critical Infrastructure Protection										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	PipelineNet Water Distribution System Model Development for Water Utilities in the National Capital Region										
Related Target Capabilities:	Planning										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	WMATA Communications Upgrade Continuation of the FY05 Project										
Related Target Capabilities:	Interoperable Communications										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	"Increasing Emergency Generation Reliability and Capability in the National Capital Region (NCR)"										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Clean, Reliable Back-Up Portable Generation for Critical Infrastructures within the National Capital Region										
Related Target Capabilities:	Planning										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Rapid Response Mobile Transformer										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Critical Infrastructure Protection Program									
Related Target Capabilities:		Law Enforcement Investigation and Operations, Intelligence/Information Sharing and Dissemination									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Managing Metro Emergencies I (Awareness Level)									
Related Target Capabilities:		CBRNE Detection, WMD/Hazardous Materials Response and Decontamination, Explosive Device Response Operations, Law Enforcement Investigation and Operations, Intelligence/Information Sharing and Dissemination									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Managing Metro Emergencies II (Operations Level)									
Related Target Capabilities:		CBRNE Detection, WMD/Hazardous Materials Response and Decontamination, Explosive Device Response Operations, Law Enforcement Investigation and Operations, Intelligence/Information Sharing and Dissemination									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

5 Critical Resource Logistics and Distribution

Critical Resource Logistics and Distribution

Capability Definition

The capability to identify, dispatch, mobilize and demobilize, and accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those necessary for preservation of life, safety, and security.

Capability Outcome

Critical resources are a) inventoried and tracked, b) available to incident managers and emergency responders upon request for proper distribution and necessary response efforts to aid disaster victims in a cost effective and timely manner, and c) demobilized as necessary.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

The NCR plans that are in place to ensure critical supplies, equipment, and personnel are available to incident managers and emergency responders upon request.
Any support agreements in place for receiving shared resources and if these agreements are formal or informal.

- The organizational structure, including position descriptions, responsibilities, and personnel assignments (temporary or permanent) in place to manage identification, dispatch, mobilization and demobilization resources throughout all emergency management phases of an incident.
- The types of training provided to personnel to support identification, dispatch, mobilization and demobilization of available resources throughout all emergency management phases of an incident.
- The ways in which availability of resources, including critical supplies, equipment, and personnel are determined and ensured for emergency responders across various types of incidents.
- The types of inventory management processes that are in place to ensure proper availability of supplies and equipment to emergency responders.
- Any exercises conducted to ensure protocols are followed and compliance to procedures are anticipated.

NCR Discussion Results on Critical Resource Logistics and Distribution

Resource	S/W	Comments
People	S	• We have professional material management personnel in each jurisdiction of the NCR. • IMT personnel are assigned to logistics functions.
	W	• Need more staff to manage to supplies and regional systems. (5) • Need better volunteer management process takes advantage of volunteers' skill sets and sends clear messages to volunteers. (3) • Need better continuity of operations in management of regional supplies. (2) • Need to integrate mass care and other VOAD logistics personnel into the other NCR logistics constructs. • Need personnel to manage a warehouse in MD, VA and DC to house a mortuary. • Need a plan for when people do not show up for work during an emergency. • Need to develop the bench strength to meet the IT needs of long term incidents. • IMT is a critical resource and needs to be maintained. • Need a NCR management system for medical supplies and pharmaceutical cache management. • Need family reunification process. • Should use businesses to provide surge capacity. • Need a regional plan to provide first responders family support.
Equipment	S	• Radio cache can restore communications on a limited basis (2) • Petroleum products are dispersed around the region • Plenty of transport for petroleum • Have begun the process to identify these data sets • Stockpiles exist for 24 to 48 hours response • Strategic partners have been identified and contracted • Resources are shared across region with some limitations
	W	• Not enough useable storage space for equipment and supplies, (including medical storage supply) (4) • A shared software program for managing the NCR medical cache is needed (2) • Petroleum vulnerabilities in central storage, pipelines, parts • DC vulnerable because of reliance on natural gas • No central warehousing of disaster associated equipment • No standardized equipment list across region • Transportation sector does not know expectations or needs of the region • Need a mix of both equipment and people to be managed properly • Equipment to get people out of trains/underground is obsolete • Need to look at ways to move people off metro to areas that are close • Too many individual systems must be interoperable across jurisdictional boundaries • Need to enter FEMA 120 resource list into WebEOC • Need a central system for the availability and dispatch of resources • Need a gap analysis across ESFs on available resources • Inventory for recovering • No written MOU • Inventories of our RESF 1 equipment have been cross-shared among the jurisdictions. What does RESF-5 expect/need? • Ways to reach the public to manage demand (e.g., among alerts) • Awareness training of personnel to serve in logistics roles or non-traditional roles • Need logistical support for storing and distributing mass care supplies and equipment
Training	W	• Allow for joint training of mass care and other VOAD logistics personnel with other logistics personnel • Cross training (e.g., military personnel driving buses) • Awareness training of personnel to serve in logistics roles or non-traditional roles • Need to develop additional and baseline training on regional communications systems (data).

Resource	S/W	Comments
		• Need training on replacement/movement resources • Adequate resources to mitigate an event • Training for health incident commander on utilization of the system (as soon as it is created) • No training to date regarding acquisition of Strategic National Stockpile (SNS) supplies • All involved staff must be cross trained on systems and interfaces. • Need to understand jurisdictional operations • No regional training on liquid fuels
Exercises/Evaluation	S	• A lot of regional exercises
	W	• Need regional exercises focused on logistics and materials management (15) o Joint exercises between mass care and other Voluntary Organizations Active in Disaster (VOAD) logistics personnel and other logistics personnel o No exercises or evaluation regarding acquisition of SNS supplies o Exercises needed for resource acquisition of supplies o No exercises in resource partition o Must bring in disciplines from various sectors to identify location of resources o Regional exercises have not gone beyond immediate response when personnel and resources are thin o No practice for shortfall of petroleum fuel (liquid) o Recovery phase exercises! o Assessment of regional resources o Access to sites (road, identification) o Never exercised finance portion of regional IMT o Never tested complete [unintelligible] failure o Not enough drills (e.g., mass fatality) • Need exercises with scenarios that are not "going to plan" • No exercise that stresses infrastructure and communications for a sustained period of time • Not enough exercises that focus exclusively on one specific parameter • Need ongoing training for energy liaison officers on all energy types and the associated emergencies • No exercises for cross-trained IT staff • Need more participation and input from the private sector
Plans, Policies and Procedures	S	• Have a start with the tri-state agreement
	W	• Definitions need to be standardized (4) • Need to develop a regional strategy to manage/disseminate resources (3) • There need to be mutual aid agreements; models are already in place (2) • No plan for prioritizing fuel reserves • Jurisdictions have little idea of other jurisdictions' resources • Labor laws need to be examined • Not enough focus on personnel that are rarely utilized • Need to increase capabilities in logistics and finance • Need to expand "211" • Lack methods and alternatives for resource distribution • Need to increase credentialing capabilities • Need to develop tracking system to manage volunteer workforce • Difference in mentality of first responders and peripheral volunteers • Mass care/VOAD logistics needs to be incorporated into other NCR plans for logistics • Need to inventory resources across NCR • Need to develop family support planning during an event • Lack regional logistics sharing and information; ADD finance ICS function to IMT with spending authority • Need to ensure facility capabilities throughout the NCR; WH space, MM equipment, loading docs. • Region is competing for vendor inventory and 24/7 access to vendors • Need to maintain resource databases that are established

Resource	S/W	Comments
		• Need regional monitoring of all liquid fuels; need regional coordination of fuel supply; need updated regional plans. • We don't know what RESF 5 expects of RESF 1 • Deployment of resource in non-daily use ways (RESF 1)

NCR Concept Papers and Initiative Plans

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 27, 2006 RESF#3 (WATER) Regional Water Security Work Group Charles M. Murray, Chairman Fairfax Water James Shell, Principal Water Resources Planner, MWCOG, 777 North Capitol St. NE, Washington, DC 20002 202-962-3342 jshell@mwcog.org	
Project Title:	**Establishment of an Emergency Drinking Water Production and Stockpile Capability in the National Capital Region**	**Estimated Grant Amount**	$695,000
NCR Strategic Goal Alignment:	Meets the National Priority to strengthen medical surge and the Priority Capability of Mass Care Addresses an identified weakness of Priority Capability Mass Care Addresses the NCR Goal 4: Response and Recovery Through the establishment of a regional water purification, bottling, and stockpiling capability the NCR is better prepared to meet the immediate (first 72 hours) drinking water needs of first responders, health care facilities (hospitals, nursing homes, clinics), localized impacted population/employment areas , and special needs. Such capability will also help support the potential broader large scale demand.	**Allowability**	This is allowable in accordance with UASI guidelines for Mass Care and response activities. Commercially available portable drinking water purification, bottling production, and storage building for water stockpiles may require ODP approval.
Estimated Timeline	16 months from the grant award date	**Dependencies and Cost Factors:**	The establishment, operation and storage of bottled drinking water will be heavily dependent on participating water utilities personnel, local, state, and federal emergency managers, health officers, and EPA

Problem Statement/Project Description:

As evidenced by recent natural disasters that took place in Louisiana, Mississippi, Alabama, Texas, and Florida and from the impacts this NCR experienced during Hurricane Isabel, it is apparent that there would be a critical and immediate need for emergency water supplies for human consumption if the NCR faced a water supply failure (e.g., water can not be delivered at all because of failure in the source supply, treatment works, power supply, or widespread distribution system trauma) or a water quality failure (e.g., water can be delivered at quantities required, but at non-potable quality due to a long-lasting problem at the treatment works).

In the event of a water supply failure due to a terrorist attack or natural disaster, an essential need for water is anticipated within the first 72 hours after the start of an event, and the ability of the NCR to respond quickly to meet those demands would be essential to the health and safety of its citizens. Depending on the extent and nature of the incident or emergency, water supplies may be interrupted or severely damaged to the extent that water supplies may be unavailable. While water for sanitation and fire protection may not require potable quality, water used for human consumption does. If water treatment and conveyance systems are disrupted, then getting any water (potable or otherwise) to impacted areas would become a serious challenge. This challenge would become even more difficult if the regional transportation network were also compromised. The emergency bottled water production and stockpiles provides the NCR with a special capacity to meet drinking water demands of first responders, hospitals, nursing homes, clinics and special needs areas particularly during the first 72 hours of an incident or emergency.

In order to produce and stockpile emergency water supplies in quantities sufficient enough to initially meet the emergency drinking water needs of the NCR, it is proposed that water purification, bottling production, and storage capability be acquired. Specifically, the Regional Water Security Work Group RESF#3 (Water) after being approached by the City of Manassas who currently has some experience in water purification and bottled water production and who has recommended establishment of a water purification and bottling and storage capability, proposes to implement an emergency water purification and water bottling production and primary storage system at the Glenkirk Road, Water Treatment Plant in Nokesville, VA, which is owned and operated by the City of Manassas. In addition to Manassas, a second strategically located redundant operation would be established at a water utility within or near the Maryland portion of the NCR. Possible locations being considered include water utility sites in Montgomery, Prince George's or Frederick County, Maryland. While the operations would be strategically located, that would not preclude the portable water purification and bottling operation to be moved to locations where the greatest demand may be.

Water that is produced and bottled (in 16.7 ounces to 5 gallon containers) would be stockpiled (approximately 300,000 to 400,000 gallons) at two strategic locations within or adjacent to the NCR. Some of the bottled water produced will also be stored at critical locations in the NCR to support the special populations identified above based on the distribution protocols developed in this project. It is anticipated that once bottled water operations are fully operational the marginal costs of producing bottled water would be less bottled water produced and sold commercially. The ability for the NCR water utilities and emergency managers to independently produce and control bottled water distribution is critical in resupply to areas of special need and interest. Given its 2 year shelf-life, bottled water stored would be regularly rotated and replaced to maintain shelf-life freshness.

Through a grant administered by COG, the City of Manassas and the selected Maryland water utility would purchase and install the water purification and bottling production equipment, operational reporting and process analysis software, as well as issue contracts for the construction of two bottled water storage buildings. System operations, bottling, storage, and distribution would be conducted by the two water utilities. As part of the project, COG will provide project management, regional oversight, and prepare a final comprehensive project assessment report and prepare a coordinated regional emergency response and bottled water distribution protocol.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Establishment of Project Management Team	RESF#3 Water; MWCOG; City of Manassas; MD Water Utility TBD	Project Management Team	30 to 60 days from the grant award
2. Develop Project Management Plan	RESF#3 Water; Project Management Team; MWCOG	Project Management Plan	60 days from the grant award

3. Submit support materials for equipment and building approval to ODP, if needed	RESF#3 Water; Project Management Team; MWCOG	Supporting materials submitted to ODP, if needed	60 to 75 days from the grant award
4. Issue request for equipment bids and storage building construction	City of Manassas; MD Water Utility TBD; MWCOG	Issue request for bids	90 days from the grant award
5. Issue equipment purchase PO's and select building contractor/initiate construction	City of Manassas; MWCOG City of Manassas; MD Water Utility TBD; MWCOG	Issue purchase orders	120 days from the grant award
6. Initiate installation of purification and bottle production equipment and complete storage building construction	City of Manassas; MD Water Utility TBD; MWCOG	installation of purification and bottle production equipment and complete storage building construction	12 months from the award of the grant
7. System Operations and Production	City of Manassas; MD Water Utility TBD; MWCOG	System operations and production of bottled drinking water	Month 12 through 16 from the grant award
8. Develop a bottled water stock-rotation system (shelf-life freshness) plan	Project Management Team; City of Manassas; MD Water Utility TBD; MWCOG	Bottled water stock-rotation system (shelf-life freshness) plan	9 months from the grant award
9. Develop coordinated regional response and bottled water distribution protocol	City of Manassas; MD Water Utility TBD; Project Management Team; local and state emergency managers; FEMA, USCOE, EPA; MWCOG	Coordinated regional response and bottled water distribution protocol	9 months from the grant award
10. Draft Project Evaluation Report	Project Management Team; City of Manassas; MD Water Utility TBD; MWCOG	Draft Project Evaluation Report	14 months from the grant award
11. Final Project Evaluation Report and integration into the Water Supply Emergency Response Plan and its Operation Plans	RESF#3 Water; Project Management Team; MWCOG	Final Project Evaluation Report and integration into the Water Supply Emergency Response Plan and its Operation Plans	16 months from the grant award

Project Performance Measures	Baseline Value	Target Value
1. Management Plan for bottled water storage and distribution	None exist	Management Plan for water purification, bottling, and stockpiles
2. Established two portable drinking water purification, bottle production systems operations to serve the NCR	None exist	Two drinking water purification and bottling

		operations
3. Construction of two bottled drinking water storage (stockpile) facilities	None exist	Constructed of two bottled drinking water storage (stockpile) buildings
4. Develop a bottled water stock-rotation system (shelf-life freshness) plan	None exist	Developed bottled water stock-rotation system (shelf-life freshness) plan
5 Develop regional response and bottled water distribution protocol	None exist	Regional response and bottled water distribution protocol

INITIATIVE PLAN

Critical Transportation Infrastructure Protection

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.**

   Establishment of an Emergency Drinking Water Production and Stockpile Capability in the National Capital Region:

   Through the establishment of an NCR water purification, bottling, and stockpile capability this initiative directly meets the National Priority to strengthen Medical Surge response, as well as it addresses identified weaknesses in the Mass Care Capability, and meet the needs of NCR Goal 4: Response and Recovery. The bottled water production and stockpile provides the NCR with a special capacity to meet drinking water demands of first responders, hospitals, nursing homes, clinics and special needs areas during the first 72 hours of an incident or emergency.

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

   This initiative will build upon efforts by the regional Water Security Work Group to develop comprehensive responses to the highest regional water security and reliability needs identified through regional strategic planning sessions, discussions with emergency managers and individual water utility vulnerability assessments. The Water Security Work Group consists of water utilities, NCR local governments, as well as state, federal and regional public agencies covering the entire National Capital Region. This initiative would expand involvement to emergency managers, health officers, as well as FEMA and the Corps of Engineers

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.**

   Under Title IV of the Public Health Security and Bioterrorism Response Act of 2002 (PL 107-188)the Act, EPA is authorized to conduct research to prevent, detect, and respond to the intentional introduction of chemical, biological, or radiological contaminants into community water systems and source water for these systems. The water purification, production and stockpile capability for the

NCR would support and augment regional response capabilities for interrupted or contaminated drinking water supplies resulting from intentional, accidental, or natural events. The bottled water production would primarily be coordinated through RESF#3's Water Security Work Group and its Project Management Team comprised of participating NCR water utilities, local and government emergency managers and health officials, as well as state, federal and regional agencies who have interest in the NCR.

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

This initiative will be governed by the Regional Water Security Work Group, RESF#3 (WATER), which consists of water utilities, local governments, state, federal and regional public agencies covering the entire National Capital Region.

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.

The bottled water capability will be fully integrated with the Water Supply Emergency Plan for the National Capital Region. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Plan (RECP[SM]) under Regional Emergency Support Function 3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the National Capital Region. In the event of a contamination incident or event detected by the network, response protocols would be initiated that include the implementation and use of the Water Supply Emergency Plan. Consequently, it would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional response capabilities.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		1/20/2006 Victor Stagnaro, Major, Chair EMS Subcommittee, MWCOG Prince George's County Fire/EMS Department 6820 Webster Street Landover Hills, MD 20784 Ph: (301) 583-1860 Email: vstagnaro@co.pg.md.us	
Project Title:	**Mass Casualty Support Unit Restocking Plan**	**Estimated Grant Amount**	$500,000
NCR Strategic Goal Alignment:	Goal #4 Response and Recovery – Objective 3 Resource Sharing	**Allowability**	Yes, per DHS G&T authorized equipment list under #9 Medical Supplies
Estimated Timeline	24 months after award	**Dependencies and Cost Factors:**	N/A

Problem Statement/Project Description:

The Washington Metropolitan Area has the potential and risk of a mass casualty event. The National Capital Region (NCR) is considered to be a potential first strike area with multiple incidents. Besides being home to the federal government, there are over 4.5 million people living in jurisdictions in the NCR. Our three major airports move 136,000 passengers a day, our heavy and commuter rail systems move 37,000 passengers a day and our METRO rail moves over 500,000 passengers a day. Add the 800,000 daily commuters with 1.5 million people in transit every day.

The NCR has experienced firsthand train crashes, airline crashes, METRO crashes, bus and other significant transportation collisions, workplace violence, terrorism, the attack on the Pentagon, and the attempted attack on DC. In addition, the Washington Metropolitan Area frequently hosts mass gatherings and special events, from concerts to charity walks, sports events with mass gatherings at multiple sites across the region each drawing thousands of participants.

Because of the possibility of a mass casualty event several local jurisdictions have placed Mass Casualty Units in service to be equipped to handle between 50 and 100 patients. Additionally, the National Capitol Region has received funding for seven Mass Casualty units with enough equipment to handle 100 patients each. The two airports in the NCR already have MCSUs that can handle 100 patients; these are Reagan National and Dulles International airports. No plans have been developed for restocking these units immediately after depletion. Restocking of a MCSU would take several weeks to months before the unit was available for redeployment. Most jurisdictions do not have the budgeted funds to restock the units in a timely manner and each jurisdiction would be subjected to wait for the equipment to become available by a vendor. If other areas across the country are affected by a terrorist event or a natural disaster the supplies may take numerous weeks or month to purchase. The recent London subway bombings demonstrated that terrorist activities are often repeated in short time intervals. Last years hurricane season in Florida showed that natural disasters also repeat in short time intervals. If the MCSU were utilized in the first incident and were not restocked immediately they could not be available for subsequent incidents.

The Mass Casualty Support Unit Restocking Plan addresses the following national preparedness capabilities of the Target Capabilities List:

Critical Infrastructure Protection, Critical Resource Logistics and Distribution, WMD/Hazmat and Decontamination, Medical Surge, and Mass Care (Sheltering, Feeding, and Related Services)

As well as the NCR Goal #4 of Response and Recovery with regards to resource sharing and interoperability.

Purchase cache of supplies to restock each of the Mass Casualty Support Units that are located throughout the NCR. Each cache of supplies would have the ability to restock a 100 patient Mass Casualty Support Unit following the COG's standardized inventory. These supplies would be stored in sea containers in the jurisdictions that have Mass Casualty Support Units.

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. Develop list of supplies needed to restock MCSU	Major Victor Stagnaro & Lieutenant Roland Berg	List of supplies needed to restock MCSU	8 weeks after grant award
2. Determine location of MCSU restocking cache for each jurisidiction's MCSU	MWCOG EMS Subcommittee members	Location of MCSU restocking containers	6 months after grant award
3. Create RFQ for supplies to restock MCSU	Major Victor Stagnaro & Lieutenant Roland Berg	RFQ for supplies to restock MCSU	6 months after grant award
4. Distribute RFQ to vendors	Major Victor Stagnaro & Lieutenant Roland Berg		8 months after grant award
5. Receive RFQs from vendors and evaluate	Major Victor Stagnaro & Lieutenant Roland Berg		12 months after grant award
6. Award contracts to	Major Victor Stagnaro &		14 months after grant

vendors	Lieutenant Roland Berg		award
7. Receive supplies from vendors and distribute to jurisdictions	Major Victor Stagnaro & Lieutenant Roland Berg		22 months after grant award
8. Complete final report to MWCOG and awarding agency	Major Victor Stagnaro & Lieutenant Roland Berg	Final Report	24 months after grant award

Project Performance Measures	**Baseline Value**	**Target Value**
1. Develop list of needed supplies	0	1
2. Create RFQ for supplies	0	1
3. Award contract for supplies	0	1
4. Receive supplies from vendors	0	1
5. Create final report	0	1

INITIATIVE PLAN

Mass Casualty Support Unit Restocking 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.

Mass Casualty Support Unit Restocking Plan. The NCR has received grant funding to procure several MCSUs in various jurisdictions to each treat 50 -100 patients of a mass casualty event. The two airports in the NCR already have Type III MCSUs; these are Reagan National and Dulles International airports. No plans have been developed for restocking these units immediately after depletion. Restocking of a MCSU would take several weeks to months before the unit was available for redeployment. Most jurisdictions do not have the budgeted funds to restock the units in a timely manner. The recent London subway bombings demonstrated that terrorist activities are often repeated in short time intervals. Last years hurricane season in Florida showed that natural disasters also repeat in short time intervals. If the MCSU were utilized in the first incident and were not restocked immediately they could not be available for subsequent incidents. This initiative would ensure that MCSUs could be restocked immediately after being used in a mass casualty incident. The initiative addresses the following capabilities identified in the Target Capabilities List:

- Critical Infrastructure Protection
- Critical Resource Logistics and Distribution
- WMD/Hazmat and Decontamination
- Medical Surge
- Mass Care (Sheltering, Feeding and Related Services)

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

The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia. This initiative encompasses the entire NCR.

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.**

   At the present time no restocking plan for the MCSUs exist. If jurisidictions had to restock the MCSUs after an incident it would take a considerable amount of time to procure the supplies. During this time the MCSUs would not be available for deployment. By having a container with EMS supplies available in the jurisdiction where the MCSU is located the turn around time to restock the MCSU would be minimal. Purchase of containers and a standardized list of EMS supplies at the same time for all the jurisdictions that have a MCSU will ensure interoperablity and lower pricing.

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

   This initiative will be overseen by its primary stakeholders ESF-4 (COG Fire Chiefs Committee) with collaboration of the COG EMS Subcommittee. The stakeholders will work thru the existing COG/NCR guidance and oversight process and the existing NCR ESF structure under the State Administrative Agent. The stakeholders agree that a restocking plan for the MCSUs is needed and their support ensures that all the units will be standardized and able to respond throughout the NCR. Additionally, they have committed to placing the container with the restocking supplies in the jurisdiction where the MCSU is located.

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 initiative supports and incorporates the Overarching National Priorities by using strong regional collaboration amongst the NCR political jurisdictions; supports and incorporates the implementation of NIMS and the NRP thru the ability to treat/triage/transport 500 patients per million population by using standardized interoperable equipment. Assists in the preparation for the identified Target Capabilities.

   The initiative addresses the NCR's Goal #4 Response and Recovery Objective 3: Resource Sharing of standardized equipment to allow for interoperability, by utilizing the COG Standardized Inventory for MCSU.

   The MCSU Restocking plan will help to ensure that the NCR will be able to respond to multiple mass casualty incidents. Whether from natural disasters, WMD/Biological, or Mass Care/Sheltering incidents the initiative will ensure that the NCR can provide a regional approach to responding to incidents by having a standardized plan for restocking MCSUs.

3-5 Year Plan:

- Continue to make enhancements and upgrades to program to take advantage of changes in standards and technology.
- Ongoing coordination with other jurisdictions to maintain interoperability and share resources during large scale incidents.
- Maintain a state of readiness and sustain program through a regional collaborative approach.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">1/17/2006

Patrick M. Collins
Emergency services Coordinator
Prince William County Virginia on behalf of the MWCOG Emergency Management Committee

3 County Complex Court Prince William County Virginia, 22192
(703) 792-5828
pcollins@pwcgov.org</td></tr>
<tr><td>Project Title:</td><td>National Capitol Region Critical Resources Logistics Warehouse</td><td>Estimated Grant Amount</td><td>$32,000,000.</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal #1 Planning and Decision Making

Objective 6-Sustainability-1) Ensure operational resources are available for multi-year operational capabilities that are created</td><td>Allowability</td><td>This is allowable in accordance with UASI guidelines for Critical Resources Logistics & Distribution</td></tr>
<tr><td>Estimated Timeline</td><td>36 months to locate three suitable warehouse locations in the NCR, staff, train and equip these warehouses.</td><td>Dependencies and Cost Factors:</td><td>This project is heavily dependant on the cost and availability of suitable warehouse space within the NCR.</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
There is a critical need for the NCR to have storage space for a cache of resources to be used during disasters This initiative will provide Three things:
• A managed storage facility for critical resources for NOVA, Washington DC, and Maryland
• A cache of critical resources (Including Food, Water, Cots, Blankets, Extra PPE, and other disaster related logistical supplies.
• A minimal distribution system for critical resources to be used during disaster in the NCR
This project will entail locating and leasing and equipping three warehouses that are large enough to accommodate significant supplies to be used during disasters. These warehouses will be used to store supplies for each of the three jurisdictional areas;
Northern Virginia which will be used by all of the NCR Virginia localities
Washington DC which will be used by the district
Maryland which will be used by Montgomery County and Prince Georges County MD.</td></tr>
</table>

Each of these warehouses will be staffed with 4 full time employees who will manage the equipment stored within each warehouse. The staff at each warehouse will be responsible for the critical resource inventory, tracking, and proper distribution of logistical supplies necessary to preserve life safety, security and assist in the recovery from all types of disasters.

This initiative provides the space to store and house supplies and a cache of critical resources based on the Population of each of the three areas. This cache include enough mass care supplies for the first 24 hours of an event based on the poverty level of the three identified areas of the NCR. This cache of Mass care supplies includes MREs, cots, blankets, bottled water and other disaster supplies that will be needed during a disaster. This initiative also provided two trucks for each warehouse for distribution.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Locate suitable warehouse space	All NCR Jurisdictions and ESFs	Lease three suitable spaces: • NOVA 75,000 sq ft. • DC 75,000 sq ft. • MD 80,000 sq ft.	18 months
2. Build out the warehouses	Lead Jurisdictions/ Leasing company	Complete the interior space build out of three spaces	24 months
3. Hire Warehouse staff	Lead Jurisdiction	Hire 4 personnel for each warehouse	3 months
4. Train staff	Lead Jurisdiction	Provide training for all of the staff	6 months
5. Purchase warehouse supplies	Lead Jurisdiction	Purchase the equipment needed to run the warehouse: • Computers • Furniture • Shelving • Forklifts • Pallet jacks • Dock plates	12 months
6. Purchase disaster supplies	Lead Jurisdiction	Purchase: MREs Bottled water Cots Blankets Tents Generators Portable toilets Lights Tables Chairs	12 months
7. Develop inventory/ tracking system	Lead jurisdiction and all NCR Jurisdictions and ESFs	Develop a bar coding system to track and account for inventory	18 months
8. Develop SOPs/MOUS for the three Jurisdictional entities	All NCR Jurisdictions and ESFs	Write SOPs and MOUs to be able to distribute supplies to the various jurisdictions	6 months

9. Exercise the distribution system	All NCR Jurisdictions and ESFs	Provide a functional validation exercise to ensure that the system works	30 months
10. Purchase 2 trucks per warehouse	Lead Jurisdiction	Purchase 2 trucks per warehouse	18 months

Project Performance Measures	Baseline Value	Target Value
1. Increase the warehouse space for disaster supplies in the NCR	Current warehousing in all ESFs	Increase the warehouse space for disaster supplies in the NCR by 230,000 square feet
2. Provide a cache of disaster supplies in the NCR	Minimal storage by red cross	Increase mass care supplies up to 2% over the poverty level for all three areas
3. Provide inventory control and management	Current logistical support systems in the NCR	Increase capability and staffing
4. Exercise the logistical system	Past exercises involving the SNS	Provide one validation exercise

INITIATIVE PLAN

Critical Resource Logistics & Distribution

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.**

   Critical resource logistics & distribution. The purpose of this initiative is to provide warehouse space to house critical logistical supplies to be used during disasters and to provide a cache of those supplies to be used by the NCR jurisdictions until more supplies can be moved into the area during a disaster. This initiative will provide leased warehouse space, a cache of disaster supplies, staffing and the infrastructure to build a sufficient logistical capability in the NCR.

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

   This initiative encompasses the entire NCR, by providing three warehouses one in NOVA, one in DC and one in MD. These three warehouses will be used to house critical logistical supplies for the entire NCR.

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.**

   Currently the NCR has several logistical caches of Equipment the Red Cross warehouse in Lorton, the PEP warehouse in Fairfax and most of the Fire department have a warehouse that is used for storage of PPE and other equipment. These three warehouses will be used to help all of the first responder communities with extra space that can be used for excess disaster equipment storage.

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

This initiative will be governed by the Emergency managers who will report to the Senior Policy Group and the Chief Administrative Officers Committee

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 initiative helps get critical supplies into the area faster by having a cache of needed supplies readily available in the NCR. This will help minimize the impact of citizens who otherwise would have to wait for supplies to reach critical areas.

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 24, 2006</td></tr>
<tr><td colspan="2">Chris Voss, Division Chief, DC Emergency Management Agency</td></tr>
<tr><td colspan="2">chris.voss@dc.gov
202-673-2101 x1141</td></tr>
<tr><td>Project Title:</td><td>National Capital Region Critical Resource and Logistics Core Capability Improvement</td><td>Estimated Grant Amount</td><td>$1,993,625</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Response and Recovery</td><td>Allowability</td><td>All costs are allowable under the HSGP</td></tr>
<tr><td>Estimated Timeline</td><td>This is a 5 year plan</td><td>Dependencies and Cost Factors:</td><td>[Please see attached white paper]</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
The NCR regional emergency support function (RESF) 7 – resource management focuses on the procurement of goods from commercial vendors. ESF 7 in each jurisdiction should be able to catalogue the resources available to the region using real-time data. Each jurisdiction should then be able to communicate amongst the other jurisdictions in the region and share the data automatically. Once the public resources in the region are depleted, the contracting and procurement personnel would procure supplies and arrange to have them distributed directly to the field or to a central warehouse for subsequent delivery to the field.

Currently, this concept of operations cannot be implemented due to the lack of planning, systems and resources available in the region or in each jurisdiction. Therefore, the NCR requires significant investment in the critical resource logistics and distribution in order to meet and eventually exceed the target capabilities for the region.
Program Description:
The program will:
1. Review the current planning assumptions
2. Develop a new ESF 7 plan for each jurisdiction and, if necessary, a new structure for ESF 7
3. Develop an automated asset management system that is scalable to the entire government enterprise
4. Implement a linked asset management system for the fifteen ESFs in eight jurisdictions
5. Purchase logistical support equipment (tractor tow vehicles, forklifts, etc) for a warehouse in Md, Va and DC.
6. Conduct training and exercises on the equipment purchased and the plan developed.</td></tr>
</table>

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Hire Staff	Sponsor jurisdictions	Staff support	2 months from award
2. Conduct Plan Review	Logistics Officers	Recommendations on plan updates	12 months from award
3. Update Plans	Logistics Officers	Updated jurisdictional response plans	24 months from award to
4. Develop asset system requirements	Logistic Officers/Contractors	System Requirements	24 months from award
5. Develop or select asset system	Logistic Officers/Contractors	Selection of Asset System and develop implementation plan	12 months from award to 24 months from award
6. Implement asset system	Logistic Officers/Contractors	Implementation of System	24 months from award to 48 months from award
7. Training and Exercise	Logistics Officers	Training and Exercises	36 months from award to 60 months from award

Project Performance Measures	Baseline Value	Target Value
1. Conduct Plan Review	0	1
2. Update Plans	0	10
3. Implement an asset management system	0	10
4. Conduct two table top logistical exercises per year	0	2

INITIATIVE PLAN

National Capital Region Critical Resource and Logistics Core Capability Improvement

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.

National Capital Region Critical Resource and Logistics Core Capability Improvement Program.
The program and capability evaluation identified shortfalls in the critical resource and logistics of the national capital region. The emergency managers in the national capital region have identified that the Emergency Support Function (ESF) 7 capabilities must be enhanced in order to have a real-time assessment of the resources available in the region. There is currently no system that is capable of providing reliable data on the critical resources in a particular jurisdiction, much less between jurisdictions. This system will provide that information because it will become part of the core business processes of the response organizations.

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

The National Capital Region (NCR) will create a regional critical resource and logistics core capability improvement program. This program will involve the regional emergency support function working groups and will be used to evaluate any current gaps in the capabilities of ESF 7.

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.

To successfully implement the program, the NCR will have to develop an automated inventory or resource management system and identify the core capabilities of ESF 7. The NCR currently lacks such a system. In conducting this program and technical review and enhancement, the NCR will identify the current structures and processes that exist in the NCR and identify any new structures or processes that must be implemented in order to meet the core capabilities outlined in the target capabilities list. The NCR will look to other states and the private sector to identify the program and technical capabilities that must be achieved. In particular, the NCR will consult with firms such as Wal-Mart, Target, and FedEx to identify their best practices and leverage their interest in creating a robust, interoperable and expandable critical resource and logistics system. The NCR will leverage the private sectors interest in public safety and the creation of a secure homeland in the creation of this partnership.

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

The NCR will use the existing ESF structure in the Metropolitan Council of Governments to identify the requirements of an automated inventory or resource management system. The Urban Area governance structure and the SAA program management office will ensure the successful implementation of this initiative.

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 initiative is closely tied to the state homeland security program and the Overarching National Priorities. The state homeland security program requires that the critical resource and logistics program in the region be resilient so that the prevention, response and recovery assets can operate at an efficient level. Without robust situational awareness, the regional first responder agencies and decision makers will not be able to request and direct resources in an efficient manner. The national priority, Expand Regional Collaboration, is addressed with this plan. Currently, the regional collaboration does not adequately focus on critical resources and logistics. A series of strong relationships must be developed with this collaboration so that our decision makers understand what resources are available within their jurisdictions and what resources are available across jurisdictional lines. With the development of a resilient critical infrastructure program, the public-private sector collaboration will be enhanced and the regional collaboration will have greater depth. Cataloguing the critical resources both intra- and inter-governmentally will be the first step in addressing any shortfalls in the critical resources and logistics capabilities in the NCR. Through a public-private development, selecting a common critical resources and logistics management tool and improving the overall capabilities of ESF 7, the critical resources and logistics regional capabilities will be improved.

CONCEPT PAPER

Final

January 20, 2006

Steve Church
Fairfax County Health Dept.

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10777 Main St., Suite 211
Fairfax, VA 22030-6903
703-246-8649

Project Title:	**Space and storage / NCR inventory management system**	**Estimated Grant Amount**	*$750,000*
NCR Strategic Goal Alignment:	*Strengthen Medical Surge and Mass Prophylaxis Capabilities/Mass Prophylaxis*	**Allowability**	*N/A*
Estimated Timeline	*July 1, 2006 – December 31, 2007*	**Dependencies and Cost Factors:**	*Leased space, personnel costs and purchase of inventory management system*

Problem Statement / Project Description:

The Health Departments in the NCR have received $1.4 million worth of personal protective equipment through UASI. Another $1 million have been allocated through UASI to purchase dispensing site supplies and equipment by January 31, 2007. This stockpile will be added to by items that must be pre-positioned for the Cities Readiness Initiative. Hospitals and HMOs (Kaiser) have stockpiling needs related to pharmaceuticals, supplies and equipment. Additional quantities of stockpile items are reasonably imagined in coming years for both public health and healthcare facilities.

These organizations in the NCR do not have sufficient storage space for stockpiles. No jurisdiction is utilizing space that has been identified for public health stockpiles per se. No health department has dedicated personnel assigned the responsibility for organizing, tracking and re-ordering stockpile items. There is no inventory management system for these public health items.

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. Conduct gap analysis of locations for stockpile storage	NCR Health Departments and Healthcare facilities	Documentation of commitment of space in each jurisdiction	October 1, 2006
2. Identify personnel (employee or contractor) required to manage stockpiles	NCR Health Departments and healthcare facilities	Identify position(s) within jurisdiction and provide position description that incorporates stockpile management responsibilities/provide procurement document for contract services	December 31, 2006
3. Identify software/hardware system for tracking stockpile items with Web interface	NCR Health Departments and healthcare facilities	Purchase product and deploy	February 1, 2007
4. Identify transportation needs (box trucks)	Healthcare facilities	Purchase trucks and deploy	February 1, 2007

5. Sign lease	Affected Health Departments and healthcare facilities	Re-locate existing stockpile items	March 1, 2007
6. Organize stockpiles	Jurisdictions/Contractor	Unified inventory system	June 1, 2007
7. Implement inventory management	Jurisdictions/Contractor	Secure website accessible for checking inventories	June 1, 2007

Project Performance Measures	**Baseline Value**	**Target Value**
1. Floor space leased/used (sq ft)	July 1, 2006	December 31, 2007
2. Dedicated stockpile management personnel (FTEs)	July 1, 2006	December 31, 2007
3. Real-time inventory of NCR stockpile (item/quantity)	July 1, 2006	December 31, 2007

INITIATIVE PLAN

Space and storage/NCR inventory management system

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.

Space and storage/NCR inventory management system. At Review Session 2, the need for storage space and management of public health and healthcare stockpile throughout the NCR was stated.

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

The geographical context of this initiative is the National Capital Region, i.e., Alexandria, Arlington County, Fairfax County, Loudoun County, Prince William County, District of Columbia, Montgomery County and Price Georges County.

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.

In order for Health Departments and healthcare facilities in the National Capital Region to fulfill their Homeland Security obligations, these organizations have been steadily increasing their inventory of vital supplies and equipment. Almost all organizations, however, now find it impossible to continue to build this essential inventory because they simply have no place to store it. As a result, a potential strength (needed supplies on hand) is on the verge of becoming a weakness (an inability to continue to acquire what is needed). Most local governmental jurisdictions also report that they have no space available to support many of their storage needs for fire, police, and EMS – let alone space for Health Department or healthcare needs.

Some jurisdictions currently have some storage space; other jurisdictions have been strained to store UASI Health PPE and face extreme hardship in storing additional items. Storage space dedicated to stockpile that is sufficient to store current and future items needs to be identified in each jurisdiction.

Funding is necessary to support use of existing space and for effecting leases for space not currently owned/leased by jurisdictions.

A number of options are potentially available. For example, some Health Departments are using purchased or leased trailers, and more can be acquired. These range in price from about $3,000 to approximately $7,000 for 360 cubic feet. Another option is rented storage space, typically costing from $75 to $150 per month for 640+ cubic feet. Also, working in conjunction with local emergency management, it is potentially possible to acquire much larger spaces (typically by leasing) that would support the needs of the Health Department and other emergency response agencies in a jurisdiction.

Personnel resources within each governmental system and healthcare organization need to be funded to manage the stockpile, either through funding to augment and existing position and/or entering into a contract with a vendor to manage the stockpiles.

Recognizing that stockpiles are a common resource to the NCR, an inventory management system accessible by all the NRC Health Departments and healthcare organizations would need to be put in place that would permit inventory tracking, deployment and re-stocking.

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

A sub-grantee would implement the tasks on the stated timeline to implement the grant. A sub-committee appointed by the Health and Medical Work Group would exercise oversight and provide guidance to the sub-grantee.

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.

Rapid response on the part of a Health Department and healthcare organizations requires that essential supplies and equipment be on hand. This request would support that requirement. This initiative relates to Overarching National Priority of regionalism in that stockpiles are regional assets that would managed through a regional inventory management system, with assets in any jurisdiction available for deployment to any other NCR jurisdiction when an incident occurs.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		December 5, 2005 William R. Gulsby, Captain Fairfax County Police Department 3911 Woodburn Road Annandale Va. 22003- 703-280-0502	
Project Title:	**Law Enforcement Personal Protective Equipment Cache**	**Estimated Grant Amount**	***$612,120***
NCR Strategic Goal Alignment:	*Response and Recovery*	**Allowability**	*See attached "Allowability Justification"*
Estimated Timeline	*May 2006 to September 2007*	**Dependencies and Cost Factors:**	*See attached spreadsheet*

Problem Statement/Project Description:

The NCR Law Enforcement community does not currently maintain a cache of Personal Protective Equipment (PPE) needed for the initial response or sustained first responder activity at the scene of a WMD attack. Moreover, in many cases, current PPE deployment rests with the individual officer, which may result in the lack of all necessary and needed PPE at the scene of a WMD event.

The caching of vital equipment has been a strategy used in various forms throughout worldly emergency preparedness. Presently, many noteworthy federal and local agencies have used the caching of equipment as a vital strategy in their preparation for emergency response and sustainability. Caching of Personal Protective Equipment would afford any NCR agency the ability to request a PPE cache in response and mitigating efforts.

This concept paper is submitted to establish a NCR PPE Cache.

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. Law Enforcement PPE Cache	NCR Law Enforcement Agencies	Law Enforcement First Responder PPE Cache	September 2007

Project Performance Measures	**Baseline Value**	**Target Value**
1. See attached Project Scope and Charter		

INITIATIVE PLAN

Law Enforcement Personal Protective Equipment Cache

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.

Law Enforcement Personal Protective Equipment Cache will greatly enhance the response and sustainability of all agencies within the National Capitol Region. Caching of PPE will safeguard the

region against the possibilities of equipment shortfalls and malfunctions due to poor storage and handling y individual agencies.

A PPE cache will afford NCR agency heads the ability to access, in times of emergency, equipment which is operational ready for deployment, is compliant to all OSHA regulations and is aligned with the current WMD training being conducted throughout the NCR.

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

The NCR incorporates nearly forty-four thousand sworn police officers from jurisdictions which administratively fall under the purview of the Council of Governments. As submitted, the PPE cache is designed to equip and sustain a deployment of ¼ of that workforce in a PPE environment.

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.

Through the four years of UASI procurement and evaluations, the intimate needs of the NCR, relating to PPE equipment, is well known. To its credit and the UASI process all jurisdictions in the NCR have equipped their law enforcement first responders with PPE. The equipment procurement has been associated with necessary training to align the NCR PPE procurement with the standards and federal requirements for using such equipment. Additionally, all NCR Law Enforcement agencies have incorporated "fit testing" to ensure equipment fits and functional. This testing, not a widely incorporated practice by Law Enforcement Agencies, is a reflection of the NCR's commitment to our readiness capabilities in the event of a WMD attack.

However, the caching of PPE is the next necessary step to solidify the readiness of the NCR towards our PPE capabilities. Caching of equipment, a practice employed by all military branches and all federal disaster reactionary teams, will enhance the NCR's capabilities by having clean, operational and regulatory approved equipment available.

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

The caching of the PPE will need the oversight of an educated warehouse facility. Included in the PPE cache is individual items which inherently expirer over time. Warehouse staff will need to be aware of this expiration cycle and make appropriate notification to the NCR for replacement action.

Although law enforcement agencies in the NCR do not routinely maintain a warehouse, larger Fire Departments in the region do have warehouses with experienced staff our association with this resource would be a natural liaison for this proposal.

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.

The caching of PPE will align the NCR with Interim National Preparedness Goal by achieving a methodology that will protect all first responders by developing an NCR specific PPE cache.

This cache will allow first responders to act safely and decisively increasing opportunities to save lives, protect property and achieve basic service needs. The NCR cache will also function as a known resource to all agencies included in the NCR which, by its mere existence, would heighten the level of preparedness of every NCR agency and add a level of administrative indemnity.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">December 22, 2005

Brian M. Berke, Lieutenant,
Arlington County Police Department

1425 N. Courthouse Road
Arlington, VA. 22201
(703) 228-4091
bberke@arlingtonva.us</td></tr>
<tr><td>Project Title:</td><td>Warehousing for a Regional Cache of Equipment.</td><td>Estimated Grant Amount</td><td>35,000 square feet x approximately $11.50 per square foot (Triple Net Lease) = $402,500.00 x 2 facilities = $805,000.00 (Per Year)

35,000 square feet x approximately $20.00 per square foot (Full Service Lease) = $700,000.00 x 2 facilities = $1,400,000.00 (Per Year)</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Strategic Goal 4, Objective 3: Ensure adequate and effective sharing of resources.</td><td>Allowability</td><td>Undetermined.</td></tr>
<tr><td>Estimated Timeline</td><td>September 1, 2006 – August 31, 2007</td><td>Dependencies and Cost Factors:</td><td>Number of jurisdictions participating.
Facility location.
Warehouse staffing for inventory, quality control and security.
Utilities associated with warehouse operation.
Maintenance Costs.
Other.</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
Jurisdictions within the NCR need strategically positioned warehouse facilities in which to store caches of first responder equipment. Storage facilities are generally limited within individual jurisdictions. This project seeks to identify and acquire two storage facilities to be shared among the first responder community within the NCR.
It is estimated that two facilities, each with a minimum of 35,000 square feet, would be needed to meet the needs of NCR ESF–4 &13 partners. Each facility must be climate controlled and meet certain internal space requirements (see attachment 1) and be able to accommodate the long term storage of law enforcement and fire/ems first responder equipment (see attachment 2).
Each facility should be run by a staff of 2 – 3 personnel.
This project could also extend to Public Health and Emergency Management NCR ESFs.</td></tr>
</table>

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. Determine Regional warehousing needs in regard to square footage, climate control, location, etc.	NCR ESF- 4 & 13 partners.	Needs Document	September 1, 2006
2. Identify potential locations and facilities.	Member jurisdiction facilities & planning personnel.	Options Document	October 1, 2006
3. Establish purchase or lease costs.	Member jurisdiction facilities & planning personnel.	Costs Document	November 1, 2006
4. Identify facilities staffing, inventory control and security needs.	NCR ESF- 4 & 13 partners.	Staffing Document	December 1, 2006
5. Enter into purchase / lease agreement.	NCR ESF- 4 & 13 partners.	Lease Agreement	January 1, 2007
6. Conduct Program Review	NCR ESF- 4 & 13 partners.	Review Document	August 30, 2007

Project Performance Measures	Baseline Value	Target Value
1. Accurate assessment of Regional needs.	25 %	100 %
2. Locations and facilities identified and selected.		100 %
3. Costs established.		100 %
4. Staff requirements identified.		100 %
5. Purchase or lease agreement signed.		100 %
6. Move In.		100 %

INITIATIVE PLAN

Warehousing for a regional cache of equipment

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.

Warehousing for a Regional Cache of Equipment. This initiative seeks to provide warehousing and maintenance for regional caches of first responder equipment to strengthen the CBRNE detection, response and decontamination capabilities of the NCR.

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

The concept of this initiative is to identify and acquire two strategically placed warehouse facilities within the NCR. These facilities will serve the NCR, which encompasses the District of Columbia, Montgomery and Prince George's counties in the state of Maryland, the cities of Alexandria and Falls Church, and the counties of Arlington, Fairfax, Loudon and Prince William in the Commonwealth of Virginia.

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.

Currently that NCR radio cache is / will be warehoused at locations in Fairfax County, Virginia, Montgomery County, Maryland and the District of Columbia. The processes that were developed can be studied for applicability to this initiative.

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

Determinations on facility size, location and management will have to be made by the NCR Senior Planning Group (SPG) and stakeholders in all participating R-ESFs.

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 initiative will expand regional collaboration and strengthen CBRNE detection, response, and decontamination capabilities by warehousing a regional cache of first responder equipment in strategically located facilities.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 17, 2006 Chuck Bean, Executive Director, The Nonprofit Roundtable of Greater Washington 1201 15th Street, NW, Suite 420 Washington, DC 20005 (202) 955-6187 office (202) 202-223-0620 fax **cbean@nonprofitroundtable.org**	
Project Title:	**Align public, private and NGO resources with identified needs for response and recovery**	**Estimated Grant Amount**	TBD- Estimated at between $300k and $500k
NCR Strategic Goal Alignment:	Goal 4, Objective 4, Initiative 2: Align public, private and NGO resources with identified needs for response and recovery TCL- Citizen Preparedness primarily, and also supports Mass Care, Evacuation & Mass Prophylaxis	**Allowability**	Planning efforts are explicitly allowable if tied to local and national homeland security strategic efforts, such as implementing the NRP.

Estimated Timeline	May 2006 – October 2007	**Dependencies and Cost Factors:**	Cost Factors include:
			- 1 FTE consultant to work with the key stakeholders to coordinate this effort. The stakeholders include:
			  - Metro Coalition of Volunteer Centers
			  - MD, DC & NoVA VOADS
			  - NCR Case Mgmt Cooperative
			  - NCR Nonprofit Emergency Preparedness Task Force
			  - CFNCR/Washington Grant Makers
			  - NCR Citizen Corps Councils
			  - NCR Emergency Managers
			- Covering the cost for key stakeholders staff to be Subject Matter Experts
			- Covering costs to manage this grant
			- The extent and nature of the volunteer recruitment effort needed to execute the plans developed
			- Each jurisdiction's level of readiness to use NGO resources
			- The current level of NGO preparedness and coordination within each jurisdiction to address Emergency Management needs
			The degree of synchronization and/ or compatibility between resource tracking efforts under development by DC, VA, MD and HHS

Problem Statement/Project Description:

NGOs provide the backbone of direct client services in the recovery phase, including comprehensive Case Management from the NCRCMC and direct recovery services from the major VOAD agencies. This was truly clear during the response to Hurricane Katrina where voluntary agencies and other NGOs have played many crucial roles.

That said, the roles played by all but a handful of NCR NGOs have not been identified or accounted for in NCR Emergency Planning. In the light of major events, such as 9/11 and Hurricane Katrina, NCR Emergency Managers have made explicit requests to gain a better understanding of the roles that NGOs and Volunteers can play so that they can enhance plans to better utilize such resources.

Accordingly, the NCR Homeland Security Strategic Plan explicitly stated the need to develop a Plan or Report identifying all key roles NGOs play in Response and recovery and reconcile such roles according to Local, regional, state/district and Federal plans Key tasks include:

• Identity roles as defined in Local, Regional, State/District Emergency Operations Plans (EOPs)
• Identify roles as defined by NGO community
• Compare contrast and reconcile the EOPs vs the NGO plans to develop comprehensive view of NGO roles to be incorporated as appropriate in the local, regional and state plans affecting the NCR, including the national "Coordinated Assistance Network"
• Review efforts for the development of resource tracking data systems throughout the NCR, such as DC ALERTS as well as similar projects in MD and VA and the National ESHR VIPs from the US Department of Health & Human Services to see if there may be opportunities to:
  - Utilize these systems to register and/or track potential resources
  - Identify if these systems can be linked to create an NCR-wide database of resources
  - Identify if these systems can be used to identify gaps for volunteer recruitment
  - Identify if these systems can be used to identify resources registered multiple times (e.g. double counted)
• Develop a regional Concept of Operations for the activation and utilization of these key resources, including prioritization methods and call-up procedures.
• Inclusion of NGOs in major regional exercises, planning efforts and key planning/coordination committees including ETOP and NEIC.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Document NGO roles as defined in Local, Regional, State/ District Emergency Operations Plans (EOPs)	Nonprofit Roundtable in conjunction with Key Stakeholders	Report of roles already identified within the regional plans	4th Quarter of 2006
2. Document NGO roles as defined by NGO community	Nonprofit Roundtable in conjunction with Key Stakeholders	Report of roles already identified within the NGO community	4th Quarter of 2006
3. Perform initial reconciliation of the output from tasks 1&2	Nonprofit Roundtable in conjunction with Key Stakeholders	Report of roles in agreement and those to be reconciled	4th Quarter of 2006
4. Conduct meetings with Emergency Managers and other key partners to reconcile output from tasks 1&2, and potentially identify other key roles	Nonprofit Roundtable in conjunction with Key Stakeholders	Report of agreed upon potential NGO roles & responsibilities for NCR emergency response & recovery	1st Quarter of 2007
5. Develop appropriate methods and constructs to manage these volunteer Roles within the auspices of NIMS and the NRP	Nonprofit Roundtable in conjunction with Key Stakeholders	Report of methods and constructs to manage these volunteer	2nd Quarter of 2007
6. Develop model planning document to incorporate roles	Nonprofit Roundtable in conjunction with Key	Model planning document	3rd Quarter of 2007

into local emergency operations plans	Stakeholders		
7. Identify volunteer recruitment requirements & plans required to support planned NGO roles & responsibilities	Nonprofit Roundtable and the Metro Coalition of Volunteer Centers, the NCR VOADs and NCR Citizen Corps Councils	Volunteer Recruitment Plan to support the NGO roles & responsibilities	3rd Quarter of 2007
8. Document NCR and US Efforts to develop tools for tracking resources	Nonprofit Roundtable in conjunction with Key Stakeholders	Report of tools/systems out there to help with this (e.g. DC ALERTS?)	2nd Quarter of 2007
9. Document Opportunities to coordinate NCR and National Efforts to develop tools for tracking resources	Nonprofit Roundtable in conjunction with Key Stakeholders	Report of opportunities to: - Utilize these systems to register and/or track potential resources - Link these systems to create an NCR-wide resource database - Use systems to ID gaps in volunteer recruitment - Use these systems to identify resources registered multiple times	3rd Quarter of 2007
10. Begin Implementation of the Recruitment Plan, in coordination with other Volunteer Recruitment Efforts	Nonprofit Roundtable and the Metro Coalition of Volunteer Centers, the NCR VOADs and NCR Citizen Corps Councils	Report of Progress in Volunteer Recruitment	October 2007
11. Develop plans and methods for ensuring accurate data in the NCR Resource Tracking Systems	Nonprofit Roundtable in conjunction with Key Stakeholders	Plans for ensuring accurate data in the NCR Resource Tracking Systems	October 2007
12. Develop a Regional Concept of Operations for activating & utilizing key NGO resources including prioritization & call-up procedures.	Nonprofit Roundtable in conjunction with Key Stakeholders	A Regional Concept of Operations for the activation and utilization of key NGO resources.	October 2007

Project Performance Measures	Baseline Value	Target Value
1. Completed study of Regional EOPs for NGO roles	none	Completed by 4q06
2. Reconciliation of study of Regional EOPs for NGO roles.	none	Completed by 4q06
3. Reconciliation of study of NGO plans, (policies, etc) for NGO roles	none	Completed by 1q07
4. Update plans, policies, procedures, resources to reflect studies.	none	Completed by 3q07
5. Clear Chain of Command from IC to NGO personnel demonstrated	Only for a few limited roles	Completed by 3q07
6. Coordinated systems across NCR to track key NGO resources	none	Planned for by October 2007
7. Concept of Operations for the activation & utilization of key NGO resources		Completed by October 2007

INITIATIVE PLAN

Align public, private and NGO resources with identified needs for response and recovery

Not Available

<table>
<tr><td colspan="2">Concept Paper

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 26, 2006</td></tr>
<tr><td colspan="2" rowspan="2"></td><td colspan="2">Matt Felton,
Director
Center for Geographic Information Sciences
Towson University</td></tr>
<tr><td colspan="2">(410) 704-5292,
mfelton@towson.edu</td></tr>
<tr><td>Project Title:</td><td>MEGIN Regional Deployment</td><td>Estimated Grant Amount</td><td>$1,000,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 3: Enhance regional interoperability, and protection of sensitive and classified information, through technical connectivity and protocols, while building upon existing programs and promoting common systems.</td><td>Allowability</td><td></td></tr>
<tr><td>Estimated Timeline</td><td>July 2006 to July 2007.</td><td>Dependencies and Cost Factors:</td><td>MEGIN Regional Deployment:
Financial:
$1,000,000</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
Project Need:
The National Capitol Region (NCR) lacks some of the tools to effectively provide the required access, coordination, and security for relevant statewide geospatial data in order to enhance the Emergency management functions required to save lives and protect property from terrorism, disasters, and natural catastrophic events.
MEGIN will ensure that emergency responders are aware of available data resources when needed. Recognizing that every emergency incident is unique, MEGIN will provide a mechanism for accessing and turning that data into information and placing that data in relationship to the landscape; providing a “Common Operating Picture”. This common picture is the result of turning data into information, information into knowledge, and knowledge into coordinated action.
Project Details:
The MEGIN regional deployment project will leverage previous investments made by Maryland in the Emergency Management Mapping Application (EMMA) and the federal government (i.e. 2004 $1 million DHS ITEP grant to develop MEGIN). These tools provide graphical display of such geospatial information as maps, satellite imagery, locations of hospitals/schools/police/fire stations, etc. MEGIN takes integration and display of geospatial for the decision maker to the next level and provides the necessary access, coordination, and security for relevant regional geospatial data. Major tasks include: State emergency operations center hardware/software planning, installation and maintenance; security policy management and implementation for users and recipients of secured geospatial data policy; system operation and maintenance planning; management of databases; coordinate additional participation from local government and private sector; training and emergency management community familiarization; creation of incident specific or role specific views of data.</td></tr>
</table>

Project Benefits:

MEGIN region-wide deployment will reduce response time and increase the efficiency and effectiveness of response through greater access to information for local NCR emergency management personnel and enhance state level coordination. MEGIN will promote coordination of limited resources, assist participation in emergency planning, and provide greater situational awareness during state and regional events in the National Capitol Region. Furthermore it will provide more comprehensive and accurate data to facilitate cross-agency decision-making. Benefits of increased collaboration and interoperability have already been recognized by state and local agencies in Maryland, Virginia and the District of Columbia, creating the architecture for greater regional information sharing, interoperability, and domain awareness throughout the National Capitol Region without additional expense or effort.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Operations Center Hw/SW Planning & Installation	(O) Towson University (CP) NCR EMAs & MEMA	Architecture, Design, Installed functional system	October 2006
2. Security Policy Mgmt & Implementation	(O) Towson University (CP) NCR GIS/ CIO Committee	Policy statement and implementation	November 2006
3. System Operations & Maintenance Planning	(O) Towson University (CP) NCR EMAs-IT Staff	O & M Plan	December 2006
4. Management of Databases	(O) Data Owners	Ongoing	Ongoing
5. Coordinate Local Gov't Distributed Access		Ongoing	Spring 2007
6. Training	(O) Towson University	Training plan & Implementation	Spring 2007
7. Creation of Incident Specific/Role Specific Views	(O) Towson University (CP) EOC Reps/NCR EMAs	Specific customized views	July 2007

INITIATIVE PLAN

Maryland Emergency Geographic Information Network (MEGIN) Regional Deployment

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.

Maryland Emergency Geographic Information Network (MEGIN) Regional Deployment
This initiative will advance information sharing for emergency management throughout the National Capitol Region (NCR). The Maryland Emergency Geographic Network (MEGIN) is a system that provides access, coordination and security for statewide geospatial data in Maryland to enhance emergency management. This system will help response to both natural and man-made disasters through improved information sharing. This system can be extended to include the entire NCR.

MEGIN will enhance homeland security by improving coordination of emergency management across jurisdictions, providing a common operating picture for decision makers, incident commanders and unified commanders, to enhance accurate, real-time decision making. MEGIN is secure data sharing.

MEGIN will improve response time for crises by providing the right information to the right responder at the right time. Responders will be better prepared to address the event. Responders will know what resources are available.

By accomplishing the above we will address the following Capability weaknesses:

a. Interoperable Communication-People- Data transmission side of interoperable communications
b. Interoperable Communications-Training- Enhance training for data communications
c. Interoperable Communications-Plans/Policies/Procedures- Managing secure communications/ sharing classified information across multiple jurisdictions and levels of government.
d. Critical Resource Logistics-Procedures- need to maintain resource databases that are established

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

The region of focus will include Northern Virginia, Washington, D.C, and Maryland.

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.

MEGIN shares information and access to publicly maintained databases. MEGIN works in conjunction with the Emergency Management Mapping Application (EMMA). EMMA is a "middleware" that can access various publicly maintained databases, regardless of their operating system or language, and pull that information into a layered picture. EMMA can bring in ADC maps, satellite imagery, such infrastructure information as location of hospitals, schools, police stations, fire/EMS, etc. MEGIN allows the secure sharing of this information to emergency responders.

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

This project will be coordinated through Towson University's Center for Geographic Information Services with all regional Emergency Management Agencies (Maryland, Washington D.C., Virginia). The involvement of local and municipal government will be necessary to determine the databases that will be available and to whom based on specific situations.

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

This program is in alignment with National Capitol Region Strategic Goal 3: Prevention and Mitigation, Objective 2, "Information Sharing," and Goal 4: Response and Recovery, Objective 3 "Resource Sharing." It meets the overarching national preparedness goals of critical infrastructure protection (secure access to databases) and multi-regional collaboration.

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Scoring Sheet

Critical Resource Logistics and Distribution

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

	Concept Paper	Establishment of an Emergency Drinking Water Production and Stockpile Capability in the National Capital Region									
	Related Target Capabilities:	Citizen Protection: Evacuation and/or In-Place Protection, Mass Care									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Mass Casualty Support Unit Restocking Plan									
	Related Target Capabilities:										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	National Capitol Region Critical Resources Logistics Warehouse									
	Related Target Capabilities:										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper #	National Capital Region Critical Resource and Logistics Core Capability Improvement										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Space and storage/NCR inventory management system										
Related Target Capabilities:	Mass Prophylaxis										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Law Enforcement Personal Protective Equipment Cache										
Related Target Capabilities:	CBRNE Detection, WMD/Hazardous Materials Response and Decontamination, Explosive Device Response Operations										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Warehousing for a Regional Cache of Equipment.										
Related Target Capabilities:	CBRNE Detection, WMD/Hazardous Materials Response and Decontamination, Explosive Device Response Operations										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Align public, private and NGO resources with identified needs for response and recovery										
Related Target Capabilities:	Citizen Preparedness and Participation, Mass Care										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	MEGIN Regional Deployment									
Related Target Capabilities:	Interoperable Communications, Planning									
Score: Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)										

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6 Explosive Device Response Operations

Explosive Device Response Operations

Capability Definition

The capability to coordinate, direct, and conduct IED (Improvised Explosive Device) and/or explosive device response operations after initial alert and notification. Coordinate intelligence fusion and analysis, information collection, and threat recognition, assess the situation and conduct appropriate Render Safe Procedures (RSP). Conduct searches for additional devices and coordinate overall efforts to mitigate CBRNE threat to the incident site.

Capability Outcome

Conduct threat assessments and Render Safe Procedures.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The adequacy of plans, policies, and procedures for explosives detection and response as well as the ability to render safe and disposal (for example, is the NCR capable of addressing simultaneous incidents?).
- The number of personnel trained and equipped for explosive detection and response adequate for the jurisdiction (i.e., if personnel are not trained and equipped, what are the NCR's plans to address this deficiency?).
- The number of personnel trained and equipped for trauma management, specifically as related to explosions and mass casualties (for example: personnel are not trained and equipped, what are the NCR's plans to address this deficiency?)
- Regional collaboration or mutual aid assets that could assist in explosive device response operations.

NCR Discussion Results on Explosive Device Response Operations

Resource	S/W	Comments
People	S	• We have equipment operations who can assist in recovery efforts. (2) • Individual bomb squads can handle an incident with limited LVB counter measures and CBRNE capabilities. • We have a good response capability in the EOD. • We have knowledgeable personnel in analysis and identification in lab systems.
	W	• There are deficiencies in the bomb squad response teams. (3) • Need additional EOD and K-9 personnel. (2) • Need more mental health support for volunteers/staff responders/ and victims. (2) • Not enough equipment operators who can assist in recovery efforts. • Not enough equipment operators to handle long term operations. • Need more overall staff and people trained in the area. • We need the ability to mobilize analysts knowledgeable in lab systems during a response. • There are deficiencies in police response teams.
Equipment	S	• Equipment employed in threat assessments and render safe procedures is largely standardized and interoperable • Equipment and expertise to analyze and identify explosives
	W	• Do not have appropriate equipment or contracts in place (cranes/grapple trucks) (2) • Need for continued support to maintain and provide support for IED operations

Resource	S/W	Comments
		• Ability to maintain interoperability • Lack of reserve equipment/additional equipment to handle multiple events • Bomb squad unable to meet response times and render safe timelines due to equipment to hand large vehicle bomb and CBRNE • Not equipped to handle more than one incident at a time • Bomb squads responsible for all jurisdictions lack robust large vehicle bomb countermeasures/CBRNE • Lack of robotic (remote) capability • Lack of adequate PPE • Bomb squads lack mission critical equipment capabilities • Cart to take things in/out of metro tunnels on track • Communication equipment between ESF and EOD • Need more mass care equipment to support responders and victims • We need more detection devices for prevention • We need more equipment for the first responders use for the incident.
Training	S	• Hired operators • Formal training in analysis
	W	• Need to train operators (4) • Lack regional standardized training (2) • Inadequate training for pre and post blast • Awareness level to identify bombs • More education and training to reach citizens, volunteers, staff regionally • No labs in DC to train or analyze evidence
Exercises/Evaluation	W	• Need to include Medical Examiner agencies in exercised, training, planning, etc. (3) • Coordinated exercises with EOD regarding supporting responders and victims, especially WMD/T. (2) • Need to test, identify, and improve on weaknesses. (2) • Need to incorporated Mass care functions in exercise. (2) • Need for regional tabletop exercises involving multiple ESFs. (2)
Plans, Policies and Procedures	S	• Medical examiner has in house mass fatality plan that is being extended to other agencies, but medical examiner is not involved in other agency plans.
	W	• Water system (MD treatment) needs to remain operational in times of threat/have limited capability to operate remotely/cannot shut down for extended periods because water is key to response and recovery activities/dams and chlorine storage facilities are potential WMD (5) • Coordination among fire and rescue and state and federal agencies/bomb squads coordination at scene/connect, communicate and coordinate with massacre functions (4) • Regional plan and standard for joint assistance is needed/same is true human impact of WMDs • Need protocols in place for ESFs to collaborate on recovery/decoration of fatalities or incendiary fragments as well as preserve evidence and/or identifying clothing/jewelry

NCR Concept Papers and Initiative Plans

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

RESF #3 (Debris)
Solid Waste Managers Group
Tom Smith, Chairman
Solid Waste Division Chief
Prince William County

Grant recipient would be a local government

John Snarr,
Principal Environmental Planner
MWCOG
777 N. Capitol St., NE
Suite 300
Washington, DC 20002
202-962-3359
jsnarr@mwcog.org

Project Title:	**Debris Removal Crane-Bodied Grapple Trucks**	**Estimated Grant Amount**	Total: $1,440,000 9 trucks at $160,000 each
NCR Strategic Goal Alignment:	Meets the National Priority of strengthening Explosive Device Response Operations. Addresses a weakness of lack of sufficient equipment. Meets the Following NCR Goal Response and Recovery Allow local governments to rapidly respond to debris clearance needs.	**Allowability**	UASI Equipment Category: CBRNE Incident Response Vehicles.
Estimated Timeline	July 2006 – December 2007	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The remnants of Hurricane Isabel hit this region hard in 2003 with heavy rain and strong winds. The storm created a huge volume of wood, brush, and other types of waste. Local governments learned several lessons about the types of equipment needed to manage debris during a disaster and found equipment lacking in several areas. The clean-up continued for many months.

The most prominent need is open-bodied crane trucks with grapple claws. These trucks have proved to be invaluable for efficient removal of the large quantities of debris quickly. Only two jurisdictions own a total of 11 of these types of trucks according to the recently completed RECP Debris Annex survey. During Isabel, a regional RICCS message went out requesting additional trucks from neighboring jurisdictions, but none were available. Local governments found that debris removal contractors do not typically have these types of specialized vehicles in their fleets, so it was very difficult to find any trucks at all. These trucks are essential for rapidly responding to debris clearance requests.

This initiative calls for the establishment of a regional pool of nine crane-bodied grapple trucks that would be used for debris removal operations. Equipment would be provided to the jurisdictions directly with the understanding that the additional equipment is to be made available for regional use in case of an emergency. The advantage of providing the equipment directly to the jurisdictions is that they can maintain/increase their proficiency through routine use.

A local government or governments will act as the grant recipient. The equipment will be available to the region and administered under a soon to be drafted memorandum of understanding regarding mutual aid.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Determine host locations for pool of equipment and protocols for use.	RESF 3 Debris	Selected locations	9/06
2. Acquire 9 crane-bodied grapple trucks.	RESF 3 Debris	9 crane trucks delivered to locations	3/07
3. Ensure that host personnel have proper training.	RESF 3 Debris	Training completed for host staffs.	6/07

Project Performance Measures	Baseline Value	Target Value
1. Ensure that public agencies in the region sufficient grapple trucks to effectively clear debris.	55%	100%
2. Ensure that local personnel are trained to use the equipment.	25%	100%

INITIATIVE PLAN

Debris Removal Crane-Bodied Grapple Trucks

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.**

   Responds to National Capability priority "Explosive Device Response Operations." Addresses weaknesses identified in the analysis session "Do not have appropriate equipment in place (cranes/grapple trucks)"

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

   Applies to local, state, and federal partners in the NCR. Trucks would be use by numerous local governments.

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.**

   Local governments have 11 of these trucks in the NCR with staff trained to use them. In past disasters, it was found that this number was very inadequate and that contractors could not provide trucks in sufficient numbers. Purchase of 9 additional trucks is recommended.

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

This initiative will be governed by the R-ESF 3 Debris, represented by the COG Solid Waste Managers Group, in the NCR structure.

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

The initiative relates to the Recovery and Response goal in the NCR Strategic Plan by allowing local governments to rapidly respond to debris clearance needs.

Concept Paper ***Preliminary Document – Presented for Review and Discussion***		**January 17, 2006** **Jerry Swain, Cmdr, Loudoun Co. Bomb Squad, (703) 771-5446 jswain@loudoun.gov or Patrick Race, Special Agent, NCR Bomb Squad Working Group Coordinator FBI-WFO 601 4th Street, NW Washington, DC 20535 (202) 278-4473 patrick.race@ic.fbi.gov**	
Project Title:	**National Capital Region Bomb Squad (Metrotech) Equipment and Regional Caches**	**Estimated Grant Amount**	**$8, 000,000.00**
NCR Strategic Goal Alignment:	*Addresses NCR strategic goals: Goal 3, objectives 1, 2 & 3; Goal 4, objectives 1,2 & 3*	**Allowability**	**All items listed in ODP Authorized Equipment**
Estimated Timeline	*Grant period: start TBD; deliverables will be accomplished within COG and ODP guidelines.*	**Dependencies and Cost Factors:**	Increased costs from time of estimates

Problem Statement/Project Description:

Metrotech is the NCR bomb squad working group. It includes the 8 state and local squads responsible for covering the NCR.[1] Currently, all NCR area bomb squads have a high level of interoperability, participate in information exchange, joint training and mutual aid. All NCR civilian bomb technicians take the same basic training together on the same equipment. However, the squads do not have adequate resources to obtain necessary operational equipment. As a result, all area state and local squads have immediate equipment deficiencies that impact the safety of the general public, emergency responders and bomb technicians. None of the state/local (S/L) squads in the NCR currently meet the minimum capabilities for Type I bomb squads as defined by FEMA.[2]

[1] NCR state and local bomb squads included in this initiative are: Arlington County, Fairfax County, Loudoun County, Metropolitan Police Dept., Metro Transit PD, Montgomery County, Prince Georges County and Virginia State Police, Dist. 7.

[2] FEMA Type I bomb squads are accredited bomb squads capable of handling multiple or simultaneous incidents, are CBRNE trained and equipped, and have 2 or more bomb response teams (BRTs). A BRT consists of 2 certified bomb technicians fully equipped for bomb squad operations. Teams must have render safe capabilities, including a robot capable of handling a Vehicle-borne IED render safe mission.

The NCR's bomb squads are the first responders to improvised explosive device (IED)/WMD incidents involving many nationally significant, high value and critical infrastructure sites. The recent attacks on the London and Madrid mass transit systems and the use of large vehicle borne IEDs (LVBIEDs) by terrorist groups have raised awareness of critical deficiencies in the capabilities of the NCR state/local squads tasked to respond to such incidents that affect the NCR as a whole. The July 2005 London attacks illustrate the need to equip and train those squads to respond to multiple incidents within their jurisdictions within minutes. Those attacks provide key lessons: the attacks were widely separated and occurred within a 75 min. timeframe; the London road network gridlocked; and equipment/personnel at the first scene could not redeploy to other scenes due to issues such as cross-contamination.

In May 2005, given the threats to the NCR and the formulation of strategic plans and standards involving bomb squad operations, Metrotech member squads discussed operational requirements so that the squads could adequately respond to multiple, simultaneous LVBIED attacks, involving CBRNE elements, and perform required threat assessments and render safe procedures. To assess the NCR's needs, Metrotech conducted a capabilities survey focusing on the NCR's state and local bomb squads. In response to the survey results, Metrotech commanders formulated a multi-year approach to identify/correct weaknesses in equipment and training, build interoperability and formulate standards. The equipment requests contained in this FY 2006 grant application address immediate, critical deficiencies. The 2006 grant request's objectives are: **(1) Address immediate equipment, safety and response deficiencies and weaknesses**; **(2) Immediately bring NCR bomb squads up to the minimum requirements for equipment, safety and interoperability established in national standards (i.e., FEMA Type I)[3]; (3) Ensure adequate geographic distribution of equipment for availability and response times; (4) Establish regional equipment caches to serve as reserves for operational equipment and surge capacity.**

Metrotech members have identified the primary deficiency in terrorism preparedness as the lack of equipment necessary for member S/L squads in the NCR to respond to multiple, simultaneous incidents, involving vehicle-borne explosive devices (VBIEDs) with CBRNE capabilities. Currently, all squads field a minimum of two bomb response teams (BRT). However, even with intersquad mutual aid, all the squads lack equipment necessary to fully outfit their BRTs or respond with the equipment necessary to deal with multiple incidents (in some cases, one) involving VBIEDs and/or CBRNE threats. Real-world response times, high threat periods and instances of multiple attacks (London/Madrid) magnify these critical deficiencies. The existing and ongoing threat environment in the NCR requires each first response squad to be adequately equipped to deal immediately with multiple simultaneous IED attacks. Just as importantly, all NCR squads must have equipment and training that makes them thoroughly interoperable. Lastly, the NCR lacks virtually any reserve equipment readily accessible to the state and local squads.

To address the objectives and deficiencies described above, the equipment listed below is requested on behalf of NCR state and local squads. The establishment of bomb squad equipment reserves (caches) for the NCR has also been identified as a critical need. The caches will (a) replace frontline/deployed equipment down for maintenance, etc. and (b) augment Metrotech squads' equipment in the event of a multiple incident scenario that extends across the NCR. Metrotech has identified the need to establish 2 equipment caches. These will consist of immediately deployable equipment identical to that used by all area squads. Two sites are required due to the response times required of NCR bomb squads to respond and conduct threat assessments and render safe operations. Mutual aid from other squads won't be sufficient should multiple incidents across the NCR occur simultaneously. For example, immediately following the 7/7/2005 London attacks, all NCR bomb squads were inundated with responses. All available assets were deployed and could not keep pace with all suspect IED reports and threats. Preliminarily, Metrotech has identified 2 cache sites. One, near Dulles Airport, will be primarily tasked to support Dulles and the Northern Virginia squads. The second, in Northeast Washington, DC will be primarily tasked to support National Airport and the Washington, DC/Maryland squads.

Target Capabilities/Priorities Addressed: Equipment in this project addresses weaknesses and capability outcomes in the target capabilities identified for the NCR. It strengthens 6 priority capabilities established by DHS: Explosive Device Response Operations, CBRNE Detection; WMD/Hazardous Material Operations; Interoperable Communications; Law Enforcement Investigation and Operations and Intelligence/Information Sharing and Dissemination as well as the 2 additional target capabilities of critical infrastructure protection and critical resource logistics and distribution.

If the project is funded by UASI, Jerry Swain, Loudoun County Fire and Rescue, will be project manager and require the allowable management and administrative costs as part of the grant award to support activities associated with the grant and project.

[3] FEMA standards for TYPE I squads (FEMA 508-6), the National Strategic Plan for Bomb Squads and NABSCAB 87-4.

Equipment requested to address deficiencies:	Minimum Per Squad	Number Requested to Address Deficiency (achieve minimum standards)	Total Cost
Digital X-Ray Units	2	15	$360,000.00
Large Vehicle Bomb Counter Measures System w/ Gander	1	7 (including 6 Ganders)	$93,125.00
Total Containment Vessel w/ CBRNE	1	5	$1,750,000.00
Rigging kits (4 components)	1 per BRT	6 tripods; 21 basic ; 28 vehicle, 29 building kits	$350,000.00
LVBCM system capable Robot	1	8	$1,700,000.00
Remote Control Firing System	1	8	$72,000.00
Remote Access Camera System (Hazprobe)	1	8	$240,000.00
Fiberscope camera system	1	4	$132,000.00
Bomb Suits w/ SCBA cap., cooling	1 per BRT	28	$575,000.00
PAN disrupter systems	2 per BRT	35 full kits; 3 laser sights; 55 light weight stands; 60 recoil reduction systems	$248,000.00
EOD Radiation Search/ID Kit	1	8	$200,000.00
Cobra EOD Laptop Computers	1 per BRT	10	$95,000.00
Wireless Aircard Subscriptions	1 per BRT	(31) 2 year subscriptions	$45,000
Regional Equipment Caches	N/A	Basic equipment/spares (incl. robots); trailer	$2,130,800.02
Total FY 2006 UASI Request			$7,990,925.02

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. See Attachment			

Project Performance Measures	**Baseline Value**	**Target Value**
1. To Be Determined		

INITIATIVE PLAN

National Capital Region Bomb Squad (Metrotech) Equipment and Regional Caches

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.

National Capital Region Bomb Squad (Metrotech) Equipment and Regional Caches.

Target Capabilities (TCs)/Priorities Addressed: Equipment and training sought for the NCR bomb squads in this initiative addresses weaknesses identified in the NCR capability review, targeted outcomes and will strengthen 8 of the 14 target capabilities. Equipment and training beginning in FY '07, will directly address weaknesses in **the following target capabilities,** Explosive Device Response Operations, CBRNE Detection; WMD/Hazardous Material Response; Interoperable

Communications; Law Enforcement Investigation and Operations and Intelligence/Information Sharing and Dissemination, Critical Infrastructure Protection and Critical Resource Logistics and Distribution.

The NCR bomb squads began this initiative by performing a needs survey and gap analysis of their explosive device response (EDR) operations capabilities covering the NCR. The analysis, validated by the NCR capability review's results, identified immediate equipment deficiencies, especially with respect to countering the large vehicle bomb (LVBIED) threat and operating in a CBRNE environment, as the immediate priority. Follow-on years of the initiative will address needs including: standardized response vehicles; additional CBRNE detection/diagnostic equipment; EDR protective gear; training and explosive storage/ranges. The NCR bomb squads consider this a multi-year initiative which will strengthen the NCR's ability to conduct explosive device response operations and all the target capabilities listed above.

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

This initiative will affect and benefit the entire NCR. The state and local bomb squads responsible for explosive device operations and covering the NCR will receive equipment and training that will address identified weaknesses and target capability outcomes. This initiative includes squads from Montgomery and Prince George's Counties, the District of Columbia and Arlington (covers Alexandria, VA), Fairfax and Loudoun counties and Virginia State Police, Dist. 7 (covers Prince William County and Dulles Airport) in Virginia and the Metro Transit Police bomb squad (the WMATA system). In addition, the squads will utilize the regional caches in the project to support EDR operations in the entire NCR The caches will do this by providing replacement and surge capacity for equipment tasked to support bomb squad operations. Currently, there is no resource or surge capability in the NCR available to the squads within required response times.

The bomb squads cover explosive device response operations for virtually the entire NCR. All affected state and local squads participated in the needs survey/gap analysis. The formulation of a list of priorities and the drafting of an equipment standard for NCR bomb squads are articulated in the FY '06 concept paper. The requested equipment and training will be standardized and interoperable with equipment currently in use with the NCR bomb squads. This, combined with the mutual aid practiced daily by all bomb squads in the NCR, strengthens the NCR as a whole and addresses DHS priority capabilities.

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.

Resources: Currently, the NCR bomb squads have identified staff and facilities suitable for obtaining and maintaining the equipment that will be requested under this initiative. For FY '06, this initiative seeks to obtain equipment considered mission critical by the NCR bomb squads for explosive device response operations in the NCR. The initiative is seeking eight million dollars in UASI funding to address these deficiencies and weaknesses and meet the **minimum** equipment standards for equipment set by/for the NCR squads. For FY '07, additional equipment will include standardized bomb response vehicles, additional bomb suits, digital x-rays, CBRNE detection and diagnostic equipment, communications, explosives storage and advanced technical training. Future requests (FY '08-'10), will enhance the interoperability and capabilities of the bomb squads by

providing additional equipment to equip the squads to the standards established by Metrotech. FY '07-'10 UASI funding requests will also include maintenance costs required to sustain the capabilities estimated at $17,000 per year for the 8 squads and the 2 regional caches.

Processes: This is the first year of this initiative and the first NCR UASI grant request specifically targeting bomb squad's capabilities. Currently, the NCR bomb squads maintain a high level of mutual aid, interoperability, communication and information sharing through the NCR bomb squad working group, Metrotech. Metrotech meets on at least a monthly basis and area squads regularly train together. Bomb squad issues have been placed within the COG subcommittee, under the COG Fire Chiefs Committee, structure to better enable NCR and cross discipline coordination. All civilian NCR bomb technicians attend the same basic training at the Hazardous Devices School. Therefore, the working group and framework for carrying out the objectives of this initiative is in place.

For FY '06, Metrotech has identified regional information sharing and the development of standard operating procedures for the regional equipment caches, if funded through UASI as a planning priority. For FY '07-'10, this initiative will focus on further development of equipment standards for the NCR bomb squads, explosive storage capacity and ranges, NCR exercises targeting regional interoperability, and advanced technical and NIMS training. Additional steps will strengthen regional capabilities by ensuring that NCR bomb squad regional protocols are developed and in synch with COG mutual aid agreements and operational plans.

Tools: The NCR bomb squads have already identified secure and available facilities for the equipment the initiative seeks to acquire via UASI. The equipment that does not go directly to the affected NCR bomb squads will be cached and located in space already identified. In FY '06, the required training for new equipment is included in the equipment cost. However, the NCR bomb squads will benefit from one or more regional exercises starting in FY '07 and continuing through the 5 year time period aimed at a multiagency, cross discipline explosive device response (especially focusing on LBVIED threats and render safe procedures). These are needed to develop and maintain the outcomes the initiative seeks to achieve. Advanced training to adequately address emerging threats and technologies will be included in the FY '07-FY '10 grant requests.

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

The jurisdictions to which the affected bomb squads belong to are all members of COG/NCR and signatories to its mutual aid agreement(s). Within the COG and NCR umbrella, bomb squad/EOD issues fall under the COG Fire Chief's Committee, who will oversee this initiative. State and Local bomb squads in the NCR fall under both police and fire departments (4 police, 3 fire and fire/police). All of these are participating in this initiative and are members of Metrotech, along with the NCR Federal bomb squads. Metrotech will serve as a vehicle for the successful implementation of the initiative, the establishment of the equipment standards and regional caches, and to identify emerging priorities. Metrotech meets and trains on a monthly basis, more frequently as needed. The group provides representatives to COG Fire Chief's Committee and its subcommittees. The affected bomb squads will work with the project manager and through representatives to the COG Fire Chief's committee(s) to ensure this initiative is successfully implemented.

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

The initiative relates to the state homeland security program by addressing identified weaknesses and capabilities outcomes contained within 3 of the national priorities and 8 target capabilities identified for the NCR. In particular, "explosive device response operations", of which bomb squad operations and equipment are the core, is one of the 8 priority capabilities and a subset of the National Priority "strengthening CBRNE detection, response…" articulated by DHS. The initiative will enhance the equipment, training and interoperability capabilities of the state/local bomb squads responsible for the NCR.

The NCR bomb squad initiative incorporates the overarching national priorities: (1) Expanded regional collaboration by building the capabilities of the NCR bomb squads to handle multiple simultaneous CNBRNE (incl. LVBIED and mass transit) incidents that cross jurisdictional boundaries and affect the NCR as a whole. The use of Metrotech as a vehicle for information exchange, regional training and the establishment of a regional cache of bomb squad equipment expands collaboration of all bomb squads and jurisdictions in the NCR; (2) The initiative incorporates the goal of implementing the interim NIPP by enhancing the ability of the NCR bomb squads to respond to threats against critical infrastructure targets, prevent or mitigate the damage to those sites, including the Metro system, in the NCR. The equipment sought in the initiative will greatly enhance the NCR bomb squads' ability to keep critical infrastructure open and/or restore that infrastructure as quickly as possible in the event of an attack; (3) The initiative addresses the goal of implementing NIMS and the NRP through the effort of the NCR bomb squads to incorporate NIMS training into the initiative goals and operate across jurisdictional/disciplinary boundaries consistent with the NRP and NIMS principles.

Scoring Sheet

Explosive Device Response Operations

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper		Debris Removal Crane-Bodied Grapple Trucks									
Related Target Capabilities:		Critical Resource Logistics and Distribution									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		National Capital Region Bomb Squad (Metrotech) Equipment and Regional Caches									
Related Target Capabilities:		CBRNE Detection, WMD/Hazardous Materials Response and Decontamination									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

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7 Intelligence/Information Sharing and Dissemination

Intelligence/Information Sharing and Dissemination

Capability Definition:

Intelligence / Information Sharing and Dissemination capabilities are necessary tools to enable efficient prevention, protection, response, and recovery activities. Intelligence /Information Sharing and Dissemination is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the Federal, State, local and Tribal layers of government, the private sector, and citizens. The goals of sharing and dissemination are to facilitate the distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers that need it. More simply, the goal is to get the right information, to the right people, at the right time.

An effective intelligence / information sharing and dissemination system will provide durable, reliable and effective information exchanges (both horizontally and vertically) between those responsible for gathering information, analysts, and consumers of the threat-related information. It will also allow for feedback and other necessary communications in addition to the regular flow of information and intelligence.

Capability Outcome

Effective and timely sharing of information and intelligence occurs across Federal, State, local, Tribal, regional, and private sector entities to achieve coordinated awareness, preparedness, protection, prevention of, and response to terrorist activities. To meet the desired outcome the following objectives must be achieved: (1) All pertinent stakeholders across all disciplines are identified and incorporated into the information flow through a clearly defined information sharing system; (2) Information flows vertically (from the Federal level through regions, States, locals and Tribes and back) within Law Enforcement and other appropriate agencies in a timely and effective manner; (3) Information flows across disciplines (among fire departments, EMS (Emergency Management System) units, public works, the private sector, etc.) at all levels and across jurisdictions in a timely and efficient manner.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The way in which the current technical infrastructure in your state supports the receipt and dissemination of relevant homeland security information (and classified information if necessary).
- The training and skills of personnel that support Intelligence / Information Sharing and Dissemination including whether or not they maintain the appropriate clearances to handle classified information if necessary.
- Federal, State, local, Tribal, regional, and private sector efforts to help establish or adopt national, standardized plans, protocols, and procedures for Intelligence / Information Sharing and Dissemination.
- The systems and information that are provided for all affected NCR agencies that gather data on potential or current terrorist activities and all-hazards incidents.
- The way in which training and exercises have been developed and executed for meeting the standards, protocols, and procedures, of the Intelligence / Information Sharing and Dissemination priority.

NCR Discussion Results on Intelligence/Information Sharing and Dissemination

Resource	S/W	Comments
People	S	• Well trained and qualified staff. (3) • Good regional communications. Good communication flow. (2) • Hospitals are working collaboratively with law enforcement to facilitate communication. • The next phase of the AFIS protect is underway.
	W	• Need to increase the number of staff dedicated to intelligence gathering and dissemination across disciplines. All intelligence staff need to be linked electronically. (6) • Need a centralized, regional location for intelligence agencies to vet and organize intelligence information. (5) • Need to increase the number of medical/fire personnel with security clearance to help develop intelligence information systems and processes. (3) • Need to increase depth of disciplines in intelligence fields. (3) • Need to establish expedited means for performing security clearances in order to get more technical experts involved in planning process. (2) • Need to continue NCR surveillance – Essence • Not enough staff to send people to RIC – there is no one left to do the job at home. • Currently, some agencies are relying on individual personal contact rather than agency relationships or official communications between agencies. • Need to increase support for LINX data sharing. • Need trained technical experts and managers for the radio cache. • Need WMATA communications upgrade.
Equipment	S	• 3 radio caches have been established with deployment • Basic start up equipment purchased for IMT • Initial procurement of communications for WMATA • Current system in place is functional • Funding to upgrade new AFIS is in place • Information sharing is easily obtained; AFIS approach works better against jurisdictional boundaries. • Current information is actionable and timely • We have invested in regional data messaging infrastructure – work is in process • NCR has sophisticated communications system • COG's efforts grant application enable COG agencies to garner. M/S related equipment in a manner that allows for widespread response capabilities • Have equipment to deal with day-to-day activities and small surges
	W	• NCR secure communications network (5) • Lack multi-discipline secure warehouse for communication equipment (2) • Too many fractured and repetitive unverified databases that repeat some intelligence as each other; not enough effort to verify validity, not enough follow-up or accountability (2) • Determining communication devices, i.e., phone card or satellite (2) • To effectively/efficiently share information to other jurisdictions and disciplines, we will need to have state-of-the-art operating software and platform and common standardization. It's critical to replace/upgrade legacy system prior to integration (e.g. VDOT smart traffic center) • No long term program to sustain operational readiness (maintenance parts etc.) • Full compliment of support equipment required for readiness/deployment • Not enough secure telephone units • Addition of uniform intelligence databases/analysis on a county wide network would enhance current sharing capabilities • Health not well integrated in interdisciplinary communication system • Current system is obsolete • Mobile and facial recognition phase of AFIS is not funded • Funding exists for equipment (computers etc.) to bring 15 of the more than 70+ law enforcement agencies within the NCR, not counting federal agencies

Resource	S/W	Comments
		• No equipment in place for back up redundancy • Ability to monitor all NCR critical infrastructure sites. A traffic management center with room to handle analysis work. • DOT by nature do a lot of monitoring and information gathering. We need to get plugged into ensure information. • DDOT have incident managers who do not plug into law enforcement on a daily basis. • DDOT have traffic monitors that are not plugged into law enforcement • RMS and MDT capable software that enable electronic dissemination of critical infrastructure blue prints, schematics, contacts and tactical plans to responder units and EOCs • Lack equipment for large surge (deaths) • Need mobile AFIS compliment
Training	S	• Initial basic training provided for radio cache program start-up • IMT training provided for basic program and some positions • Well trained in medical activities • Fingerprint analysis won't change • Technical support won't change • New upgrade will require minimal training for officers
	W	• Training should be on a regional level (4) • Additional training needed for new personnel and maintenance of skills (2) • Additional basic and position specific training • Training should be simplified to make it more practical • Training first, policies second • Back training in federal-local emergency management systems • Actionable intelligence is held to long • Public health people need training on use of communication equipment • No forum in place for training department • Need tools to develop multi-disciplinary training • No law enforcement representatives on regional IMT • Lack of qualified analysts individual jurisdictions and no intelligence analysts to serve the region • Need information sharing training outside of Law Enforcement • Need full time training assets • No established information sharing protocols • No in depth training exists • Continued mainland and strengthening of the system to include utilization of system in pandemic flu • Additional advanced intelligence gathering need • System training for any acquired database systems • Very little involvement of healthcare delivery system • More POC training
Exercises/Evaluation	S	• Current system is functional and used by the NCR • Upgrade is a refresh and enhanced capabilities within NCR
	W	• Need for a regional, multidisciplinary exercise program, including: o Exercise/evaluate established protocols o Incorporate intelligence function and workflow as a significant part of exercises o Continued funds for maintenance to enhance exercises to public safety/emergency managers o Phase 2 (mobile AFIS) will require exercises and evaluation o Tools to develop multi-disciplinary exercises/evaluation o Inter-agency exercises necessary to test plans and equipment capabilities. o Joint BFO/WFO (FBI) collaboration/participation to ensure information flow across jurisdictional boundaries o Focus on communication and information sharing between federal, state, and local officials with the public health and healthcare community

Resource	S/W	Comments
		o Formal evaluation of the NCR-LINX o DC Medical Examiner's Office is rarely asked to attend exercises, despite many of them involving fatalities and medical issues o Table-tops and practicals
Plans, Policies and Procedures	S	• Regional deployment procedures has been developed for radio cache • There is good information and intelligence from jurisdictions; needs central gathering point and inter-regional sharing/vetting mechanisms
	W	• Development of uniform intelligence gathering and investigational dissemination policies/basic validity vetting requirements/security clearance for health officials (10) • Need to implement regional information management procedures/link regional communication to WMATA communication (5) • Need to develop health information group with high level participation of law enforcement, fire/EMS, public health, hospital medical community to coordinate information sharing and provide basis for forensic epidemiology response/health intelligence MOUs/include medical examiner's office in emergency planning and training. (3) • Need more personnel to write plans, policies, and procedures/conduct audit of MOAs, MOUS and mutual aid agreements in NCR • FBIs jurisdictional boundaries are in conflict with COG boundaries in Montgomery County – hinders timely dissemination of information and actionable intelligence (3)

NCR Concept Papers and Initiative Plans

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER
Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006</td></tr>
<tr><td colspan="2">RESF-3 (Water)
Charles M. Murray, Chairman
Fairfax Water</td></tr>
<tr><td colspan="2">Steve Bieber
Metropolitan Washington Council of Governments
777 North Capitol Street, N.E., Suite 300
Washington, DC 20002
(202) 962-3219
sbieber@mwcog.org</td></tr>
<tr><td>Project Title:</td><td>NCRWARN (National Capital Region Water Utility Response Network)</td><td>Estimated Grant Amount</td><td>$180,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Addresses the following National Priorities:
Strengthen Information Sharing and Collaboration Capabilities, and expanded regional collaboration
Addresses Priority Capabilities: Information sharing and dissemination, and critical resource logistics and distribution
Meets the need of NCR Goals:
a) Response and Recovery, Ensure adequate and effective sharing of resource; Mass Care/Sheltering planning—region's water suppliers and distributors could inventory and arrange sharing of resources, including potable water, pumps evacuators, chlorinators, generators, and trained personnel, via the web portal;
b)Regional Coordination Planning;</td><td>Allowability</td><td>This is allowable in accordance with UASI guidelines.</td></tr>
</table>

	c) Regional Response Planning-the web portal will provide a single secure location for sharing emergency contact information, mutual assistance resources, and lessons learned; d) Continuity of Operations Planning—potable water distribution is one component of the ongoing UASI-funded regional water supply emergency operations plans.		
Estimated Timeline	24 months from grant award date	**Dependencies and Cost Factors:**	Costs include items such as the web portal, printing, and hosting regional meetings.

Problem Statement/Project Description:

The water utilities in the national capital region (NCR) are in need of a reliable system for distributing water security information and for sharing resources in the event of a natural disaster or terrorist attack. An emergency situation could easily imperil drinking water facilities including accidental or deliberate actions that contaminate raw or treated water supplies, or incapacitate critical water treatment infrastructure. The mutual aid network, proposed here, would work in tandem with the ongoing NCR early warning contaminant monitoring program for water distribution (chemical monitors) and raw water (biological monitors), as well as the physical security programs of the water utilities. There are 19 drinking water suppliers/distributors in the NCR serving nearly five million people. They currently communicate regularly with each other in a variety of forums at COG and elsewhere, but have no formal mechanism for providing mutual assistance during emergencies. While there is a willingness on the part of utilities to provide backup support and assistance to one another and a history of doing so informally, a formal agreement and protocol for doing so are essential to facilitate rapid and effective emergency response throughout the NCR. To facilitate quick and secure sharing of information and resources across the region, RESF-3 Water, supported by COG staff, is proposing a two-part project:

1) a secure web portal for maintaining contacts and sharing and updating water security data and resources, and

2) a mutual aid agreement and protocol for the NCR region, to improve the delivery of assistance from one or more utilities to another before, during, and after an emergency.

This two-part project proposal is modeled after successful mutual aid programs in California (CALWARN), Florida (FLAWARN), and Texas. Via the web portal, the NCR's water utilities would be able to inventory and track resources and make arrangements for mutual assistance. Shared resources may include potable water, pumps, evacuators, chlorinators, and generators, as well as trained personnel. Likewise, they would be able to share risk assessment tools, emergency preparedness and response protocols, and lessons learned, all through a single, secure system. WebEOC software would be among the systems strongly considered for this initiative. It would enable the water utilities to be compatible with other emergency response systems in the NCR. Direct collaboration with RESF #2 (Communications) is also an integral part of this project.

Similar to the mutual aid agreements in the FLAWARN and CALWARN networks, RESF-3 Water is proposing a similar agreement for the 19 water utilities in the NCR. The agreement would specify mutual aid procedures, as well as reimbursable expenses, insurance, and arbitration procedures. In signing the agreement, utilities would have a mutual understanding and reduced risk of bureaucratic procedures encumbering an emergency response. Thus, this mutual aid agreement would meet the FEMA requirements for reimbursement post-emergency and would enhance the efficiency and response time during an emergency: It would be a single agreement that would allow access to an entire region's resources.

States struck by the 2005 hurricanes illustrated the vulnerability of our water utilities and the need for better pre-planning and mutual aid coordination to prevent a disaster from becoming a bigger emergency due to lack of preparedness and mutual support systems. Also noteworthy were the major benefits to Florida utilities of having a water and wastewater network (e.g., FLAWARN) in place during Hurricane Wilma this past year. Based on this very positive experience, RESF-3 Water also would consider how to effectively expand the mutual aid network, created in this project, to wastewater utilities. Because several of the major water utilities in the region also provide wastewater treatment services, expansion to the wastewater community is expected to be a relatively modest project expansion and may be accomplished within the proposed budget for the project.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Web portal	RESF-3 Water supported by COG staff, EPA,MD MDE, VA DOH, VA DEQ, DC DOE, DC WASA, WSSC, Fairfax Water, Washington Aqueduct, and the other 15 water utilities in the NCR. Will also collaborate with water utilities in the jurisdictions adjoining the NCR.	1) Secure web site that can be accessed by NCR utilities 2) Data/information about best management practices, research, etc. 3) Emergency Response Protocol documents 4) NCR resource inventory 5) workshop and water security conference information	Within 12 months from date of grant award
2. Coordination meetings	RESF-3 Water supported by COG staff, EPA,MD MDE, VA DOH, VA DEQ, DC DOE, DC WASA, WSSC, Fairfax Water, Washington Aqueduct, and the other 15 water utilities in the NCR. Will also collaborate with water utilities in the jurisdictions adjoining the NCR.	1) Decisions about what types of information should be shared on the web portal and logistics of managing and updating the web portal 2) Discussions about mutual aid procedures, reimbursement, arbitration policies	Ongoing, for 24 months
3. Mutual aid agreement	RESF-3 Water supported by COG staff, EPA,MD MDE, VA DOH, VA DEQ, DC DOE, DC WASA, WSSC, Fairfax Water, Washington Aqueduct, and the other 15 water utilities in the NCR. Will also collaborate with water utilities in the jurisdictions adjoining the NCR.	1) Mutual aid agreement document 2) Signatures on agreement by the NCR utilities.	Within 12 months from date of grant award

Project Performance Measures	**Baseline Value**	**Target Value**
1. Secure web portal	Non-existent	A secure portal for the NCR's water and wastewater utilities to share and retrieve information. At least 75% of NCR water and wastewater utilities participate in the NCRWARN
2. Mutual aid agreement	An informal cooperative of NCR water utilities	A formal mutual aid agreement for emergency preparedness and response
3. Mutual aid agreement signatures from the water utilities in the NCR	No signatories	Mutual aid signatories from the 19 water utilities in the NCR; additional signatories from adjacent jurisdictions' water utilties; and possible integration with wastewater utilities.

INITIATIVE PLAN

NCRWARN

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.**

   The planning initiative will provide tools to assist the local governments in creating and coordinating water security plans within the National Capital Region. This initiative will address the following priorities not necessarily in order:

   1. Mass Care/Sheltering planning—region's water suppliers and distributors could inventory and arrange sharing of resources, including potable water, pumps evacuators, chlorinators, generators, and trained personnel, via the web portal
   2. Regional Coordination Planning
   3. Regional Response Planning-the web portal will provide a single secure location for sharing emergency contact information, mutual assistance resources, and lessons learned.
   4. Continuity of Operations Planning—potable water distribution is one component of the ongoing UASI-funded regional water supply emergency operations plans.
   5. Recovery planning

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

   The monitoring, modeling and mutual aid will provide funding for a web portal and mutual aid agreement that would be inclusive of the entire NCR region as defined by law.

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.**

   While the region's water suppliers and wastewater plants have done an inventory of their resources, they currently do not have a venue for knowing what regional resources are available, for posting their resources which could be shared, or for requesting and receiving aid from one another. The two tools provided by this initiative, the web portal and the mutual aid agreement, would bolster the region's water security by facilitating information exchange and coordinating a regional response to a terrorist attack or natural disaster.

   There are several models that RESF-3 WATER, supported by COG staff, can use for the web portal. RESF-3 will be able to glean from the expertise of the FLAWARN and CALWARN examples, which are already in use, and also plans to explore the feasibility of using of WebEOC, which would be compatible with other emergency operations planning in the NCR. In exploring web portal options, RESF-3 will coordinate directly with the NCR Interoperability Work Group.

   In addition, FLAWARN and CALWARN provide very useful working models for the mutual aid agreement. Moreover, the NCR passed legislation in 2005 concerning mutual aid and the lawyer on

COG staff has drafted a mutual aid agreement which has been reviewed by members of the Water Security Work Group (RESF-3 Water). The NCR region's utilities are interested in having an agreement, but are in need of additional planning and tools to formalize the agreement.

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

This initiative will be governed by the already-existing regional Water Security Work Group (RESF-3 Water), which consists of water utilities, local governments, state, federal and regional public agencies covering the entire National Capital Region.

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

The mutual aid network formed for this project will be fully integrated with the Water Supply Emergency Plan for the National Capital Region. This plan has been formally incorporated as an annex to the Regional Emergency Coordination Plan (RECP[SM]) under Regional Emergency Support Function 3, Public Works and Engineering, and helps facilitate a coordinated response to events that affect the quality or quantity of water in the National Capital Region. Consequently, the proposed mutual aid network would also help ensure implementation of the National Incident Management System, coordination with the Federal Response Plan, and enhance development of regional capabilities.

<table>
<tr><td colspan="2">Concept Paper
Final</td><td colspan="2">22 January 2006
Prince Georges Health Department
Nona Ogunsula, Project Manager
1701 McCormick Drive
Suite 200
Largo, Maryland 20774
nogunsula@co.pg.md.us
301-883-6121</td></tr>
<tr><td>Project Title:</td><td>NCR Medical Surge Initiative Patient Tracking System - Full implementation</td><td>Estimated Grant Amount</td><td>$3,400,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>1.3.2 Comparative Gap Analysis
3.1.3 Health Surveillance and Detection
3.2.1 Info Sharing and Collaboration Framework
3.2.2 Regional Interoperability
4.2.3 Regional Interoperable Communication</td><td>Allowability</td><td></td></tr>
<tr><td>Estimated Timeline</td><td>2 June 2006 through 31 January 2008</td><td>Dependencies and Cost Factors:</td><td>Outcome of Hard/Software survey now in process
Number of disciplines to be supported
Cost estimate variation</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
The National Capital Region (NCR) has an emergency response community that, out of necessity, ignores the multiple political boundaries in the area. While this mirrors the cultural and commerce practices in the region, it presents major challenges in communicating and sharing information critical to response and recovery. During the recent assessment of the region's capability to respond to major incidents, several Emergency Support Functions reported weaknesses in the ability to identify,</td></tr>
</table>

locate and track patients, victims or evacuees affected by the incident and to reunify them with their family. Although there are common triage tag and NIMS compatible patient tracking procedures in place within the EMS community , most other disciplines do not have a consistent means to collect and share information, nor do they have access to the EMS Tracking system. In fact, even the EMS system is paper-based which hinders the ability to share information among the NCR Jurisdictions.

This is the continuation of a NCR Medical Surge Initiative Project that proposes to establish an electronic application to support the tracking of patients, victims, or evacuees (clients) from the point at which they first encounter the emergency response partner, until they no longer require services. For some disciplines, this will require the partners to collaborate on an interoperable process by which these clients will be served. Some of this collaboration is already in process, such as the COG Biological Emergency Preparedness Committee's work on the City Readiness Project, Arlington's Family Assistance Center project and the Department of Homeland Security's Office for National Capital Region Coordination (ONCRC) Credentialing project. Once the individual processes are identified the NCR partners will need to establish a data governance agreement and procedures. As these processes are solidified, the Patient Tracking application will be expanded to support their operations and will continue to be compatible with the Healthcare Information Portability and Accountability Act.

Prince George's Health Department (PGHD) is the sub grantee and lead in the project. The first phase, previously funded by the UASI, established the governance in the form of the Health and Medical Technology Working Group (H&MTWG). The H&MTWG is overseen by the COG Health Officer's Committee. Working collaboratively with the NCR Executive Interoperability Committee (NEIC),, these partners are nearing completion of linking the individual jurisdictional computer networks using seven microwave links. This will provide the initial connectivity by which the information gathered by a Patient Tracking System may be shared by the response partners. This system will require expansion in future projects to ensure the inclusion of all partners. The partnership has also selected a vendor to implement a 6 month pilot of a Patient Tracking System. It is expected that many issues and opportunities for improvement will be discovered during exercising and actual use of this pilot system. A survey of the software and hardware that will interface with the system will also be completed during Phase 1.

The project being proposed in this submission will build upon the first phase of the project by collecting the lessons learned from the pilot and combining these with standard operating procedures to be developed by cooperating disciplines in order to establish technical specifications for final system implementation. These specifications will be utilized to select the most appropriate vendor to provide the software. Compatible, functional hardware will be selected to implement the system. The application will be accessible to all appropriate disciplines and the hardware will be distributed to EMS vehicles, local health departments, mass care specialists, and family assistance centers as deemed appropriate by the H&MTWG and NEIC. A comprehensive plan for implementation will be developed and installation and implementation will begin. It is estimated that it will take approximately 36 months to complete the full installation of the system in all the NCR jurisdictions. As this extends beyond the schedule of this funding period, one subsequent request for funding is to be expected.

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. Utilize results of pilot Tracking Project to determine components and requirements to be included in an RFP for a complete NCR system that does not incur the need for continuing costs.	Prince Georges Health Department (Lead) Health & Medical Technology Working Group (Input & Oversight) System Implementation Contractor (Technical Expertise & Process Direction) NCR Executive Interoperability Committee	Technical Specifications for the System Draft Implementation Plan	3 Months Post Award
2. Draft RFP	Same as above	Comprehensive Request for Proposal that allows Off the Shelf and/or custom Applications	4 Months Post Award
3. Publish RFP, Review Proposals, Award Project	Same as Above	Contract with vendor for delivery of system	7 Months Post Award

4. Alpha Test	Same As Above	Table Top use of system	10-12 months Post Award
5. Train, Install, Beta Test	Same As Above and Selected Jurisdiction	Full Field implementation in selected jurisdiction to include use in a full field exercise	13–15 months Post Award
6. Continue Installation Roll -Out	Same as 1 Above and Selected Jurisdictions	Field Implementation to cover at least 40% of the population in the region	24 months post award
7. Conclude Region wide Implementation if future grant periods	Same as Above and Remaining Jurisdictions	Full Field Implementation	36 Months Post Award

Project Performance Measures	**Baseline Value**	**Target Value**
1. Complete Results from Pilot	0	1
2. Technical Specifications	0	1
3. RFP Published	0	1
4. Implementation Plan	0	1
5. Successful Alpha Test	0	1
6. Implementation Plan	0	1
7. Successful Beta Test	0	1
8. Percent of responders with tracking capabilities	0	40%

INITIATIVE PLAN

NCR Medical Surge Initiative – Patient Tracking System

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.

NCR Medical Surge Initiative – Patient Tracking System

During the assessment of capabilities it was noted that although there is strong collaboration between the jurisdictions in the area of planning for, prevention and mitigation of, responding to, and recovery from a catastrophic incident in the National Capital Region, much work needs to completed in the standardization, collection and sharing of data and information. This proposal plans to specifically address the ability to identify, locate and track clients of the emergency response partners. These clients include patients, victims, evacuees, and families of those affected. Identification, locating and tracking will begin with this application from the time the client is first encountered until the services of the community are no longer required. Information from the system will be used to allocate resources and reunify the client with their families.

This is a continuation of the previous project with the same name

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

The project will serve the National Capital Region as defined in the DHS Urban Area Security Initiative. We will strive to be compatible with similar systems being developed in the neighboring jurisdictions. The system established will be non-proprietary, not incur ongoing cost and be equipment agnostic as to allow multi-regional interoperability.

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.

The first phase of this project, nearing completion, will initiate a pilot patient tracking application , link existing computer networks providing coverage and redundancy required to operate and maintain the system, and survey existing hardware and software applications already currently in use. The NCR Executive Interoperability Committee (NEIC) is also establishing a data hub and wireless access capabilities that have become integral to this project. Many of the MWCOG Committees are developing standard processes and forms to address their areas of responsibility serving their clients. Through the collaborative structure of the MWCOG and the coordination of the Health and Medical Technology Working Group the project managers will seek to learn from the pilot and establish specifications of an application and architecture that will be able to support all these functions.

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

The Project will be managed by the Prince George's Health Department. They will receive guidance and direction from the Health and Medical Technology Working Group which reports to the MWCOG Health Officials' Committee. The individual Health Officers are under the governance of the Chief Administrative Officers CAOs of their jurisdictions. The Health and Medical Advisory Committee (HMAC), appointed by the CAOs and The Senior Policy Group, is responsible for formal oversight of projects supporting health and medical response on behalf of the State Administrative Agent of the NCR.

The NEIC will review and approve all technical aspects of the application and architecture and direct efforts to establish governance agreements and procedures.

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.

All three states involved in the NCR have struggled to track clients affected by a catastrophic event. Through the assessment of their capabilities all have realized a need to establish a system to support this process. All the committees and groups above include representatives from the three states involved. The members of the H&MTWG have been selected because of their involvement in attempting to address this specific deficiency. By incorporating these leaders we are ensuring that all the processes are at least compatible.

The application and hardware will be required to be compatible with the NIMS to ensure that should a federal response be required supporting responders will be able to "plug-in" to the NCR system to

attain the information needed to coordinate the Federal Response. Components of this project enhance the data infrastructure and provide the redundancy required to insure the operation of this critical infrastructure. Collaboration of all efforts is ensured through the governance structure described above.

CONCEPT PAPER

24-Hour Regional Staffing of the Homeland Security Operations Center

Estimated Timeline: Present to September 30, 2006, and beyond, indefinite future

Describe regional Problem/Deficiency in Terrorism Prevention, Preparedness, Response, and/or Recovery that Application will Address:

Under normal threat conditions the National Capital Region representatives staff the Homeland Security Operations Center (HSOC) during normal business hours only. Having representation during these few hours presents an information gap that will cause a response lag when an event occurs during hours when local personnel do not staff the HSOC. This was the case in when simultaneous explosions occurred in London (Greenwich Mean Time) this past July and the incident was not reported to local law enforcement agencies until local staff assigned to the HSOC responded and took their assignments. Accordingly, it is proposed that NCR law enforcement representatives staff the HSOC twenty-four hours a day seven days a week.

Identify Regional Planning, Training, Exercises, and/or Equipment Needed and Explain how it/they will Address Problem/Deficiency:

As stated above limited capabilities exist, as the HSOC is staffed by local law enforcement only during normal business hours. The approval and funding of this program will ensure timely and effective sharing of information by preventing the information/response lag and by ensuring that information relative to the safety of the public is disseminated to the proper authorities in real time. It is proposed that this staffing be realized through interagency agreements. This may entail the hiring of additional personnel with the proper qualifications. Additionally, it is imperative that we pre-establish clearance requirements with HSOC officials.

In order to provide for the above described:

- Determine minimum qualifications for assigned members
- Establish the number of positions to be filled
- Establish Clearance requirements with HSOC officials
- Select qualified law enforcement officers from participating police agencies within the National Capitol Region.
- Assure clearances are applied for.
- Establish a training curriculum for HSOC Staff
- Determine how incoming information will be scrubbed and disseminated.
- COG Police Chief Committee will establish a schedule to fill positions from identified qualified candidates from their respective agencies.
- Distribute the schedule to the police departments throughout the National Capitol Region.

Provide Estimated Cost and Long Term Funding Strategy:

{$300,240 (6672 man-hours @ 45.00 per hour)} This number is derived by multiplying weekend hours (48) by number of weeks (52) and then by adding 16 hours per day multiplied by 261 weekdays.

Dependencies and Cost Factors:

Time delays for necessary security clearance of personnel may create unnecessary setbacks, Standard cost increases and inflation, delays in the production of secure communications equipment due to current high demand

Provide Names and Contact Information for Individuals with Appropriate Expertise who will prepare and/or Assist in Preparing Application:

Commander Cathy Lanier (cathy.lanier@dc.gov)
Captain Jeffrey Herold (jeffrey.herold@dc.gov)
Lieutenant Steven Sund (steven.sund@dc.gov)
Special Operations Division
Metropolitan Police Department, 300 Indiana Avenue N.W.,
Washington D.C. 20001
(202) 671-6505

INITIATIVE PLAN

24-Hour Regional Staffing of the Homeland Security Operations Center

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.**

   24-Hour Regional Staffing of the Homeland Security Operations Center. Under normal threat conditions the National Capital Region representatives staff the Homeland Security Operations Center (HSOC) during normal business hours only. Having representation during these few hours presents an information gap that will cause a response lag when an event occurs during hours when the HSOC is not staffed by local personnel. This was the case in when simultaneous explosions occurred in London (Greenwich Mean Time) this past July and the incident was not reported to local law enforcement agencies until local staff assigned to the HSOC responded and took their assignments. Accordingly, it is proposed that NCR law enforcement representatives staff the HSOC twenty-four hours a day seven days a week.

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

   This initiative is proposed to provide an equitable distribution of appropriately cleared representatives across the NCR. In addition, it is intended to expand the existing networked capabilities between federal and state agencies.

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.**

   As stated above limited capabilities exist, as the HSOC is staffed by local law enforcement only during normal business hours. The approval and funding of this program will ensure timely and effective sharing of information by preventing the information/response lag and by ensuring that information relative to the safety of the public is disseminated to the proper authorities in real time. It is proposed that this staffing be realized through interagency agreements. This may entail the hiring of additional personnel with the proper qualifications. Additionally, it is imperative that we pre-establish clearance requirements with HSOC officials.

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

   The Regional HSOC Network Program would be governed through a multi-jurisdictional committee administered through the Council of Governments. The COG Police Chief Committee will establish a schedule to fill positions from identified qualified candidates from their respective agencies

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.**

   The HSOC Program would be created and managed in cooperation with various law enforcement agencies throughout the NCR. This program creates a conduit between Federal and State agencies throughout the NCR to maximize our ability to reduce vulnerabilities and respond to potential threats throughout the NCR.

CONCEPT PAPER

Preliminary Document – Presented for Review and Discussion

January 27, 2006

Roger Kelly, Leiuteant,
Fairfax County Police Regional Intelligence Center (RIC)

4100 Chain Bridge Road,
Fairfax Va, 22030
(703) 212-4603
r.kelly@fairfaxcounty.gov

Project Title:	**Intelligence Analysts II**	**Estimated Grant Amount**	*$1,227,000*
NCR Strategic Goal Alignment:	*Prevention and Mitigation*	**Allowability**	*N/A*
Estimated Timeline	*January 2007- January 2008*	**Dependencies and Cost Factors:**	*$27,000 for computers, licenses, etc, included in grant total*

This application is a request for continued funding of a program that was awarded in the 2005 Grant cycle. It provided for the hiring of six contract intelligence analyses. Since that time two have been hired and placed in the Maryland Coordination and Analysis Center (MCAC). The remaining four will be in the Regional Intelligence Center by February of 2006. The hiring delay was due to the need for qualified intelligence analysts with U.S. Government clearances.

The need has not changed, nor has it been met. The monies from this grant will ensure the success of the program and greatly enhance the CAO's and executive level decision makers in not only being kept up to date on current threats, but it will assist in identifying future concerns. They will produce finished intelligence products in a real time, region specific format. The reporting they provide will have enduring capabilities that will aid all levels of first responders in the NCR.

The past year has been spent establishing the work criteria, developing the training and identifying the work experience and finished product for these positions, all of which is now in place. The 2005 funding will be used to put the people and equipment to work. The 2006 funding would be used to reassess, refine and if needed re-task the analysts in meeting the deliverables. This program will directly address the intelligence/information requirements of the CAO's, Chiefs of Police/Fire and other decision makers in the NCR by providing finished intelligence products in a timely manner, relevant to the region and specific to jurisdictions. It will meet the NCR Strategic Goals of Intelligence/Information sharing, Prevention and Mitigation, aid in Planning and Decision Making, Community Engagement and Response and Recovery.

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. Assess Program	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Customer Survey	February 2007
2. Operational Case Support	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Link analysts reporting	March 2007
3. Revise Training Course for predictability factors	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quarterly review of training	April -2007
4. NCR Outreach training	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Completed Regional training	May-July 2007
5. Reassess Program	Lt. R. Kelly/ Partners in	Quantify number of threat	August- September 2007

	NC(RIC)/ Contractors	assessments, closed cases, arrests, active cases and a two year customer survey	
6. Apply for 2007 funding	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Complete funding application	October-November 2007

Project Performance Measures	**Baseline Value**	**Target Value**
1. Hire Contractors for additional year	None	100%
2. Customer survey	None	100%
3. Identify and Purchase new Hardware/Software	None	100%
4. Produce finished intelligence products	None	100%
5. Train doctrine to Regional Partners	None	100%
6. Reassess/ Regional Customer Survey	None	100%

INITIATIVE PLAN

Information Sharing/Intelligence Analysts

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.**

   Information Sharing/Intelligence Analysts. The NCR Chiefs and CAO's still have a critical need for useable, real time intelligence reporting. This initiative will address that need.

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

   The NCR: Montgomery County, Prince Georges County, The District of Columbia, the City of Alexandria, Arlington and Fairfax County, and all they smaller jurisdictions within.

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.**

   The NCRIC is already in operation, so the office space, phone lines, work stations and virtual networks are already in place. Grant funding will provide the class rooms, equipment and staff to conduct the training and produce the product. The money awarded in 2005 will pay for the remaining four analysts. The projected hiring date is February 1, 2006. This 2006 award will ensure it continues. It will take more than one year to be able to get the maximum value out of this program.

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

   Four of the analysts will be housed at the NCRIC. They will be folded into the NCRIC; as such it will be governed in accordance with existing MOU's, SOP's and subject to oversight by the current Board

of Governors. On-site supervision will be done by centers Coordinator. Representatives will be solicited from stakeholders in the regions, they will meet to assist in the needs assessment and to identify ways to enhance information sharing and operational imperatives.

The remaining two are presently in place in the MCAC; they will continue to fall under the direction and control of that center. The 2006 funding award would be divided so that the two positions stayed there and the four remained in the NCRIC

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.

The NCRIC is currently supporting the various regional information centers. Its primary focus is on law enforcement. But, it incorporates partners from all sectors, pubic safety, OEM, public health, the national intelligence community, the DOD and the public. That makes is uniquely qualified, it actually exists, not just proposed, it's regional in scope, it has unprecedented access to information at all levels of government. It exceeds that of most federal centers in that it has access to state and local law enforcement/civil data sets.

The NCRIC is already directly or indirectly in support of most the identified capabilities and overarching National Priorities. The analysts will change the way domestic LE produces finished products to the Chiefs and CAO's in the NCR.

Their work will crossover to most of the State and National Priorities. It will:

- Improve how information is processed into finished intelligence for use by decision makers at all levels of government
- Enhance the depth and scope of investigations
- Develop practicable predictability products for use in Prevention, Planning and Response
- Develop information products/reports for consumption by the private sector and the public
- Provide reports that address the probability and response to CRBNE attacks and response
- Identify critical infrastructure concerns and protection strategies for use at the local level
- Assist in compiling reports on Medical Surges and in the planning for mass prophylaxis

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Scoring Sheet

Intelligence / Information Sharing and Dissemination

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

	Concept Paper	NCRWARN (National Capital Region Water Utility Response Network)									
Related Target Capabilities:		Critical Infrastructure Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	NCR Medical Surge Initiative Patient Tracking System - Full implementation									
Related Target Capabilities:		Medical Surge, Interoperable Communications									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	24-Hour Regional Staffing of the Homeland Security Operations Center									
Related Target Capabilities:		Law Enforcement Investigation and Operations, Interoperable Communications									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Intelligence Analysts II									
Related Target Capabilities:	Law Enforcement Investigation and Operations									
Score: Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
Total: (5-50)										

8 Interoperable Communications

Interoperable Communications

Capability Definition

Communications interoperability is the ability of public safety and service agencies to talk within and across entities and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed, when authorized.

Capability Outcome

A continuous flow of critical information is maintained as needed among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies, and governmental officials for the duration of the emergency response operation in compliance with National Incident Management System (NIMS). To accomplish this, the NCR has a continuity of operations plan for public safety communications to include the consideration of critical components, networks, support systems, personnel, and an appropriate level of redundant communications systems in the event of emergency.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The emergency response communication plans that are in place which incorporate management structures following NIMS and NRP guidance (i.e., discuss how these plans ensure uninterrupted flow of critical communication).
- Communications systems that exist and how they operate reliably throughout the jurisdiction's response area (for example, how communications identify "dead spots" and how alternate strategies are in place to maintain effective communications in "dead spot" areas).
- Efforts to train personnel to use communications systems and equipment.
- Communications systems in terms of a) Interoperability across jurisdictions, b) Security, c) Redundancy, and d) Fault tolerance.
- The ways in which existing NCR plans and systems developed are being tested in exercises.

NCR Discussion Results on Interoperable Communications

Resource	S/W	Comments
People	S	• We have a core group of people that have been trained and have experience in interoperable communications. (6) • There is a common goal shared regionally. There are no opposing views. (3) • The entire region (except PG county) has all emergency agencies on 800MHZ. (3) • In interoperability projects we have identified and secured good communication, networking, enterprise and architecture for building new systems. (2) • Mobile Afis has technical people in place throughout NCR. • With the radio cache, we have begun training people as communication leaders in the incident management system • Data entry (within individual jurisdictions) • Agreements have been in place and people know/work with each other so that operationally when things happen there is commitment to get things done. • Technical leaders, day-to-day leaders, CIOs, etc., have a good strength of community. Have years of experience working together.
	W	• Need more people from the health care sector to work on interoperable communications activities. (5) • There is not enough staff to carryout regional efforts. (5)

Resource	S/W	Comments
		• Need to train new staff to replace those who will retire and beef-up overall capabilities. (3) • The health and transportation sectors also need to get on the 800MHZ. (2) • We need more trained people to evaluate our capabilities (gap analysis). (2) • There are no dedicated resources for dealing with regional emergencies. (2) • Need to win over technologies. • Need to increase number of personnel getting security clearance to increase information sharing. • Need more VOID partners to be included in interoperable communication activities. • Data transmission side of interoperable communications • Still relatively few, and not in very diverse geographical locations • Communication, networking, enterprise and architecture skill sets are (potentially) not maintained. • User knowledge and therefore habits of using these new procedures and interoperable systems not pervasive.
Equipment	S	• Radio cache (5) • Many (most) EMS, fire, police etc. agencies have/are spending to upgrade equipment to increase interoperability (4) • Computerized assisted telephone interviewing (CATI) system that helps public health manage isolation and quarantine situations., e.g., pandemic flu terror attacks, etc., is being piloted/developed; requires continuous funding (3) • Collection of data (2) • WebEOC being widely used to share emergency management information among jurisdictions, helping provide common operational picture. (2) • For voice communications, have obtained equipment from past years grants; have radio caches, trunk patching systems. • Interoperability is usually available with Feds • Equipment has been deployed • Some filter links have been built • Voice communication equipment is in place but needs to be maintained and updated • Will have enhanced fingerprint system in place throughout the NCR • Will have new mug shot system in place • EMS, fire, police, have compatible, interoperable systems • Have a network for public safety (voice) • Have 1250 radios, 5 future com repeaters, 6 Acute, ICRI • *Essence* is functions well and links all NCR hospitals with public health, local, state, epidemiologists • Hospitals funded for 800 Mhz radio network with linkages to all NCR hospitals; funded for WebEOC • Transportation include management plans and practices that follow NIMS • Transparent operating data would be integrated by the regional transportation information systems (RITI)
	W	• No redundancy; very little capability to rebuild communications abilities if it was lost. (6) • Need additional equipment, e.g., servers, fiber, 700 Mhz overlay capacity (4) • The region invests in a lot of equipment, but not all systems can talk the same language; need common platform (4) • Will require maintenance costs (4) • Reliance on commercial communication networks (e.g., Verizon) creates potential failure point due to heavy customer loads in a crisis. (3) • Don't have ongoing funding stream to maintain/sustain radio cache (2) • Communications unreliable in WMATA tunnels, trains. Need ongoing funding; absent that fix; is major communication gap. (2) • State and local level Law Enforcement is lacking secure telephone equipment (STE)--hardline, cellular, fax, etc. • Don't have sufficient equipment to meet a regional incident; information and communications

Resource	S/W	Comments
		end users are at different levels, with different needs, in different jurisdictions. • Voice communications is still lacking some equipment. • Current capabilities don't meet "business requirement" (pg 39 workbook) • When resources from outside the region support, interoperability is very weak because don't have Mutual aid agreement/joint planning.. • Ability to communicate with WV, PA, etc., limited or absent. • Limited cellular coverage in Metro limits ability of customers to call 911 for help • Planning focused exclusively on response; Prevention and mitigation lacking • No overarching secure communications network and equipment to share classified information for prevention and mitigation. • WAMATA agency crosses all jurisdictional lines; belongs to all. Major deficiency in communications design; Many "single points of failure" in its design. • Lack of ownership of solution. • WAMATA deficiencies would affect ability to work in incident • Continuing concern: potential loss of interoperability because of FCC frequency re-banding • Dependent as a region on commercial services for data; mobile data units in cars rely on 1xrtt; in event of major incident, all on one system for both data and voice. • Need to tailor hardware and software to requirements of each of the ESFs. Input of users needs to be incorporated into what is planned. • Public health is using paper and pen to function on quarantine system at this point; does not work. CATI still in early stages. • WebEOC has multiple applications that can be shared with regions. Recipients of "sharing" must be able to open, read, use. • Digital vs. analog (inconsistent) • Data sharing is incomplete and needs additional capabilities • Procurement to replace system is five years out • Buying of equipment for equipment sake; just for "bells and whistles" • Protocols are too specialized and not necessarily for the benefit of the group • Lack of transparency across agencies and jurisdictions • Will require grant funding to obtain hardware and software • Will require wireless communication throughout NCR, phone cards on NCR wireless system • Lack of systems and equipment which allows IC within DC among agencies (MPD, Fire, DPW, DDOT, etc.) and with other NCR partners except by telephone, is a major problem • NCR stakeholders currently lack an overarching secure communications network and equipment for sharing of classified information across multiple jurisdictions and levels of government. ESF 13 has been turned down for technical assistance in the past • Red cross and other key VOAD partners under ESF 6, 11, and 15 need appropriate interoperable communications equipment and have adequate equipment to respond appropriately • Need mobile computering devices on every response vehicle • Patient tracking capabilities need to be increased • Equipment needs to be tailored to the needs of each ESF • Need to bring legacy systems up to date • CATI system needs turn over forward; currently looking at jurisdictional on same platform; next cycle needs to look at disparate platforms
Training	S	• Good training network in place (4) • Had initial training COM–T course (3) • Current technology experts will be able to train and update NCR as needed (2) • Radio cache • Will require minimal training throughout the NCR • Voice 800 mhz system is good on day to day operations
	W	• Training in communication types/protocols (6) • Cache training (3) • Need COM-L training but need to modify (3)

Resource	S/W	Comments
		• Limited familiarity in equipment (3) • Information availability/sensitivity need to understand the available systems (2) • Include health and transportation (2) • Need to incorporate data side of WebEOC (2) • Need training in SOA • Quick just in time response training • Availability understanding • Advance training for architectural personnel • Training needs to follow creation of incident command system • Enhance training for data communications • Not enough qualified people operate the system • Use of technology incorporated into training • Volunteer organizations need training • Health intelligence • Training needs to be tailored to urban settings • Equipment/systems need to be used everyday to reduce training
Exercises/Evaluation	S	• Incorporating communications among jurisdictions into exercises. (3) • Continued training for ESSENCE users after policies and procedures established. (2) • Large events (e.g. inaugurations) afford good opportunities for interoperable communications evaluation. (2) • Have monthly tests and we do a lot of trainings. (2) • Voice and data interoperable communications are capabilities that can be measured during exercises. (2) • Added EOC 1,2, and 3 to 800MHZ. Regularly exercise to practice patching into EOC communication center.
	W	• We need more training and more exercises. These exercises should include VOAD partners, incorporate lessons learned from after action reports, focus on integrating data, communications, and tracking systems into common use and help assess how interoperable communications will be involved/interact with other ESFs' activities. (36) • Planning, development, and operations throughout NCR should include exercises and evaluations. (2) • Need more protocol development. • Need to retest communications after policies and procedures established. • Need to know how interoperability affects bottom line. • Infrequent training/exercise schedule. • Exercise gaps are almost never addressed. • Only exercises to date have been internal of in a support role. • Minimal training in NIMS done in DC OCME • Many exercises are too big to have value; need smaller exercised to allow participants to identify pieces that are not working effectively. • Not good at measuring the effectiveness of non-exercise activities (e.g., inauguration.) • Need better communication and coordination with federal government. • Need to establish a common voice and data network across all ESFs. • Need to do a better job sharing critical AARs. • Need to create a health information group that draws together interoperable issues.
Plans, Policies and Procedures	S	• Executive agreements, MOUs, and mutual aid are in place and are multi-jurisdictional (police, EMS, fire) (9)
	W	• Keystone interoperability is a planned exchange of voice and data across traditional boundaries (it is not everyone talking to everyone)/governance is underdeveloped for voice and data/need master plan for network in region/path is clear, execution is weak/planned exchange includes filtering of key information (14) • Communication systems and processes need to integrate hospitals, first responders, and support (including public works, ESF #3 agencies), transportation function. (6) • Managing secure communications/sharing classified information across multiple jurisdictions

Resource	S/W	Comments
		and levels of government (2) • Don't have MOU in place for radio cache deployment (2) • Need regional standards for content of messages/information • Need to expand definition of "critical information" to include health intelligence (threat ID, patient tracking, resource availability)/3 medical communication centers need to share procedures/implement health information group (public health, hospitals, law enforcement, EMS, Medical examiner)/include Red Cross and similar organizations involved in ESFs 6, 11, 15 in interoperable communications planning. • Mortuary surge must be considered – include medical examiner jurisdictions in all exercises and planning • Need more practice in field • Information must be understandable/useful to end users – have not been successful with this in the past.

NCR Concept Papers and Initiative Plans

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 27, 2006 Russell A. Yurek Director – Office of Maintenance MD State Highway Administration 7491 Connelley Drive Hanover, MD 21076 410-582-5505 RYurek@SHA.State.MD.US	
Project Title:	**National Capital Region Video Sharing Distribution System**	**Estimated Grant Amount**	$2,500,000
NCR Strategic Goal Alignment:	Goal 2: Informed, Prepared, Secure NCR Goal 3: Prevent and Mitigate Threats & Events Goal 4: Respond & Recover from Threats & Events	**Allowability**	
Estimated Timeline	20 Months from receipt of grant	**Dependencies and Cost Factors:**	*Final delivery depends on Total Number of CCTV cameras operational at the time of implementation total cost of distribution hardware/software at the time of purchase..*

Problem Statement/Project Description:

In times of great natural disaster, terrorist attack, and other regional emergencies video images can provide vital real-time information to support saving lives, limiting infrastructure and property loss, and ensuring coordinated, efficient and effective emergency response.

Video images are an important tool for any and all agencies involved in emergency response, including law enforcement, fire and medical personnel, transportation agencies, private sector partners, the military and government, and the public. To provide such a tool for all such entities throughout the NCR, The Maryland Department of Transportation proposes to develop an economical, scalable, and robust video image distribution system for the NCR that will be integrated into the Regional Integrated Transportation Information System (RITIS). RITIS is a major project in the NCR, funded in part by an existing

UASI grant, which is currently integrating the region's incident and transportation databases and dispatch systems to facilitate easy sharing of critical information. This proposal would add the ability to share both still images and real time full-motion video from various sources in the Washington Metropolitan area through the RITIS project. The proposed system would be operated and maintained by the participating agencies under the auspices of the RITIS project, thus eliminating the need for private sector dependency and creating a standardized, dependable, region-wide resource.

The initial participants in this enhancement of RITIS will be transportation agencies (MDOT with 70 cameras, VDOT with 125 cameras, DDOT with 120 cameras, and MCTMC with 159 cameras), but the ultimate vision of both RITIS and the video sharing initiative, is one wherein all types of emergency response entities both provide and receive information. Accordingly, the development of RITIS, and the video sharing component, will be scalable to easily incorporate future video sources. Furthermore, the system will be designed so that numerous agency "users" other than the initial contributors will be able to access the videos and images. Still images and full motion video will be integrated into RITIS which will act as the video & image "broker" for non-contributing agencies such as the traveling public, media, first responders, etc.

Deliverables from this program include a video and image distribution system for the National Capital Region, as well as a detailed technical report on how other DOT's or organizations with CCTV cameras can implement a CCTV video distribution system. Such a report would add tremendous value to future participants as well as other critical regions which could benefit greatly.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Develop concept of Operations	VDOT, MDOT, DDOT, and MCTMC along with UMD	Draft Report	2 Months After Start
2. Develop Requirements Document	University of Maryland	Draft Report	5 Months After Start
3. System Design	University of Maryland/Consultant	Draft Report	6 Months After Start
4. Telecom Upgrades (where necessary)	Agency Consultants		8 Months After Start
5. Software and Hardware procurement	University of Maryland	Hardware & Software	9 Months After Start
6. Software Development	University of Maryland & Consultants		10 Months After Start
7. Integration into RITIS	University of Maryland		22 Months After Start
8. Acceptance Testing	Consultant	Draft Report	23 Months After Start
9. Documentation of hardware and software options	University of Maryland	Draft Report	24 Months After Start
10. Final "How-To" report development.	University of Maryland	Final Report	

Project Performance Measures	Baseline Value	Target Value
1. Number of CCTV cameras fully integrated with image capture capabilities		100%
2. Number of CCTV cameras fully integrated with full-motion video capabilities		100%
3. System delivered and functional by target date		On time

4. System delivered within budget		On budget
5. System design is ITS National & State Architecture Compliant		Fully Compliant

INITIATIVE PLAN

National Capital Region
Video Sharing Distribution System

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.**

   The name of this initiative is *"National Capital Region Video Sharing Distribution System"*. This project will integrate all of the CCTV videos from VDOT, MDOT, MCTMC, and DDOT into the RITIS platform which enables the sharing of video images amongst a large number of agencies and the public. Sharing video with each agency (including public safety agencies) is highly needed to help reduce the vulnerability of critical infrastructure by deterring terrorist attacks. It will also help in responding natural disaster by aiding government officials in evacuation monitoring and in helping with the response to terrorist attacks. Furthermore, it will help in recovering from said attacks, disasters and emergencies by allowing individuals to view what is happening throughout the region.

   By undertaking this project, the national capital region is expanding region collaboration by enabling video information sharing and ensuring interoperable communications capabilities. With the integration of video images into the RITIS platform, all video feeds will be standardized and made available to all necessary parties (participating DOTs, police, fire and rescue, government agencies, and the public) through easy to use interfaces. This immediately addresses three of the major priority needs (C.1 , C.4, C.5) addressed in the FY 2006 Homeland Security Grant Program document. In addition to the resulting integrated system, another deliverable of this project is a document describing how other agencies can implement a video sharing distribution system. This will help other states throughout the country.

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

   This project will integrate the CCTV camera systems of DDOT, MDOT, and VDOT which covers the complete national capital region and the entire state of Maryland. Since the video sharing platform will be incorporated into the existing RITIS system, any other agency who wishes to have access to video and images from the region will be able to do so. This includes federal agents, police, fire and rescue, government officials and the public. In addition to the final integration effort, there will be a document created that will spell out the steps necessary for other agencies to integrate their video systems. Therefore, this project will potentially effect a very large, multi-state geographic area that will ultimately be much larger than the national capital region.

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.**

This project is building off of the existing RITIS platform which was funded by a previous UASI grant. Therefore, much of the tools, resources, and governance structure are already in place to take control of this project and get it functioning in a short amount of time. 90% of the staff needed to start development are already on-hand. The necessary relationships among the various DOTs are also already in place and strong. Minimal additional staffing resources may be needed from consulting firms outside of the RITIS governance structure. If this is needed, the University of Maryland and the Maryland State Highway Administration have the appropriate contracting mechanisms needed to bring on additional help.

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

   Management and oversight of the project will be the responsibility of the Maryland State Highway Administration (MDSHA) with guidance from the existing University of Maryland Center for Advanced Transportation Technology Laboratory (CATT Lab) CapCom/RITIS governance structure. MDSHA will be responsible for implementation, status reporting, and final documentation and reporting to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee. MDSHA will assemble a team of supporting management representatives from each participating agency, technical consultants, and information technology specialists from DDOT, SHA, WMATA, and VDOT to support, oversee, and implement recommendations received from the CATT Lab. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

   The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to expand regional collaboration and information sharing to improve public safety and enhance the ability of local jurisdictions to cooperatively detect and respond to terrorist attacks, major emergency, or disasters incidents by ensuring that critical real-time video data is shared effectively across multi-disciplinary and multi-jurisdictional boundaries. This initiative directly supports the National Preparedness Goals of expanding regional collaboration to embrace partnerships and information sharing across multiple jurisdictions, regions, and States to effectively build capabilities cooperatively to reduce or mitigate terrorist threats.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

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Project Title:	**Interoperable Communications System Prince George's County**	**Estimated Grant Amount**	$3,818,000
NCR Strategic Goal Alignment:	Goal 3: Prevent and Mitigate Threats and Events Goal 4: Respond and Recover from Events	**Allowability**	
Estimated Timeline	24 Months from receipt of grant	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The Maryland Department of Transportation (MDOT) State Highway Administration (SHA) is responsible for performing a variety of essential support functions in the National Capital Region (NCR) during terrorist attacks, major disasters, or emergency incidents. These tasks include evacuation traffic management, first responder incident support, debris removal, maintaining critical transportation infrastructure assets, and performing restoration and recovery operations. In the NCR, it is essential that these activities be closely coordinated across multi-jurisdictional boundaries with a variety of supporting agencies. These include federal and local law enforcement, fire and emergency response, governmental agencies, regional emergency operations centers, and jurisdictional transportation departments. A critical component of SHA's ability to perform these essential functions effectively is the ability to conduct voice and data communications across jurisdictional boundaries with other first responding agencies. SHA's existing low band two way radio system does not currently support interoperable communications during these events.

This project involves upgrading SHA's Emergency Response Communications Network (ERCN) in Prince George's County to ensure interoperable data and voice communications. The system would be capable of supporting both voice and data traffic using an open based architecture to permit rapid adaptation to changing technologies. This project includes installing additional antennas, base stations, routers, portable radios, communications infrastructure and funding for design, engineering, and construction. The system would operate on designated 800 MHZ frequencies and be compatible with SHA's existing low band radio system. Ultimately the system would be able to migrate to operate on the proposed 700 MHz public safety channel frequencies. This will ensure SHA has the ability to effectively conduct direct radio and data communications with first responders, county and municipal emergency operations centers, law enforcement agencies, NPSPAC channels, MDOT modals, and all other State and Regional Agencies.

Lessons learned from the 9-11 incidents in New York City and Hurricane Katrina indicate that interoperable communications between front line emergency managers is critical to the effectiveness of responding to and coordinating emergency operations during terrorist incidents and emergency events. Failure to install the system in a timely manner would affect the ability of SHA to adequately coordinate operations with other responding agencies during severe events resulting in the potential for loss of life, additional property damage, interruption to interstate commerce, environmental damage, and could significantly affect public safety.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Contract Coordination with Prince George's County	MDOT, SHA, PGDPW&T	Contractual Agreement	2 Months After Start
2. Construction, Installation, & Integration	SHA, PGDPW&T, Contractor	800 MHz Communication System	22 Months After Start
3. System Testing	SHA, PGDPW&T, Contractor	Operational 800 MHz Communication System	24 Months After Start

Project Performance Measures	Baseline Value	Target Value
1. Multi-Jurisdictional Interoperable Voice and Data Communications	0 %	100 %

INITIATIVE PLAN

Interoperable Communications System
Prince George's County

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.

The name of this initiative is "*Interoperable Communications System - Prince George's County"*. The Department of Homeland Security (DHS) has identified the lack of interoperable wireless communication systems as an issue that continues to affect public safety agencies in communities across the country. Interoperable communications, the ability to provide an uninterrupted flow of critical real-time information among responding multi-disciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event, has been identified as a capability specific priority. The Metropolitan Washington Council of Governments (MWCOG) has further identified interoperable communications as one of the regions 14 priority capabilities. This includes supporting efforts to engineer, design, and construct critical communications networks, supporting equipment, and regionally redundant voice and data communications systems.

The proposal provides for the coordination of development and installation of an interoperable communications system between the Maryland State Highway Administration (SHA) and the Prince George's County Government. The project includes procuring, constructing, and installing all additional antennas, base stations, routers, portable radios, communications infrastructure and funding for design, engineering, and construction. The project would be a joint effort and would ensure that both SHA and Prince George's County acquire the ability to conduct essential interoperable voice and data communications with other responding agencies and departments.

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

The project would provide the SHA and Prince George's County Government with the ability to conduct interoperable communications across multi-disciplinary and multi-jurisdictional boundaries. The system would be a component of a larger statewide interoperable communications system across Maryland including the National Capital Region (NCR). It would provide the capability to perform interoperable communications across National Public Safety Planning Advisory Committee (NPSPAC) 800 MHz Call and Tactical radio channels. This would provide SHA and Prince George's County with the ability to directly communicate real-time voice and data with first responding law enforcement, fire and emergency, and public works personnel including direct communication links to established emergency operations centers. By coordinating these efforts regionally, SHA and Prince George's County can prevent duplication of effort and enhance interoperable communications throughout the NCR.

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.

The Maryland State Highway Administration currently owns, maintains, or leases communications towers and equipment throughout the National Capital Region (NCR). This project will expand upon these resources to develop a regional interoperable communications system for Prince George's County. This joint effort will allow agencies to share costs, leverage existing and new technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

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

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA). SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. SHA will assemble a team of supporting management representatives, systems engineers, and information technology specialists from SHA, MDOT, and Prince George's County, to support, oversee, and manage the project. The effort will be closely coordinated with other regional interoperable communications projects under design or development. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to ensure responding agencies have the capability to conduct real-time interoperable voice and data communications necessary to share critical information and support emergency operations. Communications interoperability underpins the ability of Federal, State, Regional, and Local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks,

major disasters, and other emergency events. By supporting these efforts, the initiative serves to improve public safety and provides redundant communications systems and consistent shared systems architecture to provide interoperable voice and data emergency communications throughout the NCR.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 27, 2006 Russell A. Yurek Director – Office of Maintenance MD State Highway Administration 7491 Connelley Drive Hanover, MD 21076 410-582-5505 RYurek@SHA.State.MD.US	
Project Title:	**Interoperable Communications System Montgomery County**	**Estimated Grant Amount**	$4,587,000
NCR Strategic Goal Alignment:	Goal 3: Prevent and Mitigate Threats and Events Goal 4: Respond and Recover from Events	**Allowability**	
Estimated Timeline	24 Months from receipt of grant	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The Maryland Department of Transportation (MDOT) State Highway Administration (SHA) is responsible for performing a variety of essential support functions in the National Capital Region (NCR) during terrorist attacks, major disasters, or emergency incidents. These tasks include evacuation traffic management, first responder incident support, debris removal, maintaining critical transportation infrastructure assets, and performing restoration and recovery operations. In the NCR, it is essential that these activities be closely coordinated across multi-jurisdictional boundaries with a variety of supporting agencies. These include federal and local law enforcement, fire and emergency response, governmental agencies, regional emergency operations centers, and jurisdictional transportation departments. A critical component of SHA's ability to perform these essential functions effectively is the ability to conduct voice and data communications across jurisdictional boundaries with other first responding agencies. SHA's existing low band two way radio system does not currently support interoperable communications during these events.

This project involves upgrading SHA's Emergency Response Communications Network (ERCN) in Montgomery County to ensure interoperable data and voice communications. The system would be capable of supporting both voice and data traffic using an open based architecture to permit rapid adaptation to changing technologies. This project includes installing additional antennas, base stations, routers, portable radios, communications infrastructure and funding for design, engineering, and construction. The system would operate on designated 800 MHZ frequencies and be compatible with SHA's existing low band radio system. Ultimately the system would be able to migrate to operate on the proposed 700 MHz public safety channel frequencies. This will ensure SHA has the ability to effectively conduct direct radio and data communications with first responders, county and municipal emergency operations centers, law enforcement agencies, NPSPAC channels, MDOT modals, and all other State and Regional Agencies.

Lessons learned from the 9-11 incidents in New York City and Hurricane Katrina indicate that interoperable communications between front line emergency managers is critical to the effectiveness of responding to and coordinating emergency operations during terrorist incidents and emergency events. Failure to install the system in a timely manner would affect the ability of SHA to adequately coordinate operations with other responding agencies during severe events resulting in the potential for loss of life, additional property damage, interruption to interstate commerce, environmental damage, and could significantly affect public safety.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Contract Coordination with Montgomery County	MDOT, SHA, MDPW&T	Contractual Agreement	2 Months After Start
2. Construction, Installation, & Integration	SHA, MDPW&T, Contractor	800 MHz Communication System	22 Months After Start
3. System Testing	SHA, MDPW&T, Contractor	Operational 800 MHz Communication System	24 Months After Start

Project Performance Measures	Baseline Value	Target Value
1. Multi-Jurisdictional Interoperable Voice and Data Communications	0 %	100 %

INITIATIVE PLAN

Interoperable Communications System
Montgomery County

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.

The name of this initiative is "*Interoperable Communications System - Montgomery County"*. The Department of Homeland Security (DHS) has identified the lack of interoperable wireless communication systems as an issue that continues to affect public safety agencies in communities across the country. Interoperable communications, the ability to provide an uninterrupted flow of critical real-time information among responding multi-disciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event, has been identified as a capability specific priority. The Metropolitan Washington Council of Governments (MWCOG) has further identified interoperable communications as one of the regions 14 priority capabilities. This includes supporting efforts to engineer, design, and construct critical communications networks, supporting equipment, and regionally redundant voice and data communications systems.

The proposal provides for the coordination of development and installation of an interoperable communications system between the Maryland State Highway Administration (SHA) and the Montgomery County Government. The project includes procuring, constructing, and installing all additional antennas, base stations, routers, portable radios, communications infrastructure and funding for design, engineering, and construction. The project would be a joint effort and would ensure that both SHA and Montgomery County acquire the ability to conduct essential interoperable voice and data communications with other responding agencies and departments.

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

The project would provide the SHA and Montgomery County Government with the ability to conduct interoperable communications across multi-disciplinary and multi-jurisdictional boundaries. The system would be a component of a larger statewide interoperable communications system across Maryland including the National Capital Region (NCR). It would provide the capability to perform interoperable communications across National Public Safety Planning Advisory Committee (NPSPAC) 800 MHz Call and Tactical radio channels. This would provide SHA and Montgomery County with the ability to directly communicate real-time voice and data with first responding law enforcement, fire and emergency, and public works personnel including direct communication links to established emergency operations centers. By coordinating these efforts regionally, SHA and Montgomery County can prevent duplication of effort and enhance interoperable communications throughout the NCR.

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.

The Maryland State Highway Administration currently owns, maintains, or leases communications towers and equipment throughout the National Capital Region (NCR). This project will expand upon these resources to develop a regional interoperable communications system for Montgomery County. This joint effort will allow agencies to share costs, leverage existing and new technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

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

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA). SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. SHA will assemble a team of supporting management representatives, systems engineers, and information technology specialists from SHA, MDOT, and Montgomery County, to support, oversee, and manage the project. The effort will be closely coordinated with other regional interoperable communications projects under design or development. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to ensure responding agencies have the capability to conduct real-time interoperable voice and data communications necessary to share critical information and support emergency operations. Communications interoperability underpins the ability of Federal, State, Regional, and Local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks,

major disasters, and other emergency events. By supporting these efforts, the initiative serves to improve public safety and provides redundant communications systems and consistent shared systems architecture to provide interoperable voice and data emergency communications throughout the NCR.

CONCEPT PAPER		January 26, 2006 Robert LeGrande, II Deputy Chief Technology Officer Office of the Chief Technology Officer 441 4th Street, NW Suite 930 S Washington, DC 20001 202-727-2189 direct/202-494-4330 cell	
Project Title:	**Reverse 911/Mass Notification**	**Estimated Grant Amount**	$400,00
NCR Strategic Goal Alignment:	Strategic Goal 3: An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events. ▪ Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness. ▪ resources.	**Allowability**	*Yes*
Estimated Timeline	November '06-December '07	**Dependencies and Cost Factors:**	To be verified with the SAA office

Problem Statement/Project Description:

Problem:
In an emergency, government agencies need to notify targeted population groups of evacuation, hazardous material, bio threat, or other crisis situations to ensure proper public awareness and to provide response directives. Orderly facilitation of mass evacuation along a timed and preplanned set of routes is a direct evacuation critical function to protect populations and mobilize first responders during such disaster responses**.** Coordination of these activities throughout the National Capital Region (NCR) must be coordinated during a region wide disaster event.

Project Description:
The NCR's approach to Reverse 911 is to leverage existing R911 systems and PSTN customer data to facilitate regional notifications, cross-jurisdictional message creation, first responder mobilization, and evacuation logistics.

Since many of the 18 NCR jurisdictions have successfully implemented mass notification systems, this project seeks to maximize previous installations as well as the underlying infrastructure and customer data and to ensure that proper National Capital Region wide notification is coordinated and delivered. It is not anticipated that any jurisdiction will need to replace an existing system with a new one.

Additionally, new communications mechanisms such as VOIP, cellular, SMS, and special PBXs must be effectively integrated as delivery mechanisms.

The Project will have the following core components:

- **Notification and Message sharing protocols --** establish the structure, templates, and policy guidance for launching cross jurisdictional messages.
- **Horizontal Integration of existing mass notification systems--** build tools, infrastructure, data stores, and customer data pipes which allow cross jurisdictional mass notifications.
- **Training and outreach programs**—effective multimedia campaigns which can be componentized and rapidly launched.
- **Telcom and cable customer data acquisition business model** – business model for acquiring and sharing customer data

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Task(s)	**Owner(s) or CP**	**Deliverable(s)**	**Target Date(s)**
1. Message templates and GIS layers	Credentialing program Metro CIO DHS NIMS	i. Shareable specialized GIS layers ii. Text, graphical, and multilingual messages iii. Message scripts and template	Completed by 12/31/07
2. Data integration plan and mechanism	Credentialing program METRO CIO	iv. Horizontal integration web service v. Launch web service vi. Timed evacuation web service	Completed by 12/31/07
3. Customer data acquisition plan and business model	METRO CIO	• Plan and cost sharing agreement • Customer data distribution plan • Simplified billing mechanism • Access Control and PKI infrastructure	Completed by 12/31/07

Project Performance Measures	Baseline Value	Target Value
1. Outreach plan	0	18
2. Billing and customer acquisition plan	0	1
3 Horizontal Integrations	0	18
4. New Technology Delivery Mechanisms	0	5

INITIATIVE PLAN

Reverse 911/Mass Notification

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.

National Capital Region Reverse 911/Mass Notification

NCR Reverse 911/Mass Notification will strengthen the NCR's response, mobilization, early warning, and evacuation capabilities.

Utilizing existing mass notification systems, this program is primarily a horizontal integration of technical infrastructure, data (GIS layers, customer and user data), protocols (cross jurisdictional notification agreements), and outreach.

Credentialing will also comply with PIV II, thus guaranteeing interoperability with federal agencies.

The credentialing system makes uses of NIMS and FIPS standards, and data sharing agreements defined as part of the NCRIP Data Exchange Hub

Outputs will include: physical credentials such as smart cards, rfid cards or other rfid enabled devices (smart tags), photo cards, tokens, passwords, and others

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

This is a cross jurisdictional program, serving all NCR governmental entities.

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.

The creation and definition of the Data Exchange hub forms the framework for the technical design of the credentialing system components. Also key to the effort is a data model, which can be implemented beside the system of record. The matrix below defines tools, processes, and resources for this project.

Resource	Process	Tool	New / Leveraged
System of Record (ERP HR)	Credential Enrollment, Revocation, Management, Issuance.	Polls, Triggers, web services	Leverage data and add credential specific attributes defined and governed by Metro CIO, FIPS, and NIMS Leverage existing personnel actions.
Network infrastructure	Grant/Revoke access to data, objects, assets, or airtime. Define data exchange parameters and agreements. Build alternate SATCOM or wireless delivery mechanism	Federated Identity management, Wireless network, Individual LAN/WAN	Leverage other NCRIP MOU and exchange vehicles. Create mechanism for sharing infrastructure and other assets
Issuing Authority	Create rapid issuance process, integrate with NCR and federal data, build rapid, event based "contextual" credentials. Allow for redundancy and disaster recovery.	Card manufacturing facilities, mobile command center, facility control systems	Train law enforcement and other agencies, define and create contextual or special credentials Use DOJ and other data exchange agreements to perform warrant inquiries.

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

A stakeholder working group, MetroCIO, and subgroups devoted to the following usage scenarios will govern credentialing:

- Physical Access
- Logical Access
- Critical Infrastructure Access and Monitoring
- Family Assistance center special credentials
- Patient Tracking
- Practitioner License verification
- Law enforcement inquiry and Biometrics
- Standards compliance and review
- Mortuary response

A comprehensive communications plan and scheduled briefings will be vehicles used for continuous stakeholder alignment, and risk management

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 initiative, credentialing, addresses all three national priorities, "Implement the National Incident Management System and National Response Plan, Expanded Regional Collaboration, Implement the interim National Infrastructure Protection Plan." Credentialing ensures incident, facility, and asset protection while providing the logistical backbone for tracking people and things in an emergency.

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER: ESF-2</td><td colspan="2">January 26, 2006</td></tr>
<tr><td colspan="2">Robert LeGrande, II
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Washington, DC 20001
202-727-2189 direct/202-494-4330 cell</td></tr>
<tr><td>Project Title:</td><td>National Capital Region Interoperability Program (NCRIP) Phase 2</td><td>Estimated Grant Amount</td><td>$25 Million</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Strategic Goal 3: An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events.
▪ Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness.
Strategic Goal 4: A sustained capacity to respond to and recover from "all-hazards" threats or events across the NCR.
▪ Ensure the capacity to operate multi-level coordinated response and recovery.
▪ Ensure adequate and effective sharing of resources.</td><td>Allowability</td><td>Yes</td></tr>
<tr><td>Estimated Timeline</td><td>June '06-December '07(continuous with the activities of the 2004/2005 UASI grant NCRIP program)</td><td>Dependencies and Cost Factors:</td><td>To be verified with the SAA office</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
Problem:
Based on recent national disaster events, including the 9/11 terrorists attacks, hurricanes Katrina and Rita and others, reliable and secure desktop and mobile access, via non-contentious government networks, to and exchange with responding jurisdictions and agencies including police, fire, EMA, EMS, medical, volunteer and others, is essential for the saving of lives, the preservation of property and to ensure that proper comprehensive communication systems and processes are available on demand to support organized emergency response. The ability to accomplish this does not currently exist in the NCR. However, through the development of a regional interconnected government fiber network (INETS), a regional government wireless broadband network (RWBN) and a regional data exchange hub (DEH), the NCR will be able to deliver the critical communications infrastructure, as well as the first responder conveyed data and application requirements together with the operational and organizational governance to ensure efficient and effective daily and regional emergency event functionality.

Project Description:
National Capital Region Interoperability Program (NCRIP) Phase 2: Regional INETS and Wireless Broadband Network design and deployment (collectively NCRnet) and Data Exchange Hub (DEH) implementation. The NCRIP will facilitate comprehensive inter-regional data sharing throughout the National Capital Region (NCR) and between the NCR and critical</td></tr>
</table>

Federal, DOD and other State agencies and fusion centers. The NCRIP program will benefit all ESF end users and facilitate whenever-wherever sharing of critical NCR data and applications between and within emergency responder ESFs. The program will accomplish this objective via a designed and deployed network of government owned and operated high speed fiber optics/microwave, a regional broadband wireless network and an essential Data Exchange Hub to make possible the secure and effective sharing of critical responder data, information and applications. Specific project details with quantities are detailed in the Preliminary Project Plan and Performance Measure sections.

Connecting NCR INETS will enable secure communications between jurisdictions and agencies via a government fiber optic network supporting voice, email, imaging and files, video and daily and emergency event data exchanges within the NCR. Additionally, critical first responder data and applications including WebEOC, GIS, Roam Secure, CapWin, Credentialing and many other regional interoperable applications and data will be supported through the regional INET. Government operated INETS exist within individual jurisdictions in the NCR, but are currently not interconnected to facilitate secure NCR jurisdiction to jurisdiction communications. The NCRIP will ensure that these networks are expanded and connected.

The Regional Wireless Broadband Network (RWBN) will provide essential high speed, large volume throughput, for mobile, on scene access and sharing by responders to critical information, in the same manner, as will be achieved for desktop communications via the INETS project. The broadband wireless network will support reliable and secure mobile access to the same desktop data and applications as achieved by the INET and will utilize the INET to facilitate interconnectivity of the wireless sites to NCR jurisdictions' Information Technology (IT) backbone. Mobile access and interoperability, through government's secure and available networks is critical to avoid reliance on commercial mobile data networks that are prone to failure or unavailable to access during emergency events. The NCR wireless broadband network will be both cost effective and available on demand to the NCR and is an essential network for disaster management and response, as disasters are field intensive.

The DEH will enable the secure an efficient exchange of secure data and applications within the NCR for all ESFs. The DEH is an exchange technology integrated into the IT architecture of each NCR jurisdiction to facilitate secure access and exchange of critical data and applications, as identified by ESFs through initial phases on the NCRIP, on a daily and emergency event management access. The DEH will aggregate critical information, including Responder Assets, regional video camera, all relevant and applications and other easy to access, search, retrieve and use to best manage regional daily and disaster events. The DEH will be accessible from desktops via the INET and in the field via the broadband wireless network and will provide real time, anytime assess to the data deemed most essential by ESFs.

In summary, the 2006 UASI grant request is designed to continue the deployment and expansion of INETS and the RWBN beyond the core jurisdictions achieved through the 2005 grant. The DEH project will continue implementation of the data exchange technology onto a web services platform, provide technical support to NCR jurisdictions to support their implementation of the DEH and the development, or the conversion of, data to national standards for sharing through the DEH. Operational and organizational governance for the NCRIP will also be finalized for executive consideration and implementation during this phase of the program. Technical standards will be followed for both infrastructure and data to ensure regional and national sharing and access compliance. Ultimately, we anticipate that this program can serve as a model for other UASI regions or other regional implementation programs leading to greater efficiency and reduced cost as national efforts to develop and/or enhance regional sharing are initiated.

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

Task(s)	Owner(s) or CP	Deliverable(s)	Target Date(s)
1. Regional Wireless Broadband Network Deployment Phase 2	NCR Radio Managers RPWGI ESF-2: MetroCIOs	vii. Broadband wireless network radio site expansion to extend coverage through out Fairfax County viii. Network operational support	See attached Project Schedule
2. INETS integration Phase 2	RPWGI ESF-2: MetroCIOs	ix. Redundant connectivity in DC, Fairfax, Montgomery, Arlington, Alexandria and Prince George counties via a Core Ring x. All other NCR jurisdictions connected with either single point microwave or fiber xi. Network Operational support	See attached Project Schedule
3. Data Exchange Hub	RPWGI	• Expand DEH deployment	See attached Project

Phase 2	ESF-2: MetroCIOs All ESF end users	throughout the NCR • Conversion and/or development of NCR Resource Management data • Refine operational standards • Network operational support	Schedule

Project Performance Measures	**Baseline Value***	**Target Value****
1. INET fiber and microwave connections	9	8
2. RWBN tower sites	17	60
3. RWBN controller sites	1	2
4. DEH connections supporting priority level data exchanges	4	8

* Infrastructure to be completed and in place by 12/31/06 ** Total not additional

INITIATIVE PLAN

National Capital Region Interoperability Program for Data Exchange (NCRIP)

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.

National Capital Region Interoperability Program for Data Exchange (NCRIP)

Comprehensive data exchange for all Emergency Support Functions (ESFs) within the NCR is a priority requirement and objective of the NCRIP. Through the development of a regional interconnected government fiber network (INETS), a regional government wireless broadband network (RWBN) and a regional data exchange hub (DEH), NCR interoperable communications weaknesses, regarding the exchange of critical incident management data, will be addressed and resolved in the NCR over the next five years. This program provides secure, non-commercial, restricted access to critical regional communications networks for both high speed fiber optics and wireless broadband mobile communications to ensure that the infrastructure for facilitating real time, anytime data communications within the NCR is achieved. The DEH will organize and make available ESF data and applications on demand to manage daily and emergency communications in the NCR.

A steady stream of data sharing operational functionality will be achieved within each successive year of the program providing access to the deliverables of the NCRIP beginning in calendar year 2006. These advancements will increase data interoperability for all ESFs within the region and allow the NCR to better plan for and respond to NCR emergencies and disaster events. Over the course of the next five years, the collective projects to support this initiative will cost approximately $90m. The secure, reliable and fully interoperable capabilities and value gained from this investment will be immeasurable and will enhance NCR interaction and incident response.

The outcomes from the three infrastructure projects will profoundly change the manner in which incidents and day-to-day interactions occur between the members of the National Capital Region. In an area that is at high risk for man made threats, the increase in data exchanges will significantly enhance the first responder's abilities to share data before, during and after incidents. The ability for

real-time data exchanges, whether to/from the Emergency Operations Center (EOC) or on scene in the field, will be possible not only on a textual basis, but also for pictures, video and GIS information. The ability to effectively deploy, manage and track resources (personnel as well as inventory) across the entire region will also be made possible. All of which significantly prepares the region to efficiently and effectively respond and manage regional disasters.

Specifically, this initiative will address the need to design and deploy the infrastructure for the above named projects. Additionally, this initiative has far sweeping impact on other essential interoperable projects in the NCR, including AFIS – (fingerprinting), WebEOC, Patient Tracking, EOC Videoconferencing, Roam Secure, Credentialing, Reverse 911, ESSENCE – Applied Physics Lab, CapWin; as it will facilitate efficient access and regional data exchange for these and future interoperable initiatives through the NCRIP infrastructure. This initiative, additionally will establish governance for the operation of the infrastructure, establish standard operating procedures, fill specific staffing needs to operate and manage the infrastructure, provide training for the staff, as well as the design, procurement and installation of equipment into the individual jurisdictions. All of this will be designed and installed to support day-to-day exchanges of data, as well as during incident management throughout the NCR.

The NCRIP initiative was launched through 2004 and 2005 UASI grants and is achieving impressive progress in its primary objective to support critical information exchange within the NCR, via secure, reliable and non-contentious government owned and operated mobile and fixed communications networks. Important accomplishments to date include end user requirements gathering, site surveys, technology assessments and design documents. This success has been achieved through direct interactions and data gathering from first responders in the field, commanders, CIOs to the regional leaders for the National Capital Region. This is truly a comprehensive NCR program supported at all levels and will be available for use by all ESFs, in all of the NCR jurisdictions.

Specific accomplishments include the Data Exchange Hub project – which through working partnerships with DHS, DOJ and FEMA, has developed a standards-based Information Exchange Prototype (i.e., a Resource Typing Web Service Search for Emergency Resources in the NCR) that can serve as a model for the rest of the ESFs and the entire country on how to implement the NIEM/GJXDM standards (see standards listed on pg 24 of the DHS UASI grant application guidelines). A comprehensive set of requirements, site surveys and technology assessments for the INETS and the Wireless Broadband infrastructure have been gathered. The preliminary design for both projects has been created with careful evaluation of the available technologies to insure that the region is getting the best value for the money invested. Regional INET connectivity will be achieved in FY2006 and the wireless broadband network will also begin deployment in FY2006.

Reliable, effective data communication between the first responders, emergency responders and eventually all ESF and regional government structures will be enabled through this initiative. The collective scope of the Interconnected Networks (INETs), the Regional Broadband Wireless Network (RWBN) and the Data Exchange Hub (DEH) will have a significant and lasting effect on the region and the nation, as a whole, for many years to come. Through the protection of the nation's capitol, the enabling of the exchange of data wherever-whenever a first responder requires, simply put - meets the inherent purpose of Homeland Security.

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

The deployed infrastructure will connect and provide coverage to exchange data from fixed and field mobile locations for the entire National Capital Region which covers the geographic areas of the District, Loudoun, Fairfax, Arlington, Prince William Counties and Alexandria City in Virginia, as well as Montgomery and Prince George's counties in Maryland. The project covers more than 2,400 square miles and all population centers within this 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.

Within the NCR, there is a number of highly skilled government technical staff that will be funded through the program and trained on new NCRIP systems and procedures, including web services to support XML database development, and many others, for daily utilization. Additionally, there is significant NCR infrastructure and equipment already in place, such as fiber, microwave dishes, radio towers, IT servers and others, within the counties and cities that will be integrated into this program to ensure optimal interoperability and program cost management. Existing infrastructure and equipment will be integrated, as appropriate, with additional equipment installed to create the final, overarching, comprehensive INETS, RWBN and DEH. Through already established committees and regional working groups, the assets and resources required to support the project will be identified and obtained. Meetings are held on a regular monthly basis to address individual entities' needs within the regional construct. Existing Memorandums of Understanding, Mutual Aid Agreements, as well as Standard Operating Procedures that exist in the counties and cities will be leveraged and brought to a regional level to support this initiative.

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

The NCRIP governance structure will be comprehensive and address the operational and organizational requirements in achieving enhanced NCR data sharing. It will require the participation of all municipalities and governments exchanging data over the infrastructure. NCRIP governance is being addressed at both the Regional Programmatic Working Group for Interoperability (RPWGI) executive management level of the program and at the ESF-2 MetroCIO program management level to ensure that comprehensive governance is designed and articulated to regional SPG and CAO managers. NCRIP governance will address security and data needs, equipment ownership and maintenance, as well as management of outages and prioritization of data exchanges during incident management. Additionally, a detailed NCRIP organizational structure will be designed to support executive management, day-to-day operations and fiscal and budgetary requirements and activities. The overall governance structure and organization is essential to the success of the NCRIP and is a top priority of the program.

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 initiative, NCRIP, addresses all three national priorities, "Implement the National Incident Management System and National Response Plan, Expanded Regional Collaboration, Implement the

interim National Infrastructure Protection Plan" as well as the priority target capability of "Interoperable Communications". Through the Data Exchange Hub (DEH) the first and third national priorities are addressed. Training has occurred with the region's IT staff to help facilitate the creation of services and data exchanges that comply with the priorities. Through the INETs and Regional Wireless Broadband projects, expanded regional collaboration and incident response and management will be enhanced through communications and data access and sharing capabilities. There will be a reliable, non-commercial means for the area's first responder's to communicate wherever-whenever.

CONCEPT PAPER		January 26, 2006 Robert LeGrande, II Deputy Chief Technology Officer Office of the Chief Technology Officer 441 4th Street, NW Suite 930 S Washington, DC 20001 202-727-2189 direct/202-494-4330 cell	
Project Title:	**First/Critical Responder Credentialing**	**Estimated Grant Amount**	$5.0Million
NCR Strategic Goal Alignment:	Strategic Goal 3: An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events. ▪ Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness. ▪ resources.	**Allowability**	*Yes*
Estimated Timeline	September '06-December '07(continuous with the activities of the 2004/2005 UASI grant*)*	**Dependencies and Cost Factors:**	To be verified with the SAA office

Problem Statement/Project Description:

Problem:

In response to the general threat of unauthorized access to physical facilities and logical IT assets, the White House issued Homeland Security Presidential Directive (HSPD) 12. The primary objectives of HSPD 12 are the development and deployment of a Federal Government-wide common and reliable identification verification system that will interoperate between all government agencies and serve as the basis for reciprocity between those agencies. The ultimate goal of this directive is to achieve appropriate security assurance for multiple applications by efficiently verifying the claimed identity of individuals seeking physical access to federally controlled government facilities and electronic access to government information systems.

The term "Secure and reliable forms of identification" means identification that (a) is issued based on sound criteria for verifying an individual employee's identity; (b) is strongly resistant to identity fraud, tampering, counterfeiting, and terrorist exploitation; (c) can be rapidly authenticated electronically; and (d) is issued only by providers whose reliability has been established by an official accreditation process. In order to meet the requirements of HSPD 12, the NCR will have to issue specific Policy, procedures and guidance to its employees prior to the eventual implementation.

Project Description:

The NCR's approach to Federated Credentialing is the implementation of core policy, guidance, and procedures to comply with HSPD-12 Control Objectives:

1. Strong, consistent identity proofing processes (sound criteria)
2. Reliable issuance process
3. Rapid electronic verification of identity
4. Tamper resistant
5. This project will culminate in the establishment of the following processes:
    a. Identity Token (ID Card) Application process
    b. Organization's Identity Source Document Verification process
    c. Identity Registration and ID Card Issuance process

Key to this project is the development and sustainability of a compliant system and open architecture to provide interoperability among other agencies.

It is expected that the smart card will have a substantial impact on how agencies conduct their business. Unless the agencies adopting this platform realign their business procedures to take advantage of the economies and opportunities that the platform offers, it is unlikely that anticipated cost reductions from streamlining operations will be realized. Consequently, it is critical that the NCR consider from the very start of their platform planning effort what effects a multi-application card will have on their organizational structure.

At a minimum, the NCR should review the degree to which the multi-application card and card management platform enable the integration of different functions. NCR should contemplate the use of the platform as an employee identification card as well as a physical and logical access control mechanism. When using a single card, NCR should also consider the integration of multiple databases via a centralized **Case Management System** so that the contents of the badging system, physical access control privilege database, and logical access control privilege database can be combined into a single integrated database maintained as part of the card management system. Procedures for issuing cards and access privileges to new employees can be streamlined, allowing the employee to visit one rather than three offices. In the planning process, agencies should consider the work flow to be used for card personalization, issuance, and application loading to evaluate whether there are opportunities for short-cutting these separate processes in the new, integrated environment enabled by the card platform.

Existing PeopleSoft and other EHRP systems can be used as systems-of-record for the purpose of initiating the identification system and ensuring the quality of data. The reuse and integration of existing PeopleSoft applications allows the organization to leverage collected data and coupled with other Relational Database Systems, can yield secure and seamless transfers of data between the Case Management System and the HR system.

The organization's plan for accomplishing the vision for the implementation of smart card services throughout NCR. The plan consists of four key strategic steps to meet the organization's goals for PIV Part I and the migration plan to PIV Part II.

These key strategic steps include the following:

- **Establish partnerships across federal, state and local agencies --** establish the structure for agency-industry decision-making, operations, and management and support interagency partnerships for pilot testing common, core smart card applications.
- **Implement prototype smart card applications --** implement and evaluate pilot test of card applications to serve as prototype for EPA-wide use.
- **Support a uniform operating environment** -- accelerate the establishment of standards and operating rules to support a secure, uniform operating environment and platform for government multi-application smart card systems.
- **Build application management structures** -- implement procedures to support innovation and technological advances

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

Task(s)	Owner(s) or CP	Deliverable(s)	Target Date(s)
1. Implement Data Model based on elements in SR	Credentialing program Metro CIO DHS NIMS	xii. Credentialing PKI web service xiii. Enrollment and Revocation web service xiv. Data sharing MOU	Completed by 12/31/07
2. AFIS and Facial recognition integration web service	Credentialing program METRO CIO	xv. Integration with fingerprint, NCIC, mugshot, health practitioner, and other databases xvi. Web and database services xvii. Network Operational support	Completed by 12/31/07
3. fixed and mobile issuance and revocation ability	Credentialing program	• Wireless, fixed, mobile and distributed issuance stations • Sub and special credential stock • LDAP and ADAM special credential • Distributed Access Control and PKI infrastructure	Completed by 12/31/07

Project Performance Measures	Baseline Value	Target Value
1. Credentials issued to NCR	200	7500
2. Integrations to external data sources	1	14
3 access control/logical access services	0	18
4. Redundant and mobile issuance stations	0	25

INITIATIVE PLAN

First/Critical Responder Credentialing

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.**

   National Capital Region First/Critical Responder Credentialing

   The first responder credentialing program creates an integrated, horizontal platform for managing and verifying the identities of first responders, medical practitioners, family assistance recipients, volunteers, and any situation specific group defined by the member jurisdictions of the NCR.

   Utilizing the FIPS 201 framework and PIV I lifecycle activities, the system uses standard data from each jurisdiction's system of record as well as its own identity management system to capture, distribute, and manage contextual identities.

   Credentialing

   The credentialing system makes uses of NIMS and FIPS standards, and data sharing agreements defined as part of the NCRIP Data Exchange Hub

   Outputs will include: physical credentials such as smart cards, rfid cards or other rfid enabled devices (smart tags), photo cards, tokens, passwords, and others

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

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.**

   Within the NCR, there is a number of highly skilled government technical staff that will be funded through the program and trained on new NCRIP systems and procedures, including web services to support XML database development, and many others, for daily utilization. Additionally, there is significant NCR infrastructure and equipment already in place, such as fiber, microwave dishes, radio towers, IT servers and others, within the counties and cities that will be integrated into this program to ensure optimal interoperability and program cost management. Existing infrastructure and equipment

will be integrated, as appropriate, with additional equipment installed to create the final, overarching, comprehensive INETS, RWBN and DEH. Through already established committees and regional working groups, the assets and resources required to support the project will be identified and obtained. Meetings are held on a regular monthly basis to address individual entities' needs within the regional construct. Existing Memorandums of Understanding, Mutual Aid Agreements, as well as Standard Operating Procedures that exist in the counties and cities will be leveraged and brought to a regional level to support this initiative.

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

The NCRIP governance structure will be comprehensive and address the operational and organizational requirements in achieving enhanced NCR data sharing. It will require the participation of all municipalities and governments exchanging data over the infrastructure. NCRIP governance is being addressed at both the Regional Programmatic Working Group for Interoperability (RPWGI) executive management level of the program and at the ESF-2 MetroCIO program management level to ensure that comprehensive governance is designed and articulated to regional SPG and CAO managers. NCRIP governance will address security and data needs, equipment ownership and maintenance, as well as management of outages and prioritization of data exchanges during incident management. Additionally, a detailed NCRIP organizational structure will be designed to support executive management, day-to-day operations and fiscal and budgetary requirements and activities. The overall governance structure and organization is essential to the success of the NCRIP and is a top priority of the program.

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 initiative, NCRIP, addresses all three national priorities, "Implement the National Incident Management System and National Response Plan, Expanded Regional Collaboration, Implement the interim National Infrastructure Protection Plan" as well as the priority target capability of "Interoperable Communications". Through the Data Exchange Hub (DEH) the first and third national priorities are addressed. Training has occurred with the region's IT staff to help facilitate the creation of services and data exchanges that comply with the priorities. Through the INETs and Regional Wireless Broadband projects, expanded regional collaboration and incident response and management will be enhanced through communications and data access and sharing capabilities. There will be a reliable, non-commercial means for the area's first responder's to communicate wherever-whenever.

CONCEPT PAPER: ESF-2

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

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Project Title:	**National Capital Region Base MAP (NCRBM) – Regional GIS Base Map Development and Maintenance**	**Estimated Grant Amount**	*$1,000,000*
NCR Strategic Goal Alignment:	The regional GIS data and resulting maps and products are a component of and aligns with all four NCR Strategic Goals.: Strategic Goal 1: A collaborative culture for planning, decision-making, and implementation across the NCR. • Enhance and continually adapt the framework for regional strategic planning and decision-making to achieve an optimal balance of capabilities across the NCR. Strategic Goal 2: An informed and prepared community of those who live, work, and visit within the region, engaged in the safety and security of the NCR. • Deliver timely, coordinated and targeted emergency information across the NCR before, during, and after emergencies Strategic Goal 3: An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events. • Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness. Strategic Goal 4: A sustained capacity to respond to and recover from "all-hazards" threats or events across the NCR. • Ensure the capacity to operate multi-level coordinated response and recovery. • Ensure adequate and effective sharing of resources	**Allowability**	*Yes*
Estimated Timeline	5/01/2006-11/30/2007	**Dependencies and Cost Factors:**	

Problem Statement:
Geospatial data and applications support a broad range of Emergency Support Functions (ESFs). Combining spatial data from multiple ESFs serving multiple jurisdictions on a common map is essential to understanding and responding to large scale events. Currently the NCR does not have the ability to display and use a common, standard, regional GIS map in an emergency response. The Data Exchange Hub (a core component of the National Capital Region Interoperability Program for Data Exchange – NCRIP DEH) will provide the technical capability to distribute the GIS data regionally. However, the data necessary to create the regional maps is not sufficiently complete, standardized or comprehensive. Additionally, the GIS web services necessary to serve the data are not complete or standardized. Without a standard, up to date (maintained) map and data, regional interoperability will be severely impacted and the DEH will not be able to deliver the critically important GIS data.

Project Description:
The GIS Managers' Committee and its two subcommittees (Data and Technology) are responsible for providing, maintaining and serving data and applications that will support a regional base map, (see attached copy of the committee goals for the Geospatial Interoperability Project Phase 1 in the Initiative Paper).

The committee has established an initial minimum essential data set and collected data about that set (metadata) from some of the committee members. This initial work has identified significant limitations in the data, such as it does not list the necessary attributes necessary in an NCR emergency response. The initial list of data categories has not been cross-checked with the ESFs to ensure that their data categories and the related data elements necessary for regional response are identified and maintained locally. The identified data sets need to be evaluated in terms of consistency across the region, the maintenance status at each locality, and priority for inclusion in the DEH regional GIS map.

The MED is only a starting point for building a regionally consistent, locally maintained GIS data set to serve via the DEH. Determining the Essential Data (ED) set is also critical, it will require analysis of the end user requirements documents from the a sister project the NCRIP AIGA and follow up with COG/NCR members to verify the need and then determine the availability and accuracy of those data. Additional means used to inform the content and structure of the ED include; the Homeland Security Information Protection Tiger Team Report and the NSDI Stewardship program under GIS for the Nation's Project Bluebook. The source of the data for the ED is also critical, commercial data sets exist for the region (e.g., centerlines) that could provide some of the data, but they will need to be carefully evaluated prior to implementation.
These in-depth analyses will identify the data and data maintenance gaps for each COG/NCR member. Subsequently, providing assistance to those localities to initially complete those data sets, and then establishing business processes to regularly maintain them will ensure accurate, up-to-date GIS data for real-time response.
The NCR requirement includes a geospatial metadata clearing house compatible with federal efforts such as the Geospatial One Stop. Maryland's Emergency Geographic Information Network (MEGIN), an ITEP funded program, may be a candidate to provide this, but will need to be evaluated.

Aerial imagery will be a vital component of the regional GIS base map. There are varied sets of these data available. The optimum source for that aerial imagery needs to be determined and the method for serving it to the NCR via the DEH needs to be decided as well. Furthermore, as Katrina has shown, there needs to be a mechanism in place to update that imagery after a regional emergency. Thus, there is a need to identify contract vehicles or MOUs (possibly with Federal data providers such as DHS, USGA, and or NGA) that will enable quick acquisition of imagery. A distribution approach also needs to be determined and implemented.

Once the NCR Base Map is defined and created, distribution to the region becomes critical. This project will determine how to best make the GIS data available to the region's applications for consumption. It will include delivery to Web Services as well as end user applications such as WebEOC and the DEH. These web services need to be determined and then prioritized for implementation. In the first year the initial services will be created. Additions will be in subsequent years. Analysis must also be conducted on how best to consume (display) the regional map in the end-user applications. There are multiple options available which must be reviewed to determine adequacy of their functionality in delivering the regional map. Finally, load testing of the GIS web services must be conducted since there is potential for processing large amounts of data quickly which could significantly impact response time of the systems.

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

Task(s)	Owner(s) or Collaborating Partners	Deliverable(s)	Target Date
1. Minimum Essential Data Set Analysis	COG GIS Managers, GIS Data Subcommittee members, ESF-2	• Data set and Attribute Definitions • Maintenance Status of attributes in NCR members • Level of effort to complete the MED by member	12/1/2006 12/1/2006 12/1/2006
2. Essential Data Set Determination	COG GIS Managers, GIS Data Subcommittee members, ESF-2	• Candidate data for the Essential Data set, including attributes • Maintenance Stats of Attribute sin NCR members • Level of effort to complete the ED by member	3/1/2007 3/1/2007 3/1/2007
3. Complete MED for NCR	COG GIS Managers, GIS Data Subcommittee members, ESF- 2	Based on prior deliverables assist NCR members in completing the MED	12/01/2007
4. Aerial Imagery Availability Analysis	COG GIS Managers, GIS Data Committee members, ESF- 2	• Aerial Image data sets available to DEH • Metadata for those data sets • Update cycle for each data set.	1/15/2007 1/15/2007 1/15/2007
5. Aerial Imagery Acquisition	COG GIS Managers, GIS Data Subcommittee members, ESF- 2	• Options for acquisition of Aerial imagery promptly after an incident • Analysis of approaches to acquire the imagery quickly	9/1/2006 9/1/2006
6. Spatial Web Services	COG GIS Managers, GIS Data Subcommittee members, ESF- 2	• Candidate list of spatial web services for DEH	3/1/2007
7. Security	COG GIS Managers, GIS	• Analysis of security (access) requirements for	2/1/2007

Analysis	Technical Sub-committee members, ESF- 2	MED and ED • Establishment and verification of DEH security protocols to protect spatial data.	2/1/2007
8. Load Testing	COG GIS Managers, GIS Tech. Subcommittee members, ESF- 2	Test bandwidth and processor demands of the DEH web services.	5/1/2007
9. Metadata clearing house	COG GIS Managers, GIS Data Subcommittee members, ESF- 2	• Analysis of Implementation Options • Implement Clearinghouse	6/1/2007
10. Compatibility Testing	Subcommittee Members and vendors	WebEOC, OGC, GOS, ESRI,	9/1/2007

Project Performance Measures	Baseline Value	Target Value
1. MED Analysis	0	1
2. Essential Data Set Analysis	0	1
3. Complete MED for NCR	0	19
4. Aerial Imagery Availability Analysis	0	1
5. Aerial Imagery Acquisition/Serving Options	0	1
6. Candidates & Standards for Spatial Web Services	0	1
7. Security Analysis	0	1

INITIATIVE PLAN

NCR Base Map: Expanded Regional Cooperation/Strengthen Interoperable Communications

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.

National Capital Region Base Map – Regional GIS Base Map Development and Maintenance. Comprehensive data exchange for all Emergency Support Functions (ESFs) within the NCR is a priority requirement and objective of the NCRIP. The Data Exchange Hub is one of the initial projects to fulfill this objective, providing the standards and infrastructure for sharing local data regionally. One foundational component of the National Capital Region Interoperability Program for Data Exchange is the Regional Base Map (RBM) and related GIS data. This map will be served in real-time via the Data Exchange Hub (DEH) to the Emergency Support Functions whenever needed, whether for prevention, protection, response or recovery. Because the map will be generated on the fly from local, maintained data, it will provide the most accurate, up-to-date GIS information available. This initiative will ensure the ability to deliver a consistent, accurate, and up-to-date Regional Base Map to the DEH.

GIS Data is important to most of the Region's ESFs as shown by the results of the Application Gap Inventory Analysis. The GIS Maps help view, define and understand the situation. In many of the NCR members, GIS is already being used day-to-day in regular operations across the ESFs. Regional interaction will also require GIS maps and data to efficiently and effectively respond and manage regional disasters.

Developing the local data necessary data to provide the regional map requires careful analysis of needs, determining how best to meet them, and then implementing the solutions. Not only data will

need to be evaluated, collected and standardized, but also the web services that deliver the data and the web clients that will display (consume) will need to be identified, standardized and constructed. In addition to the DEH, a key client will be WebEOC which has become a regional tool for emergency response. Finally, security of the data needs to be protected since different sets of GIS data have differing security restrictions. GIS needs to be involved in the security design and implementation. This is a multi year effort in order to carry out the analysis, planning and implantation. Data in particular is the foundational component, yet takes the most time due since it must be structured then collected for over 3,200 sq. miles that comprise COG.

In the first year, the focus is on establishing a validated set of data layers and data elements. An initial minimum essential data set has been determined but needs to be expanded to a more comprehensive set of data – an Essential Data (ED) set validated with HSIP tiger team data, Project Blue Book and other efforts that may be worthwhile. Aerial imagery must by evaluated and made available to the NCR as well. Once these data sets are established, work can begin on obtaining and completing them regionally.

Also in the first year, links to WebEOC must be established. An initial set of web services must be defined and constructed to supply both WebEOC and the DEH.

Finally, load testing must be conducted and security concerns resolved before the data can be served in a production environment.

In the second year, data collection and maintenance will continue and increase in importance as the NCR Essential Data set grows. Additional data needs will be identified and added to the growing list of data elements to be obtained.

Web service development will continue in year two after the initial wet of web services are deployed.

Year three will continue the data and web service work of year two. By the end of year three the data should be in a maintenance mode and web services should be fairly stable.

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

The regional coverage will include that of the NCRIP - the entire National Capital Region which covers the geographic areas of the District, Loudoun, Fairfax, Arlington, Prince William Counties and Alexandria City in Virginia, as well as Montgomery and Prince George's counties in Maryland. The project covers more than 2,400 square miles and all population centers within this area. Additional members from COG will also be involved.

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.

This initiative is focused on the GIS data and services and will integrate tightly with the infrastructure for the DEH. The GIS committee is in place and meeting regularly along with its subcommittees. The GIS committee reports directly to the CIOs and will be responsible for this initiative. Experienced GIS staff is available at the larger organizations and many of the smaller to participate in the initiative. There is also a wide range of GIS data available in each of the organizations that will help accelerate the initiative. This initiative will fund contractor support to standardize and complete

the Regional Base Map and to work with the committee members to develop business processes to ensure regular maintenance of the Regional GIS Base Map and other GIS data. Additional MOUs may need to be developed to ensure acquisition and availability of the data. It may also be used to purchase commercial data for the region.

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

The NCRIP governance structure will be comprehensive and address the operational and organizational requirements in achieving enhanced NCR data sharing. It will require the participation of all municipalities and governments exchanging data over the infrastructure. NCRIP governance is being addressed at both the Regional Programmatic Working Group for Interoperability (RPWGI) executive management level of the program and at the ESF-2 MetroCIO program management level to ensure that comprehensive governance is designed and articulated to regional SPG and CAO managers. NCRIP governance will address security and data needs, and equipment ownership and maintenance, as well as management of outages and prioritization of data exchanges during incident management. Additionally, a detailed NCRIP organizational structure will be designed to support executive management, day-to-day operations and fiscal and budgetary requirements and activities.

As part of planning and implementing the DEH, the COG CIOs established a GIS committee that was charged with providing regional and federal emergency managers the best geospatial data available irrespective of the data's jurisdiction of origin. The GIS Committee, comprised of the NCR GIS managers, established both data and technical subcommittees to help meet the Committee's mission. That committee is directly responsible for the success of this project.
The overall governance structure and organization is essential to the success of the NCRIP and is a top priority of the program.

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 initiative, NCRIP Regional Base Map Development and Maintenance, addresses four national priorities, "Implement the National Incident Management System and National Response Plan; Expanded Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable Communication Capabilities". Training has occurred with the region's IT staff and GIS staff to help facilitate the creation of services and data exchanges that comply with the priorities.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		December 30, 2005 TrafficLand Inc. 11208 Waples Mill Road Suite 109 Fairfax, Virginia 22030 Bill Knost Director of First Responder Programs 703-591-1933 bknost@trafficland.com	
Project Title:	**Emergency Video Information Sharing Network - EVISN**	**Estimated Grant Amount**	$950,000 2 years service and support Contract vehicle in-place with Commonwealth of Virginia
NCR Strategic Goal Alignment:	Strategic Goal 2: Informed and Prepared Community Objective 1: Deliver Timely, Coordinated Information Before, During and After Emergencies	**Allowability**	No equipment purchase Service provision only
Estimated Timeline	Service available 90 days from Notice to Proceed. Service available for initial two-year period.	**Dependencies and Cost Factors:**	None.

Problem Statement/Project Description:

The existing National Capitol Region Internet-based roadway condition information sources are currently not scalable to adjust for user traffic generated during a major regional emergency or evacuation. This scenario was recently proven in Houston, TX during Hurricane Rita and Katrina (http://www.houstontranstar.org/). Existing DOT hosted websites "crashed" due to the inadequate capability of their networks to increase total throughput under an increased load. This presented a void in the ability to assess ground truth and effectively manage the area roadways and resulting incedents.

In the National Capital Region, TrafficLand Inc. is the sole internet based source for integrated highway monitoring video from the four primary transportation operating agencies in the region (VDOT, MSHA,, MCTMC,DDOT). In its current state, the TrafficLand public website's server capacity (www.trafficland.com) can accommodate users under routine and even high volume conditions (snipers, presidential inauguration, etc.) The TrafficLand website is not, however, capable of delivering imagery of the region's highways in times of severe regional emergency or evacuation conditions when anticipated user traffic will increase dramatically. To accommodate this anticipated need we propose to develop the:

Emergency Video Information Sharing Network or "EVISN."

This proposal is put forward to provide the residents of the National Capital Region with assured access to the region's 400+ highway monitoring cameras in times of severe regional emergency or evacuation conditions through the development of EVISN, (provision of additional video server capacity, guaranteed Internet bandwidth at TrafficLand's data center and integration of NCR area regional preparedness information and hot links). This emergency interface will highlight the existing NCR evacuation routes and allow the public to access the imagery associated with these routes. Having this valuable resource available in times of emergency will dramatically increase the effectiveness and efficiencies of area first responders. Both mobile and desktop access will be provided.

In addition, through this EVISN proposal, TrafficLand will link the dozens of local, state and federal emergency management websites into a single location to improve regional preparedness and information dissemination in times of emergency.

Providing the public with reliable, real time video information on roadway conditions during regional "all hazards" emergency or evacuation conditions will help manage highway utilization, resulting in more orderly evacuations or reinforcing "Shelter in Place" announcements. Additionally, the EVISN website will act as an educational/awareness mechanism to inform the NCR public of proper actions in times of emergency.

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. Develop User Interface	TrafficLand, VDEM,, MEMA, DDHS &	EVISN user interface for Trafficland.com website	45 days from NTP
2. Integrate Regional Emergency Management Information	TrafficLand, VDEM, MEMA, DDHS	Integrate existing emergency management information links into EVISN user interface	60 days from NTP
3. Initiate EVISN Service	TrafficLand	Provide EVISN web site to public via Trafficland.com website Integrate EVISN user interface into other public and private web sites (i.e. WTOP Radio, WashingtonPost.com, VDEM, MEMA, DDHS)	90 days from NTP
4. Fortify Network capacity	TrafficLand	Provision of additional video servers and guaranteed Internet bandwidth at TrafficLand's data center in Ashburn, Virginia	90 days from NTP
5. VDS accounts	TrafficLand	Supply Video Distribution System to VDEM,MEMA,DDHS offices	90 days from NTP
6. Mobile Video Accounts	TrafficLand	Supply 10 mobile video accounts each to VDEM,MEMA,DDHS offices	90 days from NTP

Project Performance Measures	Baseline Value	Target Value
1. Develop baseline monthly usage rates for existing emergency management web sites	Develop baseline	
2. Measure monthly usage rates of EVISN web site and existing emergency management web sites		Measure increase in usage/ information dissemination

Project Plan: The development, implementation and operation of the EVISN Web Portal will be accomplished within 90 days from Notice to Proceed.

INITIATIVE PLAN

Emergency Video Information Sharing Network – EVISN

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.**

*****This Initiative is entitled Emergency Video Information Sharing Network or "EVISN". The TrafficLand internet based web site is the sole source to the NCR of integrated roadway traffic cameras from the regions four major Transportation Agencies in Virginia, Maryland, and the District of Columbia. Being able to deliver this real time video of roadway conditions, and providing active links to Federal, State and Local Agencies fits Strategic Goal #2 (Informed and Prepared Community) to help mitigate an "all hazards" type emergency. This Initiative meets two of the common target capabilities. First the priority capability of Interoperable Communications by which live video, with links to and from multiple agencies is distributed to all of the jurisdictions and citizens across the NCR. The second common target capability of Citizen Preparedness and Participation is also met by the ability to view the real time roadway conditions. Additionally, two target respond capabilities are met. The Emergency Public Information and Warning capability by the active links to the NCR Federal, State, and Local Government web sites, and Citizen Protection: Evacuation or In Place protection capability by the ability to view the real time video images and access the active multi agency links providing additional and updating critical citizen information.

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

*This Initiative covers the entire geographical area of the NCR having existing traffic roadway camera coverage. Currently, there are over 400 cameras in the network providing coverage through out Washington D.C., Northern Virginia (Fairfax County) around Rt.495, on I95 south (Prince William County) to Dumfries, and west on Rt.66 to Manassas. In Maryland, around Rt. 495 (Prince Georges and Montgomery County), east to the Chesapeake Bay Bridge on Rt.50. and north through most of Montgomery County, Rockville and Gaithersburg.

There are over 100 additional cameras in those jurisdictions, including the City of Fairfax, and new cameras from the City of Alexandria, City of Falls Church, and Town of Vienna are anticipated to be a part of the network within the next 12-18 months.

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.**

- The TrafficLand public website has been operational since September 2001.The company has made a substantial investment in building the existing infrastructure of hardware, servers, encoders, telecommunications, and acquiring the agreements with the participating Transportation Agencies to obtain and distribute the video across the NCR. Events from the recent hurricane season have shown that if a regional "all hazards" emergency were to occur in the NCR, the volume of citizen traffic to the TrafficLand website would compromise the level of service to the

citizens of the NCR. This was demonstrated when the Houston, Texas "Transtar" website crashed under heavy internet use during the Hurricane Rita evacuation.

- The TrafficLand network is the sole source for integrated traffic video in the NCR. Currently serving approximately 3 million views per month. However, during an "all hazards" emergency, the network should be fortified by the addition of servers, video encoders, and telecommunications bandwidth to handle the anticipated increased volume of up to 720,000 unique users per hour.
- All existing agreements and operational protocols with the Transportation Agencies would remain in place. Additional agreements and software integration may be required with the Federal, State, and Local Governments to facilitate a seamless information link.

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

*The core function of this Initiative is already in place with existing agreements between TrafficLand and the various NCR multi jurisdictional and multi discipline partners. In addition, there is a funding mechanism in place with the Commonwealth of Virginia.

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.

- TrafficLand has expanded regional collaboration in the NCR by virtue of forming partnerships with the major Transportation agencies in Virginia, Maryland, and the District of Columbia. That partnership has resulted in an integrated network of traffic cameras providing the citizens the ability to view the roadway infrastructure in one internet based video application.
- This public private partnership has also formed a strong regional collaboration between multi jurisdictional State and Local law Enforcement and Emergency Management Agencies. In addition, other multi discipline partners, such as the major news media like the Washington Post and WTOP utilize this application to broadcast real time traffic roadway conditions. The largest mass transit organization in the NCR, WMATA, is also a partner in the collaboration.
- Interoperable Communications is described as the ability to provide an uninterrupted flow of critical information among responding multi disciplinary and multi jurisdictional agencies at all levels of government before, during, and after an event as being a capability specific priority. Critical information is further described as voice and data. The video data provided to the citizens, in addition to the links to the various jurisdictions Emergency Management offices in this Initiative should be viewed as a necessary and positive step to strengthen the Interoperability Communications Capability in the NCR.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		December 21, 2005 Wayne McBride, Deputy Director, Prince George's County PSC Prince George's County Office of Homeland Security; 7911 Anchor Street, Landover, MD 20785; 301-499-8100, wmcbride@co.pg.md.us	
Project Title:	**Prince George's County Interoperable Radio Communications System**	**Estimated Grant Amount**	Current estimates call for a radio system that will cost approximately $75million
NCR Strategic Goal Alignment:	Radio Interoperability ESF 2	**Allow ability**	Radio Interoperability ESF 2
Estimated Timeline	Start: January 23, 2006 – RFQ due Estimated End Date: Fall 2008	**Dependencies and Cost Factors:**	Availability of tower real estate and funding

Problem Statement/Project Description:

Prince George's County, Maryland is located in the heart of the Baltimore/Washington corridor. The county boarders Washington, DC and is just 37 miles south of the City of Baltimore. The County's population exceeds 820,000 with a daily work population of well over one million. Covering an area of close to 500 square miles, the County is home to many businesses, as well as state and federal agencies. Some of the Federal agencies include NASA's Goddard Space Flight Center, Andrew's Air Force Base, several Smithsonian support centers, the Census Bureau, U.S. Department of Agriculture's Beltsville facility, a Federal Records Center, and a large Internal Revenue Service office complex. It is also home to the University of Maryland and Bowie State University and the Washington Redskins. The Washington Redskin's FedEx Field stadium holds a game-day population that exceeds 100,000 fans. Additionally, a large portion of the region's Metro transit system, AMTRAK lines, the Capitol Beltway and Interstate 95 pass through Prince George's County.

This proximity to the Nation's Capitol and the need to support many critical federal agencies requires the ability for our first responders to effectively communicate with each other and with the regional partners. While the current communications system of Prince George's County offers virtually no interoperability for regional partners or County first responders, new radio system specifications have been crafted with a focus on intra and inter County interoperability. To support the regional requirements for first responder interoperability, the County's proposed radio system is based upon a state-of-the-art digital trunked system employing the nationwide P-25 interoperability standard adopted by the U.S. Department of Homeland Security. Prince George's County is requesting funding to support the acquisition of a new communications system that may cost as much as $75,000,000.

For most communities in America, the threat of terrorism remains just that; a threat. Only two areas of the United States have experienced the sting of terrorism and experientially understand the need to support first responder emergency communications interoperability. Along with other Washington DC area first responders, Prince George's County experienced the impact of terrorism on September 11, 2001 when Fire/EMS personnel were dispatched to the Pentagon. The impact of an attack on a target located in the County could have impact upon the world, the nation, or the region, depending upon the event. A missile fired at a world leader's airplane landing or departing from Andrews Air Force base could result in an impact felt throughout the world. An attack on the NASA complex in Greenbelt could impact the nation's defense. A major disruption in rail service on the main north-south CSX/AMTRAK track and/or Interstate 95 running through the County could impact the economy of the region. With the plethora of vital federal, state, and local infrastructure located in Prince George's County, the impact of terrorism would easily ripple throughout the region and in all probability, the country.

The County's lack of interoperability represents a direct threat to the region as the ability of the National Capitol Area emergency response personnel to respond to a critical event is reduced by a lack of command and control communications. Since the terrorist attack of September 11, 2001 in which the County dispatched emergency resources to the Pentagon, there has been no improvement in the ability of Prince George's first responders to interoperate with other regional first responders.

The Washington area jurisdictions have developed regional interoperability fixes to include a cache of "disaster" radios maintained in Montgomery County, Fairfax County, and the District of Columbia. These radios are programmed to operate on the frequencies of the (Motorola) 800 MHz systems used throughout the region. Even if brought to Prince George's County, these radios cannot operate unless their signal is of sufficient strength to reach the network infrastructure of one of the surrounding jurisdictions and that government allocates a "talk-group" to support the users. This suggests that unless the

radios are used in an area proximate to the border of the District of Columbia, Fairfax County, or Montgomery County, the radios are likely to be of no use to Prince George's in the management of the emergency. To support the regional requirements for first responder interoperability, the County's proposed radio system is based upon a digital trunked system employing the nationwide P-25 interoperability standard adopted by the U.S. Department of Homeland Security. The implementation of this new radio system will resolve the County's lack of an interoperable first responder radio system and complete the regional communications network with an overall interoperable communications infrastructure. Prince George's County anticipates that the competitive procurement process will allow the County to acquire a state-of-the-art communications system at an optimal cost. At present, the estimated cost for Prince George's County's radio system interoperability solution is $75,000,000. An aggressive schedule has been established, with testing to begin in the spring of 2008, with a completion date in early 2009.

Conclusion: Like virtually every local government in the United States, Prince George's County faces financial challenges. However, unlike all governments, the County requires a comprehensive and highly expensive new digital trunked land mobile radio communications system to meet the interoperability challenges faced by all of the jurisdictions in the COG. Many of the threat targets in Prince George's relate to our national government and require the expenditure of extraordinary dollars to meet the challenge. Financial assistance from the DHS is both appropriate and needed if the County is going to acquire a system that supports all of the first responders of the region in defending or reacting to threats against portions of vital national and regional infrastructure.

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. Radio Consultant	RCC/Prince George's Co.	Consulting Services	2005 to conclusion
2. Selection of vendor	RCC/Prince George's Co.	RFP and specification	March 2006
3. Contract Execution	RCC/Selected vendor & County	Radio System	August 2006
4. Plan Implementation	RCC/Selected vendor & County	Radio System	September 2006 to June 2008
5. System Acceptance	RCC/Selected vendor & County	Radio System	June 2008 to September 2008

Project Performance Measures	Baseline Value	Target Value
1. Completed Needs Assessment Report	$150,000	$150,000
2. Completed Specification Document	$200,000	$200,000
3. Completed Contract	$40,000	$40,000
4. Completed System Acceptance	$75,000,000	$75,000,000

INITIATIVE PLAN

Prince George's County Interoperable Radio Communications System

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.**

   Name of Initiative: Prince George's County Interoperable Radio Communications System

   Prince George's County's proximity to the Nation's Capitol and the need to support many critical federal agencies requires the ability for our first responders to effectively communicate with each other and with the regional partners. While the current communications system of Prince George's County offers virtually no interoperability for regional partners or County first responders, new radio system specifications have been crafted with a focus on intra and inter County interoperability. To support the regional requirements for first responder interoperability, the County's proposed radio system is based upon a state-of-the-art digital trunked system employing the nationwide P-25 interoperability standard adopted by the U.S. Department of Homeland Security.

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

   Prince George's County, Maryland is located in the heart of the Baltimore/Washington corridor. The county boarders Washington, DC and is just 37 miles south of the City of Baltimore. The County's population exceeds 820,000 with a daily work population of well over one million. Covering an area of close to 500 square miles, the County is home to many businesses, as well as state and federal agencies. Some of the Federal agencies include NASA's Goddard Space Flight Center, Andrew's Air Force Base, several Smithsonian support centers, the Census Bureau, U.S. Department of Agriculture's Beltsville facility, a Federal Records Center, and a large Internal Revenue Service office complex. It is also home to the University of Maryland and Bowie State University and the Washington Redskins. The Washington Redskin's FedEx Field stadium holds a game-day population that exceeds 100,000 fans. Additionally, a large portion of the region's Metro transit system, AMTRAK lines, the Capitol Beltway and Interstate 95 pass through Prince George's County.

   The impact of an attack on a target located in the County could have impact upon the world, the nation, or the region, depending upon the event. A missile fired at a world leader's airplane landing or departing from Andrews Air Force base could result in an impact felt throughout the world. An attack on the NASA complex in Greenbelt could impact the nation's defense. A major disruption in rail service on the main north-south CSX/AMTRAK track and/or Interstate 95 running through the County could impact the economy of the region. With the plethora of vital federal, state, and local infrastructure located in Prince George's County, the impact of terrorism would easily ripple throughout the region and in all probability, the country.

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.**

In an attempt to support the regional communications capabilities, the County is going through a comprehensive series of steps designed to produce a contemporary state-of-the-art radio system that will support both the County as well as the region for many years into the future. There are a host of issues that impact the development of a modern land mobile radio system. Below is a partial list of major issues and strategies for resolution that the County has (or is) addressed (addressing) to ensure that the new system meets not only the needs of Prince George's County, but the Council of Governments regional requirements as well.

Issue: The most fundamental limitation of the County is a lack of radio frequencies in the 800 MHz band that is used throughout the region. Although the County is licensed for thirteen (13) pair of 800 MHz frequencies, virtually every channel faces serious technical limitations because of other users either on the exact frequency or an adjacent channel that is too close to Prince George's, rendering the channels useless.
Resolution: To remedy this limitation, Prince George's County is supporting Region 20's Technical Committee to develop the 700 MHz Plan required by the Federal Communications Commission (FCC). Through the County's communications' consultant, a draft plan for the Region has been produced and transmitted to the Technical Committee for review. Once approved by the FCC, Prince George's County will employ frequencies in the 700 MHz band for its new radio system. All members of the region will have 700 MHz frequencies through this work.

Issue: There are emerging radio standards impacting land mobile radio throughout the United States. Almost all of the Washington Area jurisdictions use an older version of Motorola's software as the basis of the radio's operating system that is no longer sold for new systems. For interoperability with these legacy systems, one must utilize Motorola or Motorola-compatible radios for communications. There are few Motorola-compatible radios sold today (by anyone other than Motorola) and almost none of these are designed for public safety use. Prince George's County cannot purchase the older Motorola technology used throughout the region as the company no longer offers it for sale.

Resolution: To permit regional interoperability with the County's communications system, Prince George's is contemplating the acquisition of a modern "standards-based" P-25 land mobile radio system. This P-25 standard has been adopted by the Department of Homeland Security as the preferred standard for communications interoperability. In the coming years, it is likely that all first responder radios in the Washington DC area as well as United States will contain P-25 software. Today, few of the radios used throughout the region can operate on this new standard. However, through software upgrades to many newer existing devices, Motorola mobile and portable radios used throughout the region should be able to interoperate with the Prince George's County communications infrastructure effectively filling the gap in regional radio coverage. The general cost of the software upgrade is approximately $300 per device.

Issue: There has been a lack of interoperability at the communications system network level for many years. As an example, Motorola networks could not receive M/A-COM radios necessitating the acquisition of all components from a single radio vendor.

Resolution: Prince George's County is contemplating a contemporary strategy relative to the acquisition of network components as well as mobile and portable radios. To ensure that the County's first responders can communicate with the surrounding jurisdictions using Motorola legacy systems, Motorola mobile and portable radios with P-25 software may be purchased from the existing State of Maryland contract. Conversely, the fixed network equipment of the County may be purchased

through a competitive procurement permitting a variety of manufacturers to provide proposals based upon the P-25 standard. The County anticipates that the competitive procurement will permit it to acquire a state-of-the-art communications system at an optimal cost. No other jurisdiction within the Washington Area has been able to competitively procure a communications system as P-25 standard systems have only become available in (calendar year) 2005. Through software upgrades to most existing devices, Motorola mobile and portable radios used throughout the region should be able to interoperate with the Prince George's County communications infrastructure, effectively filling the gap in regional radio coverage.

To support the regional requirements for first responder interoperability, the County's proposed radio system is based upon a digital trunked system employing the nationwide P-25 interoperability standard adopted by the U.S. Department of Homeland Security. The implementation of this new radio system will resolve the County's lack of an interoperable first responder radio system and complete the regional communications network with an overall interoperable communications infrastructure.

Prince George's County anticipates that the competitive procurement process will allow the County to acquire a state-of-the-art communications system at an optimal cost. At present, the estimated cost for Prince George's County's radio system interoperability solution is $75,000,000. Financial assistance from the DHS is both appropriate and needed if the County is going to acquire a system that supports all of the first responders of the region in defending or reacting to threats against portions of vital national and regional infrastructure.

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

Prince George's County is committed to address and resolve the challenges of our radio system. Recent grant funding opportunities for Prince George's County have been dedicated to enhanced radio system resources to include hiring a radio system consultant. This consultant will evaluate all areas of the County's radio system needs, review and validate existing proposals, provide recommendations for radio system enhancements and resolution of interoperability issues, as well as providing a strategic path for the County's future radio system efforts.

The County Executive, the County Council, the Chief Administrative Officer and the Deputy Chief Administrative Officer for Public Safety/Director of Homeland Security are dedicated to the successful development and implementation of an interoperable radio communication system in Prince George's County. The dedication provided to these efforts is the highest priority of the Office of Homeland Security and the project management team in Public Safety Communications.

Like virtually every local government in the United States, Prince George's County faces financial challenges. However, unlike all governments, the County requires a comprehensive and highly expensive new digital trunked land mobile radio communications system to meet the interoperability challenges faced by all of the jurisdictions in the COG. Many of the threat targets in Prince George's relate to our national government and require the expenditure of extraordinary dollars to meet the challenge. Financial assistance from the DHS is both appropriate and needed if the County is going to acquire a system that supports all of the first responders of the region in defending or reacting to threats against portions of vital national and regional infrastructure.

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.

Only through a regional and redundant land mobile radio communications strategy could the multiple jurisdictions in the Washington Metropolitan Area effectively gain command and control of the event. These regional radio communication systems must be capable of providing some level of long-term radio network support for the region after a natural disaster, catastrophic event, or a tanker overturned on the beltway or an incident similar to the Sniper attacks. Today, Prince George's County is the weak link in that type of regional communications system.

With respect to interoperability, there is only a very limited capacity for the County's first responders to interoperate with each other and are unable to have interoperable communications with the region during major events. This causes first responders to maintain segregated and uncoordinated communications even when events require the coordinated actions of law enforcement with fire/EMS personnel.

The Washington area jurisdictions have developed regional interoperability fixes to include a cache of "disaster" radios maintained in Montgomery County, Fairfax County, and the District of Columbia. These radios are programmed to operate on the frequencies of the (Motorola) 800 MHz systems used throughout the region. Even if brought to Prince George's County, these radios cannot operate unless their signal is of sufficient strength to reach the network infrastructure of one of the surrounding jurisdictions and that government allocates a "talk-group" to support the users. This suggests that unless the radios are used in an area proximate to the border of the District of Columbia, Fairfax County, or Montgomery County, the radios are likely to be of no use to Prince George's in the management of the emergency.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		1/24/06 Montgomery County, Homeland Security Department Miguel Ascarrunz (240) 777-2323	
Project Title:	**Alternate Public Safety Communications Center (APSCC)**	**Estimated Grant Amount**	$2.5 million
NCR Strategic Goal Alignment:	Strategic Goal 4: A sustained capacity to respond to and recover from "all-hazards" events across the NCR.	**Allowability**	Emergency Management RESF-5
Estimated Timeline	May 2006 – December 2007	**Dependencies and Cost Factors:**	[Attach via separate sheet if necessary]

Problem Statement/Project Description:

The Montgomery County Alternate Public Safety Communications Center (APSCC) was built out around the shell of the old Emergency Communication Center. Most of the items needed to fully operate the Center in a backup capacity (70% of PSCC) were funded and are either operational or near to being operational. This item provides the necessary security and the remaining foundation equipment for the APSCC. Missing items to provide for security and access capabilities are cameras, card readers for the operational floors, and door releases. Missing foundation equipment includes items such as but not limited to: Office Equipment (Copiers, Faxes), Headsets for phones/radio, Cabling (Cable TV, LAN Jacks, Wireless Routers), and other items needed to support the operations of facility and care of the operations for a 24/7 operation.

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. Selection of Vendor	Montgomery County	RFP and specifications	December 2006
2. Equipment Installation	Montgomery County	Systems online	December 2007

Project Performance Measures	Baseline Value	Target Value
1. Completed Specification Document		
2. Completed installation	$2.5 million	$2.5 million

INITIATIVE PLAN

Montgomery County Alternate Public Safety Communications Center (APSCC).

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.**

   The name of this initiative is the Montgomery County Alternate Public Safety Communications Center (APSCC). Without this funding, the backup systems will be unsecured and not ready to accept staff. While 9-1-1 calls will be able to be answered and CAD events dispatched, there is no current place to transfer administrative phone lines to, no headset to communicate with, no capability to send or receive faxes, no capability to make copies, and no capability to connect workstations to the enterprise network in the offices. During a regional catastrophic event which incapacitates the Primary PSCC, we need the capability to provide continuity of operations at our APSCC location.

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

   Montgomery County, Maryland is located in the National Capital Region (NCR). The County is part of the Greater Washington area and is the largest county in the State of Maryland and the fifth largest metropolitan area in the United States.

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.**

   The Alternate ECC site is designed to operate as a back up site in the event that the primary ECC site has to be vacated for whatever the reason. The site is equipped with a fully functional CAD system and radio system with all the same interfaces as the primary site (MILES, CDMA/CDPD, GEO etc...)

   The computer monitors currently installed at the AECC that are to be used by the Call Takers and Dispatchers are of different size and provides a much smaller viewing area and insufficient, compared as to those installed at the ECC and used routinely. The difference in size creates dissimilar viewing capabilities and reduced field vision for the Telecommunicator. Assuming that the activation of the AECC would occur during time of crisis in Montgomery County, the reduction in functionality would only add to the already tenacious conditions that these Telecommunicators are facing. The request is to replace the existing AECC monitors with the same size monitor as being used at the ECC. The monitors that are to be replaced would be re-used elsewhere in the County.

   JUSTIFICATION: Without the monitors, the dispatchers/calltakers will have a different monitor configuration set up at the AECC which will impact the type of detail and data they are accustomed to seeing in the larger monitor environment. The smaller font size and restricted window size is inadequate in this mission critical environment. The purpose of the alternate facility is to provide a fallback site in the event of catastrophe and having as much as the same look and feel at the alternate facility will relieve some level of impact on the dispatchers/calltaker in an emergency situation.

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

The Montgomery County APSCC Initiative will be a collaborative effort between our PSCC Governance Committee, including Homeland Security Department, Police Department, Fire & Rescue Department, Department of Transportation & Public Works and Department of Technology Services.

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 initiative relates to the overall State Homeland Security Program by allowing for continuity of operations/continuity of government in the event of a catastrophic disaster that incapacitates the Primary PSCC facility. The Alternate ECC site is designed to operate as a back up site in the event that the primary ECC site has to be vacated for whatever the reason. The facility houses a duplicate hardware infrastructure as the primary site with database updates replicating to the site once per day. This request is to update these databases more frequently than once per day. The preference is to have the back-up facility as up-to-date data as possible or close to real-time. The alternate facility would have up to date CAD data for dispatching in the event of primary site failover. All the Public Safety Databases and Dynamic Configuration Data Files would be updated as close to real time as possible, which include:

- ECC-CAD1
- ECC-CAD2
- RMS1
- MDG
- ECC-AVRR
- ECC-AVS3
- WNG
- RNC
- Level II
- Dynamic Interface Configuration Data (Terminal Server, MOSCAD, Zetron, ANIALI, MILES, TAPI (AlphaNumeric Paging), FARU (alarm transmission)

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 23, 2006

Jack Markey
Emergency Manager
RESF5

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301-694-1418
jmarkey@fredco-md.net

Project Title:	**Emergency Managers Technology Coordination Subcommittee**	**Estimated Grant Amount**	$1,952,000
NCR Strategic Goal Alignment:	1.6.1: Resource Multi-year Capabilities 2.1.1: Message Creation/Release protocols 3.2.1: Info Sharing and Collaboration Framework 3.2.2: Regional Interoperability 4.2.4: Regional Interoperable Communications 3AUAS5-Regional Operations Plan Development	**Allowability**	(See below)
Estimated Timeline	Funding is identified to support activities during the 2006 grant period, activity is continuous with government staff	**Dependencies and Cost Factors:**	(See below)

Problem Statement/Project Description:

Significant investments have been made over the past and current UASI program years to improve communications, interoperability, and secure collaboration between the region's emergency operations centers, in support of the Chief Administrative Officers and ESF leads of each jurisdiction. This initiative proposal is designed to create and maintain the framework and processes for the ongoing coordination of existing and new technology initiatives and the underlying human processes that facilitate timely, secure, and reliable information flow between the National Capital Region's emergency operations centers. The goal of this initiative is to achieve and maintain the robust information sharing necessary for shared situational awareness and interoperability between EOCs in the National Capital Region.

Mission:
Coordinate integration and maintenance of existing and proposed technology initiatives with emergency management plans and procedures.

Technical Coordination Subcommittee

- One representatives designated by each MD, VA, DC Emergency Management Directors
- Two representatives from County emergency management agencies from each MD and VA as determined by NCR Emergency Managers Committee
- Staff support by consultant (existing consultant performing work under 2005 program)

Additional staff to include:

1. One contract position for Northern Virginia, District of Columbia and Maryland each to work in support of emergency managers, in cooperation with TCS, to develop regional emergency management operations plan in alignment with NCR mutual aid agreement.
2. One contractor to be available as technical resource for maintenance, development, and documentation of technology assets operated by emergency management in cooperation with TCS and local government IT staff.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Identify appropriate partners for EM TCS	NCR Emergency Managers	Recommended	Underway currently
2. Establish EM Technology Coordination Subcommittee	NCR Emergency Managers	Report on mission and composition of committee	1 months from award
3. Issue consultant contract	NCR Emergency Managers	Contract	2 months from award
4. Maintain existing technology investments	NCR EM TCS	Status reports	Continuous
5. Issue procurement orders for additional satellite phones and conferencing units	NCR EM TCS	Devices	4 months from award
6. Develop proposals for capability improvements	NCR EM TCS	Capability improvement plans	Continuous
7. Provide operational input regarding technology investments	NCR EM TCS	Provide operational analysis of technology proposals	Continuous
8. Issue system improvement task orders based on TCS consensus	NCR EM TCS	Additional capabilities	Continuous
9. Develop regional emergency management operational plan, incorporating technology	NCR EM TCS	Regional emergency management EOC to EOC operational plan	Draft at 12 months Final at 24 months

Project Performance Measures	**Baseline Value**	**Target Value**
1. Plan for coordination of WebEOC software versioning between DC, MD, VA and other partners	Informal	Formal
2. Coordination of satellite phone programming, testing, and maintenance	Does not exist	Completed
3. Integration of satellite phone capability into plans and procedures	Does not exist	Integrated
4. Integration of conferencing capabilities with plans and procedures	Does not exist	Integrated
5. Integration of NCRIP Data Exchange Hub capability to support WebEOC	Does not exist	Completed
6. Complete evaluation of feasibility of cooperative management of DHS NCR HSIN (Homeland Security Information Network) Portal in cooperation with Chief Information Officers' Committee	None	Complete

7. Integration of EmNet software into regional plans and procedures	Limited	Complete
8. Technology development and operational integration of technology with plans	Limited	Complete
9. Expand conferencing and satellite communications capabilities to CAOs, Fire and Police Chiefs , and Emergency Managers' offices.	Limited	Complete
10. Develop regional EOC to EOC emergency management operational plan utilizing available technologies	Limited	Complete
11. Integrate WebEOC operations with Virtual JIC being developed by RESF14	None	Complete

Allowability:

2006 Authorized Equipment List

21.8 Consulting Services in Support of Equipment Acquisition

FY 2006 Homeland Security Grant Program: Program Guidance and Application Kit, Appendix D

- Develop and implement homeland security support programs and adopt ongoing DHS National Initiatives
- Develop and enhance plans and protocols
- Hiring of full- or part-time staff or contract/consultants to assist with planning activities (not for the purpose of hiring public safety personnel fulfilling traditional public safety duties)

Dependencies and Cost Factors:

- Continued maintenance funding of 2005 initiatives

INITIATIVE PLAN

Emergency Managers Technology Coordination Subcommittee

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.

Emergency Managers Technology Coordination Subcommittee

This initiative would create and maintain the framework and processes for the ongoing coordination of the technology initiatives and underlying human processes that facilitate timely, secure, and reliable information flow between the National Capital Region's emergency operations centers, designed to achieve and maintain the robust information sharing necessary for shared situational awareness and interoperability between EOCs in the National Capital Region.

NCR Strategic Goals addressed:
3.2.1: Info Sharing and Collaboration Framework
3.2.2: Regional Interoperability
3AUAS5-Regional Operations Plan Development

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

The geographical context for this proposal is the National Capital Region with the addition of Frederick County, MD

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.

Resources

In-place:

- Technical managers for Virginia, Maryland, District of Columbia, Federal and local jurisdictional emergency operations centers

Needed:

- NCR Emergency Managers' Committee Technology Coordination Sub-committee to create and maintain linkages between the region's systems as they now exist, and provide operational and technical coordination of new initiatives that impact the region's emergency managers.
- Funding and staffing to integrate, maintain, and improve existing initiatives:
    - State, Regional, Local WebEOC
    - Satellite Phone connectivity between EOCs and 911 Centers
    - Web/Video/Voice Conferencing
    - EmNet emergency alerting system

Processes

In-place:

- Regional Emergency Coordination Plan
- MWCOG Mutual Aid Agreements

Needed:

- Revised operational plans based on the NCR Mutual Aid Agreement authorized by the Intelligence Reform Act of 2004

Tools

- WebEOC
- NCR Data Exchange Hub
- Web/Video/Audio Conferencing
- Emergency Operations Center and 911 Center satellite phones
- U.S. Department of Homeland Security, Homeland Security Information Network (HSIN)
- EmNet Emergency Alert System

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

The governance for this project would be carried out by forming a standing EOC Technology Coordination Subcommittee, operating as a subcommittee of the NCR Emergency Managers' Committee who in turn reports to the NCR Chief Administrative Officers Committee.

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

This initiative relates to the National Priorities of information sharing and regional collaboration. This initiative leverages the work being done in the individual jurisdictions, States, and Federal agencies and seeks to ensure that independently funded technology efforts are capable of operating together. This initiative supports objectives under the NCR Homeland Security Strategic Plan, Goals 1, 2, 3, and 4 for planning and decision making, community engagement, prevention and mitigation, and response and recovery, and the gap identified as "Regional Operations Plan Development" as detailed in the concept paper.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">December 22, 2005
Brian M. Berke, Lieutenant,
Arlington County Police Department
1425 N. Courthouse Road
Arlington, Virginia 22201
703-228-4091
bberke@arlingtonva.us</td></tr>
<tr><td>Project Title:</td><td>NCR Secure Communications (NCRSC)</td><td>Estimated Grant Amount</td><td>STE - $3,355.00 x 35 = $117,425.00

CELL - $3,131.00 x 35 = $109,585.00

VTC - $60,000.00 x 35 = $2,100,000.00

FAX - $3,225.00 x 35 =

$112,875.00</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Strategic Goal 3, Objective 2: To strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness.</td><td>Allowability</td><td>ODP – AEL #4

Interoperable Communications Equipment</td></tr>
<tr><td>Estimated Timeline</td><td>September 1, 2006 through August 30, 2007</td><td>Dependencies and Cost Factors:</td><td>Costs borne by participating jurisdictions:
- ISDN Line
- Physical Security Improvements
- Cellular Service Fees
- GSA Secure Container (Fax)
- Shredder (Fax)
- Other</td></tr>
</table>

Problem Statement/Project Description:

National Capital Region stakeholders currently lack an overarching secure communications network for sharing of classified information across multiple jurisdictions and levels of government. NCRSC provides a robust and secure system of networks allowing NCR State, local, and national partners to establish real-time secure communications to enhance shared situational awareness and facilitate decision making across the region.

See attachments 1-3 for proposed network diagrams and cost data.

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. Finalize NCR SCN Concept Design	NCR Senior Planning Group for Interoperability	Concept Design Document	September 1, 2006
2. Develop NCR SCN Project Master Plan	NCR SCN project team (Stakeholder Reps.)	Project Plan	October 31, 2006
3. Develop NCR SCN Procurement Strategy	NCR SCN project team (Stakeholder Reps.)	Procurement Strategy Plan	November 15, 2006
4. Determine Physical Security requirements	NCR Security Working Group (SSO)	Requirements Document: Validation & Certification, Clearances	December 1, 2006
5. Conduct Project Risk Assessment (Pitfalls)	NCR SCN project team (Stakeholder Reps.)	Risk Mitigation Plan	January 21, 2007
6. Execute Procurement Plan	NCR SCN project team (Stakeholder Reps.)	Purchase Order(s)	January 31, 2007
7. Execute Project Plans	NCR Security Working Group (SSO) – NSA Approval	Security validation and user certification	January 1, 2007
8. Conduct training and exercises	NCR COG, DHS SLGCP, Information Assurance Office, SSO	Training Plan and exercise scenario's	June 1, 2007
9. Execute Operation and Maintenance (Assessment to determine if equipment still meets our needs).	NCR SCN project team (Stakeholder Reps.)	Operations and testing manual	June 1, 2007
10. Conduct and document Lessons Learned	NCR SCN project team (Stakeholder Reps.)	Lessons Learned document	August 30, 2007

Project Performance Measures	Baseline Value	Target Value
1. Interoperability with existing secure communications systems	20% (est.)	100%
2. Secure interconnectivity between COG members		100%
3. Secure interconnectivity between State, local, and National fusion centers		80%
4. Secure interconnectivity between State, local, and National operations centers		80%
5. Sustain and maintain reliable NCR secure communications networks		100%

INITIATIVE PLAN

NCR Secure Communications (NCRSC):

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.**

   NCR Secure Communications (NCRSC): NCRSC will provide for a robust and secure network of classified communications (voice, data, and video) for the National Capital Region. This initiative addresses the need for interoperability between Federal, State, and local jurisdictions at above the unclassified level.

   This program will address current gaps and shortfalls in sharing real-time classified information among principle partners to establish real-time secure communications to enhance shared situational awareness and facilitate decision making across the region. Because of the sensitive nature of certain types of information, it is essential that access and dissemination be controlled and restricted in order to prevent compromise. The unauthorized release or inadvertent disclosure of such information could, among other things, adversely affect our ability to detect an adversary's intentions, neutralize our offensive capabilities in the pursuit of terrorists, compromise the identity of a confidential human source or operation, or result in physical harm to citizens.

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

   This initiative is for the National Capital Region (NCR). The NCR encompasses the District of Columbia, Montgomery and Prince George's counties in the state of Maryland, the cities of Alexandria and Falls Church, and the counties of Arlington, Fairfax, Loudon and Prince William in the Commonwealth of Virginia. The concept of NCRSC is to make the secure communication equipment and secure network available to all participating Council of Government (COG) agencies within the NCR.

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.**

   Seven COG agencies (mostly federal) responded that they have some type of secure telephone equipment. This initiative will develop an overall design for secure communications within the NCR. The NCRSC will then conduct analysis of the existing equipment to determine if the existing equipment is interoperable and still viable to be part of the overall solution.

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

   This initiative will fall under the NCR COG Senior Planning Group (SPG) with input from the SPG Interoperability Group. The Office of National Capital Region Coordination (NCRC) will assist with the coordinating, planning and execution of this initiative.

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.

NCRSC seeks to strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness. If realized, this initiative will expand regional collaboration in regard to information sharing and dissemination.

Scoring Sheet

Interoperable Communications

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper National Capital Region Video Sharing Distribution System

Related Target Capabilities: Intelligence/Information Sharing and Dissemination

Score:										
Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10

Total: (5-50)

Concept Paper Interoperable Communications System Prince George's County

Related Target Capabilities:

Score:										
Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10

Total: (5-50)

Concept Paper Interoperable Communications System Montgomery County

Related Target Capabilities:	1	2	3	4	5	6	7	8	9	10
Score: Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10

Total: (5-50)

Concept Paper	Reverse 911/Mass Notification										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	First/Critical Responder Credentialing										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	National Capital Region Interoperability Program (NCRIP) Phase 2										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination, Critical Infrastructure Protection										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	National Capital Region Base MAP (NCRBM) – Regional GIS Base Map Development and Maintenance										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination, Critical Resource Logistics and Distribution, Planning										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Emergency Video Information Sharing Network - EVISN										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Prince George's County Interoperable Radio Communications System										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Alternate Public Safety Communications Center (APSCC)										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Emergency Managers Technology Coordination Subcommittee										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	NCR Secure Communications (NCRSC)										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination, Law Enforcement Investigation and Operations										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

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9 Law Enforcement Investigation and Operations

Law Enforcement Investigation and Operations

Capability Definition

The broad range of activities undertaken by law enforcement and related entities to detect, examine, probe, investigate and conduct operations related to potential terrorist activities. Current and emerging investigative techniques are used, with emphasis on training, legal frameworks, recognition of indications and warning, source development, interdiction, and related issues special to antiterrorism activities.

Capability Outcome

Successful deterrence, detection, disruption, investigation, and apprehension of suspects involved in criminal activities related to homeland security. To meet the desired outcome the following objectives must be achieved: (1) Law enforcement personnel are able to carry out effective investigations of criminal/suspicious activities potentially related to terrorism; (2) Law enforcement and other appropriate personnel effectively receive, develop, and share information to aid in the conduct of an investigation; (3) Law enforcement coordinate effectively with CI/KR and private sector officials to facilitate an investigation; (4) Law enforcement and related personnel develop and maintain incident response plans; (5) Specialized units/ personnel are utilized for search, seizure and/or intervention/interdiction operations; and (6) Appropriate investigative units and/or personnel are capable of functioning in potentially hazardous and CBRNE environments and situations.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The current NCR structure to conduct investigations related to potential terrorist activities and how this structure is coordinated across the NCR.
- The NCR's processes and procedures for identifying and reporting suspicious activities and persons – related to suspected terrorist activity – to appropriate authorities using appropriate channels.
- The information sharing channels established with key Federal, State, local, and Tribal entities for investigative efforts.
- The NCR's plans and procedures in place for securing and preserving an incident scene (i.e., consider the processes in place for gathering, cataloging, and preserving evidence, including laboratory analysis).
- The ways in which law enforcement investigation and operations processes and procedures are exercised.
- The NCR's process for obtaining security clearances and if a lack of security clearances adversely affects the NCR's ability to investigate and intervene in potential terrorist activity.

NCR Discussion Results on Law Enforcement Investigation and Operations

Resource	S/W	Comments
People	S	• Good communications and interactions with relevant agencies. (2) • Law enforcement is in good shape. • JIFTS helps with flow. • We have qualified forensic investigators • The team responsible for design and completion of the current and next phase of AFIS is functioning.
	W	• Need more staff including intelligence analysts, forensic epidemiologist. (4) • There is a lack of dedicated personnel. (3) • Additional personnel need security clearance but the process is very slow. (2) • Need to better integrate fire investigators with law enforcement. • LINX and AFIS enhancements will require staff and resources. • There is no contact with special operation or incident related personnel. • We need a designated intelligence office in each jurisdiction. • Should have additional cross-designated staff to assist in terrorism investigation ad evidence gathering. • Need to dedicate personnel to WMATA • Need for IMT trained law enforcement personnel.
Equipment	S	• Some IMT equipment procured • Initial installation of WMATA communication equipment to help support law enforcement operations • Current systems is in place and functional • Funding to complete upgrade of new AFIS in place • NCR has shown good coordination in acquisition of equipment for participating agencies
	W	• Interoperable computer systems for investigation of suspicious activity. Communication systems to allow for timely sharing of information. (2) • Lack of depth in PPE • Lack of warehouse space • Specialized response and work equipment needed for evidence collection technicians • Need to increase secure/interoperable communications network • Support LINX program • Law enforcement/operations are unaware of the equipment/we can effect in an event/incident/forensic aspect • Lack of knowledge of what equipment there is/utilization of that equipment • Fire investigators not equipped to handle investigations in a contaminated area • Specialized equipment needed to ease investigations/operations in the metro tunnel • Lack of equipment to handle investigations in a contaminated environment • Completed compliment of IMT CD needed to support operations • Out year completion of communication equipment is not defined • Current system is obsolete • Mobile facial recognition of AFIS is not funded. • Technology weakness prevents efficient regional investigations, secure data, voice, video technology LINX system • Maintenance of SCBA/cascade system/APR SCBA breathing
Training	S	• Fingerprint analysis will not change • Technical support will not change • New upgrade will require minimal training • Mobile AFIS will require minimal training • Initial IMT training provided to a few law enforcement personnel • Training in crime scene, forensic and bioterrorism investigations
	W	• Forensic Epidemiology Training (2) • Awareness level training for law enforcement in the metro system and WMD (2)

Resource	S/W	Comments
		• Public Health (PH) need training on the law enforcement systems currently in use. • Additional personnel need to be trained • Fire investigators need to be trained in contaminated areas • Lacking law enforcement participation in IMT • No coordination regionally on training • No one asks us to be involved in training in specific BIO/CHEM investigation • Need to find dedicated personnel, establish investigation protocols and train to them • Additional terrorism training as it pertains to the investigation of CBRNE incidents • Need more on PPE and response protocols • Interdisciplinary training • Train on a regional level
Exercises/Evaluation	S	• Some limited exercise were conducted involving IMT. • Current system is functional and used by the NCR. • Upgrade is a refresh and enhanced capabilities within the NCR.
	W	• Exercises must be coordinated across ESFs and jurisdictions. (2) • Exercised and evaluations of IMT need to be developed. • Lack of exercised and evaluations involving WMATA communications. • Need to establish accepted roles and conduct exercises accordingly. • Need to better include the DC Medical Examiners office in exercises. • Need to limit the scope of exercises. • Need exercises that focus solely on the investigation of a biological event related to suspicious activity. • Phase 2 mobile AFIS will require exercises and evaluations. • Need more multi-disciplinary training including heath investigations. • Specific exercises needed for technicians responding for evidence collection purposes.
Plans, Policies and Procedures	S	• Have policies, procedures, plans in place for what we do/who is responsible, but they need to be updated (3)
	W	• Law enforcement agencies are not incorporated so roles, procedures and boundaries are not defined when it comes to forensics. Need forensic epidemiology training, exercise, and protocols in NCR and in cooperation with FBI. (2) • Public health, hospital and healthcare officials need security clearances for health officers, risk managers, and deputies/policies and procedures are constantly updated as new intelligence is received. (2) • NCR boundaries conflict with FBI boundaries – results in delay in information exchange and weakness investigative thoroughness • Need basic procedures for regional tip line reporting, documentation, sharing of intelligence and information. • Support of LINX data sharing initiative

NCR Concept Papers and Initiative Plans

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		**December 13, 2005** **David M. Rohrer, Chief of Police, Fairfax County, Virginia** **4100 Chain Bridge Road Fairfax, Virginia 22030 703-246-2195 dave.rohrer@fairfaxcounty.gov**	
Project Title:	**Mobile AFIS / Facial Recognition**	**Estimated Grant Amount**	**$3,000,000**
NCR Strategic Goal Alignment:	*Goal 3 – An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events.* *Objective 2 – Strengthen the gathering, fusion, analysis, and exchange of multi-discipline strategic and tactical information and data for shared situational awareness.*	**Allowability**	**20.3 Equipment, Fingerprinting & Identification** **SEL 04AP-08-AFIS**
Estimated Timeline	April, 2006 – December, 2007	**Dependencies and Cost Factors:**	Project start date is dependent on completion of current AFIS upgrade funded through UASI 2005.

Problem Statement/Project Description:

Mobile AFIS with facial recognition will allow NCR law enforcement officials in the field to identify persons using recently proven technology. With the use of the mobile device, a fingerprint and a picture will be captured and sent for search among the three participating databases consisting of approximately 1.5 million AFIS records. Current estimates indicate an approximate two minute search time for each AFIS system.

The NCR Mobile AFIS / Facial Recognition project will provide a field identification layer using the foundation constructed with the FY 2005 UASI grant award.

This FY 2006 UASI request includes funding proposals for technologies to complete the project as outlined below:

- To become fully functional with the District of Columbia (DCAFIS) and Northern Virginia (NOVARIS), the RAFIS (Montgomery and Prince Georges Counties MD) system will acquire a Mugshot system with facial recognition and a two finger searchable database.
- Current fingerprint databases for participating NCR agencies will need to be indexed by completing a conversion process including the facial recognition portion and specific arrest information.
- The AFIS community will take advantage of a stand-alone communication system utilizing the wireless technology of GPRS 12, which is a minimum requirement for the Mobile AFIS component. This resourse will allow interoperability throughout the NCR**.**
- Appropriate region-wide training during system implementation will be provided.

Mobil AFIS is an electronic "Search of the pockets" in that when a scan is initiated an identification is possible based on a fingerprint match. If the subject scanned has a prior local record, the result will be a "hit" on that record, returning the associated MugShot and name.

The three AFIS systems are linked to provide a method for searching all systems in a logical order. This mobile subsystem capability will be independent of the search engine required to process daily criminal arrest records. This approach allows each agency to use the available tools when necessary and not adversely impact the normal operation of another jurisdiction.

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. See Chart			

Project Performance Measures	Baseline Value	Target Value
1. Cross regional access to Mugshots.	NONE	100% accessibility
2. Identifying people of interest or wanted persons with the use of the Mobile AFIS device.	NONE	50
3. During the project implementation, a given number of mobile units will be strategically deployed. Appropriate statistical data will be captured to monitor mobile system performance.	NONE	10 units: data gathered from use of the device-interoperability and information obtained on individual persons.
4. Law enforcement officers in the NCR will have immediate field access to the regional databases including both fingerprints and mugshots with real-time identification capability.	NONE	100 units

INITIATIVE PLAN

National Capital Region Mobile Automated Fingerprint and Facial Recognitions System

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.

National Capital Region Mobile Automated Fingerprint and Facial Recognitions System

People- Those from each contributing agency within the region have provided input regarding system enhancements to make the Mobile/Facial Recognition regional interoperable, as well as able to meet the needs of each individual agency.

Equipment- The Mobile AFIS/Facial Recognition System will allow immediate field identification of persons of interest by hand held field devices. If awarded, 2006 UASI funding will provide agencies in the NCR the capability through use of wireless technologies to search fingerprint/mugshot databases of the respective jurisdictions.

Training- The Mobile AFIS Device is portable and heavy duty. The equipment will require minimal training for each agency on the NCR. This equipment will function similar to current radio devices. It is anticipated that a member of each agency will be trained in the functional aspects of the device and impart their knowledge to their respective agency.

Exercise/Evaluation- Evaluation will take place in two parts, the first being during the initial field-testing phase of the equipment. The second will occur during full NCR implementation and use of the system.

Data will be collected and analyzed to measure strengthens and weaknesses of the technology. Resulting information will be utilized to improve system capabilities.

Plan, Policies and Procedures- Currently the AFIS system is using regionally agreed upon plans, polices and procedures. In keeping with the AFIS project, the Mobile/Facial Recognition endeavor will utilize Memorandums of Understanding and the current steering committee structure to ensure program success .

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

The Mobile AFIS/Facial Recognition system will utilize the same geographical function as the current and proposed AFIS systems. The mobile hand held device will operate in NCR and utilize the three AFIS systems if required. The mobile devices will have the capability of collecting data using the Northern Virginia, Montgomery County M.D. or the District of Columbia sites. The user can use one or all three sites within the NCR.

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.

As 2005, an automated fingerprint system is currently functioning through out the NCR. Because of impending obsolesces FY 2005 UASI funding was secured. Because of this funding, the current system will be up-graded and enhanced with the newest technology.

UASI funding is required to construct and implement the Mobile AFIS/Facial Recognition System. This system will utilize the fingerprint/mugshot capability housed through out the NCR. This will provide for the transmission of real-time information by officers in the field for the establishment of immediate identity of suspects or suspicious persons.

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

Because of previous UASI funding for the AFIS upgrade, a Project Manager and a Steering Committee consisting of representatives from each participation jurisdictions is already in place. As stated above, the Steering Committee will utilize currently existing Memorandums of Understanding and revise as appropriate to ensure program success.

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.

How does your initiative help expand regional collaboration?

The effects of the regional collaboration realized during the AFIS project will be enhanced through the completion the Mobile AFIS project.

Over the past twenty year, an automated fingerprint system has been in place throughout the NCR. 2005 UASI funding permitted the interoperability between the NCR to continue. The advent of this new technology will allow agencies throughout the NCR to better identify suspects who have committed various types of crimes.

If funded, Mobile AFIS/Facial Recognition will employ collected data from the upgraded AFIS system. This will allow transmission of real-time information by officers in the field for the establishment of immediate identity of suspects or suspicious persons that could lead to arrest or prevent of crime.

How does your initiative help implement the National Incident Management System and National Response Plan?

Mobile AFIS/Facial Recognition is currently a law enforcement tool utilized throughout the NCR. Through various COG meetings and work groups, the Mobile AFIS/Facial Recognition system has been advocated for in conjunction with other NCR initiatives. Examples would include LiNX project, identification cards, and utilization of the hand held units for immediate identification at the scene of an event. Combining these initiatives into programs to accomplish cooperative results is building these endeavors into programs that are emergency management oriented.

How does your initiative help implement the Interim National Infrastructure Protection Plan?

Mobile AFIS/Facial Recognition is currently a law enforcement tool utilized throughout the NCR. Through various COG meetings and work groups, the Mobile AFIS/Facial Recognition system has been advocated for in conjunction with other NCR initiatives.

After the implementation of agency protocol, these devices will be provided to law enforcement agencies in Virginia, Maryland, and the District of Columbia. The tool is provided for everyday use in order to identify persons of interest. Everyday, law enforcement personnel are dispatched to our national infrastructures, however, cannot positively identify individuals found at these locations. This tool will provide instance identification if the subject had been previously arrested in the NCR.

Prevention is also key, this tool will be utilized by jurisdictions such as the Metro Transit Authorities. As in the previous example people can be identified, this tool can be used in the subway system or any means of transportation.

This device will also be provided to tasks forces that are entrusted to keeping our infrastructure safe from attack.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January , 2006

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Project Title:	**National Capital Region – Law Enforcement Information Exchange (NCR-LInX)**	**Estimated Grant Amount**	*$4,000,000*
NCR Strategic Goal Alignment:	Strategic Goal 3 – An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events. Objective 2 – Strengthen the gathering, fusion, analysis and exchange of multi-discipline strategic and tactical information and data for shared situational awareness.	**Allowability**	4 – Computer Equipment 21 – Other Authorized
Estimated Timeline	*September 2006 – September 2007*	**Dependencies and Cost Factors:**	Project start date is dependant on completion of Phase 1 of current NCR-LInX implementation.

Problem Statement/Project Description:

Despite the significant vulnerability residents and visitors of the NCR are exposed to, this region lags behind many others who, despite being less vulnerable or as likely a target, have law enforcement information sharing initiatives in place or underway. Since 2000, the Metropolitan Washington Council Of Governments (COG) Police Technology Subcommittee has undertaken law enforcement data sharing as its primary mission. To date, the Regional Pawn Data Sharing System (RPDSS) has been successfully implemented with participation by 17 of the 19 COG agencies participating, Currently 800 trained investigators have access to the over 1 million pawn records already in the system. While the sharing of pawn data has proven to be very successful with over 1,300 arrests and $4 million in recovered stolen property in the first six months alone, this only scratches the surface of criminal justice data sharing needs. The real core of law enforcement information is in its daily police reports, traffic citations, CAD system entries, arrest reports and mug shots.

In June of 2005 the COG Police Technology Subcommittee collaborated with the Naval Criminal Investigative Service (NCIS) to launch the NCR – LInX after having explored multiple criminal justice data sharing options. The LInX system appears to be the most robust in the nation, having already successfully implemented criminal justice data sharing initiatives in the State of Washington, Hampton Roads Region of Virginia, Gulf Coast of Texas, the islands of Hawaii and the area of the Florida – Georgia state line.

The goal/project description of the NCR – LInX is to achieve complete criminal justice data sharing capability among the more than 75 law enforcement agencies that make up the National Capital Region. A formal charter has been executed by 28 of the region's law enforcement agencies. The project will be administered under the guidance of the NCR-LInX Governance board, which is currently chaired and co-chaired by two of the region's police chiefs. Legal officials from the 28 agencies who have signed the charter are currently reviewing a formal memorandum of understanding. While our subcommittee asked for $4 million during the FY 2005 Homeland Security Grant Program: UASI, using Montgomery County's letterhead for application purposes, we only received $1 million.

This grant was leveraged by our collaboration with NCIS permitting the initiation of Phase One.

Phase One includes bringing fourteen law enforcement agencies, that have been formally selected, on line as part of the pilot phase. Those agencies include: Arlington County Police and Sheriff, Alexandria Police, Metropolitan Police Department – District of Columbia Police, Fairfax City Police, Fairfax County Police, Loudoun County Sheriff's Office, City of Manassas Police, Metropolitan Airports Authority Police, Metro Transit Police, Montgomery County Police, NCIS, Prince George's County Police and Prince William County Police. Interviews to begin the data extraction with some of the agencies listed above have already stared.

We are seeking additional funding to support Phase Two which will include the following tasks, deliverables and collaborating partners:

In collaboration with NCIS and Northrop Grumman, their retained contractor, we hope to bring the remaining agencies that have signed the charter but were not part of the original 13 pilot agencies. Furthermore, given the success the Regional Pawn Data Sharing System (RPDSS), it makes sense to merge and incorporate this stand-alone database with NCR – LInX. Finally, an overwhelming request that the Steering Committee (COG Police Technology Subcommittee) has received from the officers and investigators using RPDSS, is to include a bulletin board on the sign in screen of NCR – LInX that would be used to post current persons of interest, patterns, trends and any other information that law enforcement officials would deem very important to quickly disseminate into the hands of on-duty personnel.

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. (See Chart)			

Project Performance Measures	Baseline Value	Target Value
1. Cross regional access to NCR – LInX	75%	100% accessibility
2. Assist in the identification of persons of interest or wanted persons	75%	100%
3. Assist in the closing of unsolved crimes or related incidents not previously known	75%	100%

INITIATIVE PLAN

The National Capital Region – Law Enforcement Information Exchange (NCR – LInX)

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.

The National Capital Region – Law Enforcement Information Exchange (NCR – LInX) will address the priority need of the region's law enforcement agencies by allowing them to access each other's criminal justice databases in real-time, significantly enhancing public and officer safety. The current strength in the NCR is that most law enforcement agencies collect very valuable criminal justice data, including CAD entries, traffic and parking citations, police reports and mug shots. The obvious weakness that has been determined through a formal needs assessment and prioritization analysis is that hardly any of this valuable data is shared in an effective or efficient manner. Police officers and criminal investigators still rely on "old fashion" police work to find leads in other jurisdictions, that is, calling points of contacts or making site visits to ascertain if they have any information on a specific person, place or vehicle. This initiative will allow authorized and trained law enforcement officers to access real-time criminal justice data from participating agencies, allowing them to gain immediate valuable leads on weak cases, which in turn will mean significantly more case closures.

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

The NCR – LInX project is a specific request by the NCR's police chiefs who have asked the Metropolitan Washington Council of Governments (COG) Police Technology Subcommittee to make criminal justice data sharing its highest priority. The subcommittee has responded by designing and implementing a regional and robust pawn shop data sharing system. The goal/project description of

the NCR – LInX is to achieve complete criminal justice data sharing capability among the more than 75 law enforcement agencies that make up the National Capital Region.

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.

To date, the Regional Pawn Data Sharing System (RPDSS) has been successfully implemented with participation by 17 of the 19 COG agencies. Currently 800 trained investigators across the region have access to the over 1 million pawn records already in the system. While the sharing of pawn data has proven to be very successful with over 1,300 arrests and $4 million in recovered stolen property in the first six months alone, this only scratches the surface of criminal justice data sharing needs. The real core of law enforcement information is in its daily police reports, traffic citations, CAD system entries, arrest reports and mug shots. While our subcommittee asked for $4 million during the FY 2005 Homeland Security Grant Program: UASI, using Montgomery County's letterhead for application purposes, we only received $1 million. This grant was leveraged by our collaboration with NCIS permitting the initiation of Phase One. Phase One includes bringing thirteen law enforcement agencies, which have been formally selected, on line as part of the pilot phase. Those agencies include: Arlington County Police and Sheriff, Alexandria Police, Metropolitan Police Department – District of Columbia Police, Fairfax City Police, Fairfax County Police, Loudoun County Sheriff's Office, City of Manassas Police, Metropolitan Airports Authority Police, Metro Transit Police, Montgomery County Police, NCIS, Prince George's County Police and Prince William County Police. Interviews to begin the data extraction with some of the agencies listed above have already stared. We are seeking additional funding to support Phase Two which will include the following tasks, deliverables and collaborating partners: In collaboration with the NCIS and Northrop Grumman, their retained contractor, we hope to bring the remaining agencies online that have signed the charter but were not part of the original 13 pilot agencies. Furthermore, given the success the Regional Pawn Data Sharing System (RPDSS), it makes sense to merge and incorporate this stand-alone database with NCR – LInX. Finally, an overwhelming request that the Steering Committee (COG Police Technology Subcommittee) has received from the officers and investigators using RPDSS, is to include a bulletin board on the sign in screen of NCR – LInX that would be used to post current persons of interest, patterns, trends and any other information that law enforcement officials would deem very important to quickly disseminate into the hands of on-duty personnel.

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

A formal charter has been executed by 28 of the region's law enforcement agencies. The project will be administered under the guidance of the NCR-LInX Governance board, which is currently chaired and co-chaired by two of the region's police chiefs. Legal officials from the 28 agencies who have signed the charter are currently reviewing a formal memorandum of understanding (MOU). Once the MOU clears regional legal review, the day-to-day management plan of the NCR – LInX will be administered by the COG Police Technology Subcommittee, which is made up of operational and IT officials from each of the 19 COG agencies. The COG Police Technology Subcommittee has been appointed by the NCR – LInX Governance board as the Steering Committee.

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 initiative relates to the overall state homeland security programs in that it will assist law enforcement to quickly identify persons, locations and vehicles of interest, significantly increasing homeland security through more effective and efficient case closures. Public safety will be significantly enhanced by identifying and apprehending dangerous persons through shared criminal justice databases in real-time. This initiative will help incorporate the three overarching National priorities (Expand Regional Collaboration; Implement the National Incident Management System and National Response Plan; and Implement the Interim National Infrastructure Protection Plan) in that it has already significantly expanded regional collaboration. During a mutual aid event, it can only assist during the implementation of NIMS by contributing very effective criminal justice information to the command staff.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		**January 27, 2006** **Roger Kelly, Leiuteant, Fairfax County Police Regional Intelligence Center (RIC)** **4100 Chain Bridge Road, Fairfax Va, 22030 (703) 212-4603 r.kelly@fairfaxcounty.gov**	
Project Title:	**Regional Operational Multilayer Analysis(ROMA)**	**Estimated Grant Amount**	*$4, 500,000*
NCR Strategic Goal Alignment:	*Prevention and Mitigation*	**Allowability**	*N/A*
Estimated Timeline	*July 2006-September 2008*	**Dependencies and Cost Factors:**	*$2,250,00 per year*

Domestic law enforcement is still reactive in the way it conducts criminal investigations. Most are usually driven by events and based on the act. Information/intelligence is developed by way of looking at what happened, then trying to determine who, what, when and how.

What's needed is a shift in methodologies. Its not longer good enough to figure out culpability after the act, we must use every tool at our disposal to try and predict, interdict and prevent the criminal act of terrorism from occurring in the NCR.

No such act just happens. It requires months, if not years of planning, money, travel and communications, most of which is captured on one data base or another. This information then becomes an operational vulnerability. In order to exploit this we must change the way we use data. The ROMA program data mines large volumes of stored information and layers it against mapping and the criminal behavioral characteristics associated with terrorism. The end result is a predictability tool that identifies where an attack may occur, who may do it and when. This is blending the existing doctrines of Community Orientated Policing and COMSTATS , with a data mining tool that factors in criminal behavior, making for true predictability analysts.

It's based on several different programs that are in place by the U.S. Government and the private sector. The training and development phase would create the tools and produce finished intelligence products that would be used by investigators/agents and decision makers for tactical and strategic applications within the NCR.

The Regional Intelligence Center is established location, staffed by law enforcement and public safety personnel from the NCR and at all levels of government. It's working counter-terrorism related cases and has access to the data systems of all its partners. The intelligence analysts are producing finished intelligence products in support of ongoing operations. This makes

it uniquely qualified to institute this program. The infrastructure is in place and the methodology represents the next level of service to our community.

It will take one year to establish and a second year to extract its maximum value. Real change comes slow, real worth must be demonstrated.

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. Design the ROAM system for the NCR	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Identify tactical/strategic intelligence requirements for NCR	July-August 2006
2. Internal Analysts Development Phase	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Complete Pilot Terrorism Analysis Course #1	September-November 2006
3. Revise Training Course	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quarterly review of training	December 2006-Ausust 2007
4. NCR Outreach training	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Completed all levels of training to the region	September-November 2007
5. Complete Train the Trainer courses	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quarterly Review of Course and Program	December 2007- August 2008
6. Reassess ROMA	Lt. R. Kelly/ Partners in NC(RIC)/ Contractors	Quantify number of threat assessments, closed cases, arrests, active cases and a two year customer survey	September 2008

Project Performance Measures	Baseline Value	Target Value
1. Hire Designing/Training staff	None	100%
2. Design training	None	100%
3. Identify and Purchase Hardware/Software	None	100%
4. Produce finished intelligence products	None	100%
5. Train doctrine to Regional Partners	None	100%
6. Reassess/ Regional Customer Survey		

INITIATIVE PLAN

Regional Operational Multilayer Analysis (ROMA).

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.

Regional Operational Multilayer Analysis (ROMA). It will combine specially trained analysts, regional focused, with all source data sets, GIS mapping and algorithms that identify human behavior, in order to develop truly pro-investigations/operations and aid decision makers in tactical and strategic planning for counter-terrorism/crime.

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

   The NCR: Montgomery County, Prince Georges County, The District of Columbia, the City of Alexandria, Arlington and Fairfax County, and all they smaller jurisdictions within.

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.**

   The NCRIC is already in operation, so the office space, phone lines, work stations and virtual networks are already in place. Grant funding will provide the class rooms, equipment and staff to conduct the training and produce the product.

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

   The ROMA program will be fold into the NCRIC; as such it will be governed in accordance with existing MOU's, SOP's and subject to oversight by the current Board of Governors. On-site supervision will be done by centers Coordinator. Representatives will be solicited from stakeholders in the regions, they will meet to assist in the needs assessment and to identify ways to enhance information sharing and operational imperatives.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">December 23, 2005
Sergeant David Anderson
Training Development Section Supervisor,
Montgomery County Police Department (Maryland)

9710 Great Seneca Highway
Rockville, Maryland 20850
(301) 279-1429
David.Anderson@montgomerycountymd.gov</td></tr>
<tr><td>Project Title:</td><td>Standardized training in terrorism prevention, detection and interdiction for Law Enforcement Entry Level and In Service Programs.</td><td>Estimated Grant Amount</td><td>$1,300,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Not available</td><td>Allowability</td><td>AEL Item Number 4.2.1

Title: Hardware, Computer, Integrated</td></tr>
<tr><td>Estimated Timeline</td><td>April 1, 2006 through June 30, 2008</td><td>Dependencies and Cost Factors:</td><td>Size of agency, availability of classrooms, and technology systems</td></tr>
</table>

Problem Statement/Project Description:

There is currently no regionally relevant standard for basic training for law enforcement officers in the area of terrorism awareness, prevention, detection and interdiction. In order to ensure consistency of our ability to engage prevention and generate meaningful intelligence, we must have a regionally relevant baseline for training.

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. Identify experts within each agency	Individual agency		April 1, 2006
2. Obtain laptop computers and projectors for instructors	Individual agency with vendor of choice		April 1, 2006
3. Send expert instructors to train the trainer courses	Individual agency with ODP/Homeland Security		May 1, 2006 (level of effort continuous)
4. Schedule classes	Individual agency		June 1, 2006 (cyclical effort)
5. Begin Uniform classes	Individual agency	AWR 130 and 140	July 1, 2006 through June 30, 2008 (continuous effort)
6. Begin Detective Crime Scene courses	Individual agency	AWR 103	December 1, 2006 through May 1, 2007
7. Begin SWAT/SOD courses	Individual agency	PER 221	December 1, 2006 through May 1, 2007
8. Begin First Line Supervisor's course	Individual agency	MGT 313	January 1, 2007 through September 30, 2007
9. Begin Executive Staff course	Individual agency	MGT-360	July 1, 2007 through June 30, 2008

Project Performance Measures	Baseline Value	Target Value
1. Course exam		100 %
2. Internal agency tabletop exercises		
3. Intradepartmental tabletop exercises		
4. Internal agency practical exercises		
5. Intradepartmental practical exercises		

INITIATIVE PLAN

Standardized Training in Terrorism Prevention, Detection and Interdiction for Law Enforcement Entry Level and In Service Programs

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.**

   The initiative is named 'Standardized Training in Terrorism Prevention, Detection and Interdiction for Law Enforcement Entry Level and In Service Programs. In order to ensure that the capability outcome designed to generate an effective sharing of information and intelligence, law enforcement throughout the region must seek to engage a common platform for entry level and in-service training. The proposed training would enable officers to detect clues and generate information that could then be processed into relevant intelligence on a regional basis. This front-end process would invariably improve the quality of deliverables from and to analysts and other consumers of threat-related information

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

   The geographical construct involves the entire COG region.

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.**

   Resources required to complete this initiative include training hours, position backfill hours, trainer-hours, training space, materials (computers, projection and video equipment). The process of standardization would require a meeting among a cross-section of police trainers within the region. These trainers could then develop common training goals, materials, and methods for the course. Many of the existing training facilities could be leveraged for delivery throughout the region, however, to ensure mobility and the ability engage distance learning and role call training, an enhanced number of laptop computers and projection equipment would prove beneficial. Additionally, position backfill overtime support would enable participating agencies to ensure the maintenance of staffing while the training is engaged. The equipment enhancements needed to support this initiative are available off the shelf or through existing procurement processes.

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

   Resources required to complete this initiative include training hours, position backfill hours, trainer-hours, training space, materials (computers, projection and video equipment). The process of standardization would require a meeting among a cross-section of police trainers within the region. These trainers could then develop common training goals, materials, and methods for the course. Many of the existing training facilities could be leveraged for delivery throughout the region, however, to ensure mobility and the ability engage distance learning and role call training, an enhanced number of laptop computers and projection equipment would prove beneficial. Additionally, position backfill overtime support would enable participating agencies to ensure the

maintenance of staffing while the training is engaged. The equipment enhancements needed to support this initiative are available off the shelf or through existing procurement processes.

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.**

   Information sharing and regional collaboration remain critical priorities for all police agencies in the NCR and throughout the COG region. Linked by the Capital Beltway, Metro rail and Bus systems, and Interstate 95 (among other major thoroughfares, our jurisdictions deal with the same criminals, activities and patterns. The common-training proposal supports these priorities by ensuring a common basis for evaluating and assessing information at the front-end, and assessing potential outcomes and consequences related to known terrorist tactics and activities intended to support terrorism. Implementation of a common training platform would enable law enforcement.

CONCEPT PAPER

Regional Expansion of the Terrorist Incident Prevention Program-TIPP

Estimated Timeline: Present to September 30th, 2006, and beyond, indefinite future

Describe regional Problem/Deficiency in Terrorism Prevention, Preparedness, Response, and/or Recovery that Application will Address:

Because of the uniqueness and threat profile of the National Capitol Region (NCR) there is a critical need to expand the Metropolitan Police Department's Operation TIPP-Terrorist Incident Prevention Program, to encompass areas surrounding the District of Columbia. Currently, this program strategically targets more than 60 types of businesses and industries that pose a higher risk due to their vulnerability to exploitation by potential terrorist. This program enhances local law enforcements' relationship with these critical partners by developing a mechanism for effective two-way communication and threat reporting that is separate from the general community reporting process. This separation also allows LE to track and measure more specific suspicious activity that can be rapidly investigated and measured enhancing our ability to identify increases in potential terrorist activity. Because of the limited geographic boundaries of the District of Columbia, and the limited number of businesses having exploitable recourses within the city, it is very conceivable that a terrorist event will have its initial planning stages occur outside of the city limits. Therefore, the crucial need exits to expand the TIPP's program regionally to allow for the expanded collection and tracking of submitted intelligence information which will be analyzed among the NCR partners for information that may be developed in reference to a threat not just posed towards the District of Columbia, to the entire area itself.

Identify Regional Planning, Training, Exercises, and/or Equipment Needed and Explain how it/they will Address Problem/Deficiency:

1. Development of TIPP information gathering, sharing and investigation protocols and guidelines accepted by all NCR partners that will allow for the collection of the same information across the region, as well as the rapid and seamless information sharing, notification and investigation across the region.

2. All necessary personnel having access to and responsible for the investigation of the TIPP information have received the necessary security clearances to allow unrestricted information sharing within the NCR.
3. Establishment, and extensively advertised and published, regional TIPP Hotline and Call Center for the collection, storage and dissemination of the TIPP information. This will allow for a single centralized point of information gathering, tracking and dissemination which will ultimately allow for the more effective and efficient investigation of the developed information by the NCR partners.
4. Established and governed coordination between the Regional TIPP call center and designated fusion center(s) for the rapid and effective exchange of information.
5. Obtain secure communications equipment required for the storage and exchange of TIPP information such a secure fax, phone lines, secure internet (CiperNet) and cell phones. Without the certified secure communications equipment, NCR members may be prohibited, and/or reluctant to exchange sensitive information. .
6. Procure necessary tracking, storage and investigative technology-i.e. Cameras, laptops, printers, office space, GIS mapping, and secure databases and conduits which will to allow for effective and efficient information gathering and exchange.
7. All TIPP call takers, investigators and users receive the necessary training to collect, retain, disseminate and investigate the collected TIPP information as governed by developed protocols, MOU's and guidelines developed by the NCR.
8. Printing, Publication and distribution of a regionally accepted TIPP pamphlet for use in the Regionally expanded TIPP program.

Provide Estimated Cost and Long Term Funding Strategy:

1. Retain contractor to conduct assessment of NCR to assist in the development of regional TIPP information gathering, sharing and investigation protocols and guidelines accepted by all NCR partners that will allow for the collection of the same information across the region, as well as the rapid and seamless information sharing, notification and investigation: $175,000
2. Retain contractor to research, develop, prepare, publish and implement an ongoing distribution process for a regionally accepted TIPP pamphlet for use in the Regionally expanded TIPP program. $300,000
3. Establishment of a regional TIPP's Hotline and Call Center for the collection, storage and dissemination of the TIPP information. This will allow for a single centralized point of information gathering, tracking and dissemination which will ultimately allow for the more effective and efficient investigation of the developed information by the NCR partners. Include phone line subscriptions, T-1 lines and secure communications, data tracking and storage equipment. $1,500,000
4. Procure necessary TIPP information assessment and investigative technology-i.e. Cameras, laptops, printers, office space, GIS mapping, and secure databases which will to allow for effective and efficient information gathering, investigation and exchange $400,000

5. Contractor and overtime costs to ensure that all TIPP call takers, investigators and users receive the necessary training to collect, retain, disseminate and investigate the collected TIPP information as governed by developed protocols, MOU's and guidelines developed by the NCR: $250,000

Dependencies and Cost Factors: Time delays for necessary security clearance of personnel, Development of a NCR Intelligence Fusion Center for the coordination of TIPP's information, delays in the production of secure communications equipment due to current high demand

Provide Names and Contact Information for Individuals with Appropriate Expertise who will Prepare and/or Assist in Preparing Application:

Commander Cathy Lanier (cathy.lanier@dc.gov)
Captain Jeffrey Herold (Jeffrey.herold@dc.gov)
Lieutenant Steven Sund (steven.sund@dc.gov)
Special Operations Division
Metropolitan Police Department, 300 Indiana Avenue N.W., Washington D.C. 20001
(202) 671-6505

INITIATIVE PLAN

Terrorist Incident Protection Program (TIPP)

Because of the uniqueness and threat profile of the National Capitol Region (NCR) there is a critical need to expand the Metropolitan Police Department's Operation TIPP-Terrorist Incident Prevention Program, to encompass areas surrounding the District of Columbia. Currently, this program strategically targets more than 60 types of businesses and industries that pose a higher risk due to their vulnerability to exploitation by potential terrorist. This program enhances local law enforcements' relationship with these critical partners by developing a mechanism for effective two-way communication and threat reporting that is separate from the general community reporting process. This separation also allows LE to track and measure more specific suspicious activity that can be rapidly investigated and measured enhancing our ability to identify increases in potential terrorist activity.

1. **Regional Construct: National Capitol Region**

Because of the limited geographic boundaries of the District of Columbia, and the limited number of businesses having exploitable recourses within the city, it is very conceivable that a terrorist event will have its initial planning stages occur outside of the city limits. Therefore, the crucial need exits to expand the TIPP's program regionally to allow for the expanded collection and tracking of submitted intelligence information which will be analyzed among the NCR partners for information that may be developed in reference to a threat not just posed towards the District of Columbia, to the entire NCR.

2. **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.**

The following processes will need to be established for the smooth implementation of this initiative:

- Development of TIPP information gathering, sharing and investigation protocols and guidelines accepted by all NCR partners that will allow for the collection of threat/suspicious activity

reporting across the region, as well as the rapid and seamless information sharing, notification and investigation across the region.

- Establishment, and extensively advertised and published, regional TIPP Hotline and Call Center for the collection, storage and dissemination of the TIPP information. This will allow for a single centralized point of information gathering, tracking and dissemination which will ultimately allow for the more effective and efficient investigation of potential threats to the NCR partners.

- Established and governed coordination between the Regional TIPP call center and designated fusion center(s) for the rapid and effective exchange of information.

- Procure necessary tracking, storage and investigative technology which will allow for effective and efficient information gathering and exchange.

- All TIPP call takers, investigators and users receive the necessary training to collect, retain, disseminate and investigate the collected TIPP information as governed by developed protocols, MOU's and guidelines developed by the NCR.

- Printing, Publication and distribution of a regionally accepted TIPP pamphlet for use in the Regionally expanded TIPP program.

Many of these resources already exist, in one form or another, amongst the various agencies. The challenge lies in the coordination of the various gathered intelligence. The regional centers will likely need to procure computer hardware, phone lines and phone lines.

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

The Regional TIPP Program would be governed through a multi-jurisdictional committee administered through the Council of Governments.

4. **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.**

The Terrorist Incident Prevention Program would be in cooperation with various local and federal agencies within the city and throughout the NCR by allowing for the expanded collection and tracking of submitted intelligence information which will be analyzed among the NCR partners for information that may be developed in reference to a threat not just posed towards the District of Columbia, to the entire NCR.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 26, 2006 Col. Mark S. Chaney, Superintendent, Maryland Natural Resources Police (MNRP) (410) 260-8881, mchaney@dnr.state.md.us	
Project Title:	**Maritime Awareness NCR** a. Maryland Water Watch b. Department of Natural Resources (DNR) Operations Center and "Coordinated Highway Action Team" (CHART) of the Waterways (CAD/RMS) c. MNRP Patrol Boat Fleet d. MNRP New Academy Class e. MNRP Helicopters	**Estimated Grant Amount**	$300,000 $3,300,000 $8,200,000 $2,200,000 $3,300,000
NCR Strategic Goal Alignment:	Goal 2: Community Engagement Goal 3: Prevent and Mitigate Threats & Events Goal 4: Respond and Recover from Threats & Events	**Allowability**	[See instructions to confirm allowability; attach separate sheet if necessary]
Estimated Timeline	01Jul06-30Jun09	**Dependencies and Cost Factors:**	[Attach via separate sheet if necessary]

Problem Statement/Project Description:

Project Need:

The Potomac River is the maritime gateway to the Nation's capitol. Maritime security on the Potomac and waterways in the National Capitol Region and its buffer zone—which includes a nuclear power plant and a liquefied natural gas facility—have received little attention and focus in previous years. These waterways provide a pathway to the National Capitol Region and offer access to potential targets for terrorists and need to be protected.

The Coast Guard Captain of the Port of Baltimore (COTP) is the Chairman of the Area Maritime Security Committee Executive Steering Committee (AMS ESC). The COTP's area of responsibility includes the Potomac River from the Chesapeake Bay through the District of Columbia. The AMS ESC chartered a project team to develop a maritime strategy that produced a gap analysis for the maritime region. That gap analysis showed extreme shortfalls in the Maryland Natural Resources Police (MNRP). The strategy document recommended solutions to fill those gaps and close those windows of vulnerability to our region. Improving MNRP's ability to work seamlessly across jurisdictions that share the National Capitol Region's waterways is critical to security of our nation's seat of government.

The MNRP is the primary maritime law enforcement agency in Maryland waters (including the Potomac River) and has authority to patrol and enforce Coast Guard security zones (around Calvert Cliffs Nuclear power plant, Cove Point LNG facility, special events, etc.). MNRP needs additional officers, modern patrol boats, helicopter(s) and a watch center. With these essential resources, the MNRP can carry out its missions more effectively

Project Details:

Maryland Water Watch (NCR Strategic Goal 2, Objective 4—Public Engagement): Maryland Water Watch is a statewide awareness program that coordinates civilian reports of suspicious activity on the water that might indicate threats to the State's security. This program will build off of the national model, America's Waterways Watch. The Chesapeake Bay will be divided into six sectors, as arranged by DNR, with a Program Director developing strategies and supervising the program, sector captains, and volunteers who patrol on the Potomac, keeping special watch for suspicious activities near critical

infrastructure. The Program Director is the only paid position in the program, due to limited funding.

DNR Operations Center and CHART of the Waterways (CAD/RMS) (NCR Strategic Goal 3, Objective 2—Information Sharing): CHART is a system of cameras and sensors used in Maryland's traffic management system. Computer-Aided Dispatch and Resource Management System (CAD/RMS) helps efficiently dispatch forces where and when needed. The Operations Center and CAD/RMS System will be used for the daily requirements of MNRP, and also for intelligence sharing improvements between the Maritime enforcement agencies and the already established Maryland Coordination and Analysis Center (an all-source intelligence fusion center staffed by Federal, state, and local law enforcement and intelligence analysts.) and the National Response Center. The project will include new hardware/server configuration, CAD workstation hardware, a RESPONSE web system, an ICIS RMS system, mobile workstation hardware, a RESPONSE Geo-Server, an EMBRS Fire/EMS Records Management system, PSSI Mobile & Field Reporting Client software, PSSI Mobile & Field Reporting Applications, as well as maintenance and operational items.

MNRP Patrol Boats (NCR Strategic Goal 4, Objectives 2, 3—Capacity, Resource Sharing): One of the highest priorities for the Maryland Natural Resources Police (MNRP) is the replacement of large vessels. These vessels are utilized for law enforcement patrols related to homeland security resource conservation, boating safety, search and rescue. Since MNRP is the lead agency for maritime homeland security on Maryland waterways, it is critical that the agency's fleet support routine patrols and emergency response capabilities. It is proposed that 19 of MNRP's large vessels be replaced over the next three years based on their overall age, condition and present use. Rather than replacing all of the existing large vessels with another vessel of the same size, the MNRP proposes purchasing a strategic mix of vessels designed to meet the full range of maritime operations. The MNRP proposes replacement of 39 of its small vessels over the next three years based on their present overall age, condition, and use.

MNRP New Academy Class (NCR Strategic Goal 4, Objective 4—Training): The NRP has not hired new recruits since early 2002. New hires are critical to meet the agency's staffing levels needed to fulfill its core mission. DNR is requesting to have its vacancies filled and to add 20 additional PINS to address Presidential Directive 41.
MNRP Helicopter (NCR Strategic Goal 4, Objectives 2, 3—Capacity, Resource Sharing): MNRP requests acquisition of new helicopter(s) to enhance the capabilities of the MNRP to protect homeland security and carry out search and rescue missions on and around Maryland's waterways.

Project Benefits:

The waterways represent some of our most vulnerable assets. The Potomac has not been afforded the additional security resources and therefore represents accessible targets for terrorist and is vulnerable to "all hazards" incidents. The MNRP projects listed above will improve the security measures for Maryland's waterways, and in turn secure the critical assets in the NCR region.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Maryland Water Watch		Train a network of volunteers to observe and report suspicious activities near critical infrastructures	
2. Operations Center		Joint Operations Center	
3. "		Interoperable voice and data communications	
4. "		Modern CAD/RMS system	
5. Patrol Boats		Improve response, on-station time, interoperability with regional maritime assets	
6. Academy Class		Develop new MNRP officers and train officers from surrounding jurisdictions in maritime operations—Force Multiplier	
7. Helicopter		Enhance maritime domain awareness	
8. "		Support Coast Guard	
9. "		Improve tactical response	

INITIATIVE PLAN

Maritime Awareness-NCR

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.**

Maritime Awareness-NCR
This initiative will enhance the security of the National Capitol Region by securing the waterborne approaches to the heart of our nation. The Potomac River (South of the Wilson Bridge and North of the American Legion Bridge) is the jurisdiction of the State of Maryland. The Maryland Natural Resources Police (MNRP) is Maryland's primary maritime law enforcement agency and is the only agency authorized to enforce Coast Guard designated security zones. The Maryland Maritime Strategy document, chartered by the Captain of the Port of Baltimore (who is also chairman of the NCR Area Maritime Security Executive Steering Committee (AMS ESC)), identified several projects to modernize the MNRP maritime fleet, improve interoperability and domain awareness.

1. **Water Watch-**Enhances domain awareness by training, deploying, and linking a network of volunteers from the boating community to increase vigilance and reporting of suspicious activities on the Potomac, especially around critical infrastructures.
2. **Operations Center (CAD/RMS)**-Improves interoperability and maritime domain awareness by linking maritime sensors into a joint maritime operations center and improving response through computer-aided dispatch and resource management system (CAD-RMS) to deploy assets to the right place at the right time.
3. **Patrol Boats**-Improves reliability and staying power by providing all-weather (winter and summer) vessels with improved officer safety and comfort features (interoperable communications, vessel automated identification system (AIS) sensors, toilet facilities, weapons mounts, etc.) This will allow officers to patrol more effectively and remain on station longer.
4. **Academy Class**-Critical to developing additional maritime capable officers for the MNRP and surrounding jurisdictions. This is a force multiplier.
5. **Helicopter**- Enhances maritime domain awareness and emergency response. The nearest Coast Guard helicopters to the NCR are based in Cape May, NJ, and Elizabeth City, NC. MNRP helicopter can provide airborne assistance to the Coast Guard for emergency response and maritime domain awareness, in addition as being an airborne platform for interoperable voice and data (video data link) communications.

By accomplishing the above we will address the following Capability weakness:
Critical Infrastructure - Exercise/Evaluation - Unsure whether or not we can prevent water-borne attacks.

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

The Maryland Natural Resources Police (MNRP) is the primary law enforcement agency on Maryland waters, which includes the Potomac River and the Chesapeake Bay. Their span of control includes the approaches to the our Nation's Capital, critical regional infrastructures (like the Woodrow Wilson

Bridge, Calvert Cliffs nuclear power plant, Cove Point Liquefied Natural Gas (LNG) facility, Patuxent River Naval Air Station, etc.) A successful terrorist attack on any of these facilities would have catastrophic effect on the entire region (whether through release of radioactive material, interrupting critical energy resources, disrupting regional traffic flow, or worse.) Enhancing our maritime security in the NCR by strengthening the MNRP is a regional defense.

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.**

   The MNRP is a pre-911 force in a post-911 world. Their responsibilities have changed dramatically. Such new missions as enforcing Coast Guard security zones and securing the region's waterways and critical infrastructures against the terrorist threats have over stressed a force that was designed for boater safety and fisheries enforcement. MNRP needs new tools and capabilities to reach the potential—and expectations—that our nation's leaders demand from the front line of homeland regional maritime defense for our National Capitol Region.

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

   This project will enhance the State of Maryland's defense of the waterborne approaches to our nation's capitol and critical energy, transportation, and defense infrastructures in the region and will tie into the Area Maritime Security Committee governance structure, as well as the State's governance structure. The Captain of the Port of Baltimore and the NCR Potomac river area is the same Coast Guard officer.

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

   These projects meet national priorities of enhanced maritime domain awareness and regional interoperability, filling a critical gap in our homeland security posture by extending our domain awareness and response capabilities to the maritime buffer, creating a seamless handoff between maritime and land-based forces to detect and prevent terrorist attacks, and respond quickly and appropriately as needed.

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Scoring Sheet

Law Enforcement Investigation and Operations

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper	Mobile AFIS / Facial Recognition										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	National Capital Region – Law Enforcement Information Exchange (NCR-LInX)										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Regional Operational Multilayer Analysis(ROMA)										
Related Target Capabilities:	Intelligence/Information Sharing and Dissemination										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Standardized training in terrorism prevention, detection and interdiction for Law Enforcement Entry Level and In Service Programs.									
Related Target Capabilities:		Intelligence/Information Sharing and Dissemination									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Regional Expansion of the Terrorist Incident Prevention Program-TIPP									
Related Target Capabilities:		Citizen Preparedness and Participation, Citizen Protection: Evacuation and/or In-Place Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Maritime Awareness NCR									
Related Target Capabilities:		Critical Infrastructure Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

10 Mass Care

Mass Care

Capability Definition

The capability to provide mass care services, to include immediate shelter, feeding, basic first aid, bulk distribution of needed items and other related services to persons affected by the incident, including special needs populations. People with special needs include individuals who need medical attention/personal care beyond basic first aid due to physical or mental impairment. Other populations may require special planning for certain needs, such as non-English speaking populations. The capability also provides for pet care/handling through local government and appropriate animal-related organizations. Mass care is usually performed by non-governmental organizations (NGOs), such as the American Red Cross, while special needs populations are generally the responsibility of local government, with medical needs addressed by the medical community for alternate care facilities.

Capability Outcome

Rapid provision of mass care services for the affected general population, services for special needs populations, and services for animals within the affected area.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The staffing levels, types of personnel positions, and organizations (with their associated roles and responsibilities) to ensure Mass Care is performed adequately.
- The collaboration process among information sources into local government evacuation plans and shelter agreements.
- The types and levels of training offered and training requirements to ensure personnel are following procedures and able to perform analysis?
- The adequacy of shelter both in the affected area and within the relocation area.
- The adequacy of transportation. What other means of transportation may be available? (i.e. Amtrak, Ferries, etc)
- Accommodations in place for people with special needs and the adequacy of plans to address this population.
- Collaboration efforts with NGOs to ensure Mass Care could be provided efficiently and effectively.
- Plans or programs that are in place to ensure regional interface in a situation where mass care capabilities from one region are needed to provide mass care services for a incident that occurs in another region.
- The security of those being provided Mass Care.
- The need for a liaison role among NGOs and to and from multiple levels of government (e.g. a feedback loop from NGO's and all levels of government involved).

NCR Discussion Results on Mass Care

Resource	S/W	Comments
People	S	• The ARC is the mass care provider for the NRC and they have ample volunteers to handle mass care situations. (2) • There are established partnerships with in NCR to provide coordinated training recruitment, and retention activities for volunteers. (1)
	W	• Need to dramatically increase mass care capability, including volunteer staff. • Shelters are not special needs accessible and staff do not know how to accommodate people with special needs. (8) • Need to recruit, train, and credential volunteers to help in mass care situations such as staffing shelters. (8) • Need to work more closely with NGO's (Red Cross, etc.) to make sure all resources are coordinated. (5) • Need to increase number of behavior health specialist trained in stress management techniques in shelter situations. This staff should undergo cross jurisdictional credentialing. (2) • Further outreach to community based medical personnel to get them to engage in surveillance activity is important. • Need to increase MRC levels to provide medical care for short term and home visits. • Need to integrate private sector resources. • Need to educate people on how to access mass care services during time of emergency. • Need better understanding of exact needs of agencies. • Need trained animal care teams for pets. • Need to support drinking water stockpiles with additional staff. • Need continuation of UASI'05 funding to prepare for spontaneous volunteers. • MRC resources are inadequate. We need more volunteers.
Equipment	S	• HAN and other information disbursement systems are in place, but need to be maintained and expanded • Room secure system could be adapted to meet missing person tracking/recertification needs
	W	• Need basic supplies for mass sheltering; there is presently a shortfall (11) • Need safe and adequate food supply for populace, including special needs populations (6) • Lack of suitable shelters for potential numbers of people, especially those with special needs (6) • Need to ensure back-up generation for shelters (3) • Need to replace left-behind wheelchairs other durable medical equipment (3) • Tracking systems need to be implemented for people and supplies (2) • Need infrastructure to coordinate and recruit the thousands of volunteers needed to respond to the needs of the masses. (2) • Need alert and information system (2) • Need equipment to focus on public education; there needs to be a greater focus on self sufficiency and a partnership with the business community • Inadequate security staff funding • Need plan for medication supply and access • Many of special population do not have means to shelter in place • Need communications equipment to connect ESF 6 with emergency management and incident commanders • Need family reunification system • Need equipment and facilities to shelter pets and take care of service animals • Need child care equipment and supplies • Need greater capacity to transport people with special needs to shelters • Need system to credential volunteers • Vehicles needed/identified for gaps supporting department of human services • Need to include companion animals/pets in facility planning

Resource	S/W	Comments
		• Need better, regular sources of medicines special diets • Need accessible communication in shelters for PLOSN (blind, deaf, other disabilities) • Stockpile of supplies for PLOSN • NCR has limited capability to provide emergency drinking water supplies during the first 72 hours • More assistive technology is needed to meet the mass care needs of people with disabilities. • Need a real-time system that allows for management • Storage and capacity for food and shelter • Need all types of additional equipment in order to shelter and feed a large number of people • ND centralized system for citizens to register and assist selves with locating missing persons and/or recertification.
Training	S	• Updated and on-going training on WMD for community based physicians and other medical professionals is necessary. Some initial work has been done. • American Red Cross (ARC) has developed a regional training initiative to train ARC personnel in mass care related activities. Geared towards the capacity building of 'leaders' to supervise spontaneous volunteers. • MCR volunteers and Citizen Corp volunteers are trained and ready to be demobilized in each NCR • DC Armory provided good training but there were still problems with communication, there many messages sent out each based on its own protocol • Training is available year round
	W	• It is not possible to train people where to seek help if these locations are yet to be identified. (3) • Need Joint Training with ESF 6 and other ESFs (2) • To support this capability outcome. The NCR emergency responders require sufficient training to support transportation systems and resources. Currently sufficient training has not occurred due to a lack of sufficient resources. • Shelters are not available for pre-training use, for individuals who are the most difficult to serve • Training for providers in NCR to understand and use FAC Plan developed for NCR with 03 funds • Same as before – more training is needed in all-hazards environment NCR must work • Information not shared with SNP • No training specifically for SNP • Training volunteers/staff on what is necessary to provide mass care at a 15% population number • Those responsible for organizing and providing mass care lack the training to identify needs of people with disabilities and provide for accessibility • Need to exp and use of special need NGO's in preparing PLOSN to shelter and evacuation, and to provide planned, practiced transportation to shelters. • There have been no regional training for mass care • There haven't been much on local levels even on training for sheltering operations • Limit duplication • Good base, but need for greater supply of trained volunteers • Need to have ongoing volunteer training. Need to better define what we need people to do and develop training. • Need for integrated training opportunities across ESFs and across jurisdictions throughout NCR. To exercise opening multiple shelters across NCR. • Most training centers focus around response and immediate needs, not long term. • Need additional training in mass care feeding and sheltering • Need just in time training in mass care for spontaneous volunteers • Need cross training of ESF 6 and other VOAD and citizen corps programs • Must be able to credentialise volunteers to utilize volunteers ASAP across the NCR. • Not ready to deploy MRC volunteers across the region need for regional coordinator

Resource	S/W	Comments
		• Universal design and procedures are need to ensure full accessibility • Train many more staff (local government, NGO, faith communities, volunteer) in shelter management/operations • Do not have training of people working in shelters and training for shelterees • Not enough focus on training • After action report is out soon and will be helpful • Communities represented need to be included in the major exercises – mass care, health services • Business sector needs to be better utilized and included into the planning phase • Lack of access during surge situations • Training to address behavioral health impacts of disaster victims living in shelters need be provided to those staffing the shelters
Exercises/Evaluation	S	• ARC currently exercises with MWAA at Dulles Airport, Regan National Airport, and the Pentagon yearly • Exercises are available
	W	• Have not held any regional, multi-disciplinary mass care exercises (don't even have a framework) (4) • Insufficient inclusion of special needs populations in planning and execution of exercises (3) • Exercises insufficiently frequent (2) • Need accessible multiple practice events, plans for accessing multiple shelters and evacuating communities/locales (2) • Draw on all ESF6 partners to exercise and test mutually developed plans both via table-top and full-scale exercises (2) • People do not take advantage of available exercises • No general population exercise • No system-wide HAN test has been done since 2003 • NCR emergency responders have not exercised the Metro system mass care scenario due to lack of sufficient resources • Evaluations don't include realistic after-action • Exercises focus on response, not long-term (i.e., post-24 hours) events that require mass care • Exercises need to include provisions for drinking water and sanitation • Pets are a significant reason people do not evacuate; must be a component of exercises (60% of people have pets) • 211 system is not advertised as an emergency information system • No funds for exercise and evaluation of NCR FAC plan • Call-up and processing exercise for spontaneous volunteers • More training needed in all-hazards environment NCR must work • Need to encourage NGOs to conduct exercises on their own • Need joint exercises within ESF6 • Involve consumers/customers in planning and execution • Include volunteers in exercises
Plans, Policies and Procedures	W	• Incorporate the following groups into mass care plans; business sector, nonprofits, American Red Cross, Medical Reserve Corp, and hospitals and public health, MWAA, Loudon and Fairfax cities, federal government, military, non-affiliated volunteers. Need mutual support and consistency. (14) • Need a coordinated mass care plan for a diverse population including special needs population (disabled, non-English speakers, etc.) (8) • Family assistance centers and reunification systems are identified, but not implemented in the NCR. Also require funding (7) • Pet friendly shelters or alternative pet arrangements needed/MOUs with humane society, etc. (4) • 211 centralized call center with connection to emergency information is needed (2) • Need patient tracking integrated with family assistance plans (2)

Resource	S/W	Comments
		• Need to work on logistics, basic supplies, location for mass sheltering. Need a solid cohesive regional plan/rely heavily on American Red Cross for sheltering • Need food, bottled water, and ice plans (acquisition, storage, and distribution)/transport plans for supplies including pharmaceutical stockpiles/backup power plan for shelters • Need a transition plan from mass care to long-term care/recovery (1-5 years)

NCR Concept Papers and Initiative Plans

<table>
<tr><td colspan="2" rowspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 17, 2006</td></tr>
<tr><td colspan="2">American Red Cross of the National Capital Area on behalf of the Washington Metropolitan Coalition of Red Cross Chapters (WMAC)</td></tr>
<tr><td colspan="4">Linda Mathes
CEO, American Red Cross of the National Capital Area
8500 Arlington Bvld
Fairfax, VA 22031
703-584-8400
Mathesl@redcrossnca.org</td></tr>
<tr><td>Project Title:</td><td>NCR Regional ESF-6 Equipment</td><td>Estimated Grant Amount</td><td>The Red Cross and NCR R-ESF-6 Committee recommend a budget of $25 Million to feed 300,000 people and shelter 100,000 people.

Alternately, a budget of $13.6 million will cover feeding 100,000k people and sheltering 50,000 people

It would take $58 million to reach the TCL guidelines for a region such as the NCR, e.g. feeding 750,000 people and shelter 313,000 people</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 4 of the draft NCR Strategic Homeland Security Plan directs the NCR to develop “A sustained capacity to respond to and recover from “all-hazards” events across the NCR.”

This is also in alignment with the TCL- Primarily Mass Care and also supporting Citizen Preparedness, Evacuation & Mass Prophylaxis</td><td>Allowability</td><td>Equipment purchases are explicitly allowable if tied to local and national homeland security strategic efforts, such implementing the National Response Plan (NRP) and Target Capability List (TCL) in the NCR.</td></tr>
<tr><td>Estimated Timeline</td><td>January 2006 – October 2007</td><td>Dependencies and Cost Factors:</td><td>Cost Factors include:
- Staff support from the Red Cross to coordinate project
- Support from Localities in the execution of the project
- Availability and pricing of the items from the Manufacturers
- Support from key stakeholders including
o The R-ESF-6 Committee
o Emergency Management Offices
o Human Services Offices
o VOAD member agencies
o Red Cross WMAC Chapters</td></tr>
</table>

Problem Statement/Project Description:

Problem Statement:
In the National Capital Region (NCR) there are many possible and credible disaster scenarios that will likely result in a large number of severely damaged or destroyed residential structures, as well as public health and safety concerns that could preventing return to the area. Disasters will cause the relocation and resettlement of large numbers of individuals for a matter of days or stretch into weeks and months. Given the likely scope and magnitude of potential disasters that could strike the NCR, current systems of recovery assistance being used by voluntary agencies as well as governmental agencies will be rapidly overwhelmed.

There is a significant shortage of equipment and supplies within the NCR to perform the level of Mass Care, Housing and Human Services that would be required for a major NCR incident. According to the NRP, the NCR must be prepared to provide mass care for hundreds of thousands for an extended period of time and then provide Housing and Human Services for an indefinite period.

Mass Care will also need to be able to quickly provide food for the affected population within 2-6 hours of a major NCR incident. This is in addition to the Mass Care support that will be provided to First Responders, Emergency Managers and others directly involved in Response and Recovery.

Without the appropriate Mass Care equipment, the NCR's current resources will be quickly overwhelmed, and disaster victims will have to look elsewhere for critically needed food, water, shelter, and other care. In that likely scenario, the NCR would have a large number of disaster victims that are forced back onto area roads and back into unsecured areas, prolonging the disaster's scope and impact. If the NCR has the equipment to care for the affected population, people will likely stay in fixed areas, allowing agencies to begin assessment and care, reducing the burden on strained governmental agencies and personnel who are focused on other aspects of emergency response.

Project Goal:
Provide sufficient equipment in the NCR to provide to shelter 100,000 people and feed 300,000 people, and provide emergency bulk distribution supplies to 75,000 households in a sustained capacity to respond to and recover from a catastrophic NCR event.

Project Description:
The American Red Cross Washington Metropolitan Area Consortium (WMAC), in conjunction with the R-ESF-6 Committee, the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:

- Finalize the equipment and storage requirements.
- Prepare and distribute Requests for Quotations/Proposals for the items to be purchased
- Obtain and evaluate vendor quotes/proposals
- Contract for equipment and related services
- Ensure the proper maintenance and care is provided for the equipment and manage the related services

In this proposal, a limited amount of equipment would be held by the Red Cross as the first line of Mass Care support in the NCR. The majority of the equipment is available to be held by the jurisdictions for catastrophic events and/or via a vendor-managed inventory where practical.

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. Finalize the equipment and storage requirements.	American Red Cross WMAC, in conjunction with the R-ESF-6 Committee and NCR Emergency Managers	Document defining the final list of equipment and storage requirements	1st quarter of Calendar Year 2006 (1q06)
2. Prepare and distribute Requests for Quotations/Proposals for the items to be purchased	American Red Cross WMAC	Prepare and distribute Requests for Quotations/Proposals for the items to be purchased	2nd quarter of Calendar Year 2006 (2q06)

3. Obtain and evaluate vendor quotes/proposals	American Red Cross WMAC, in conjunction with the R-ESF-6 Committee and NCR Emergency Managers	Selected Quotes and Proposals, along with appropriate supporting documentation	3rd quarter of Calendar Year 2006 (2q06)
4. Contract for equipment and related services	American Red Cross WMAC, in conjunction with the R-ESF-6 Committee and NCR Emergency Managers	Completed Contracts	4th quarter of Calendar Year 2006 (3q06)
5. Receive and Inspect the equipment as it comes in	American Red Cross WMAC, in conjunction with the R-ESF-6 Committee and NCR Emergency Managers	Documentation of items received and inspected	3rd quarter of Calendar Year 2007 (2q06)
6. Ensure the proper maintenance and care is provided for the equipment and manage the related services	American Red Cross WMAC, in conjunction with the R-ESF-6 Committee and NCR Emergency Managers	Status reports of the efforts as required by the SAA	4th quarter of Calendar Year 2007 (2q06)

Project Performance Measures	Baseline Value	Target Value
1. Have the items required to provide shelter 100,000 people and feed 300,000 people, and provide emergency bulk distribution supplies to 75,000 households in a sustained capacity to respond to and recover from a catastrophic NCR event been identified?	Preliminary lists exist, but these lists have yet to be vetted by all key stakeholders	Yes
2. Have vendors been identified for the equipment and services?	Not formally	Yes
3. Have ownership and storage locations been identified for the equipment?	No	Yes
4. Have the equipment and services been ordered/contracted for?	No	Yes
5. Have the equipment and services been received and accepted?	No	Yes
6. Is the proper maintenance and care provided for the equipment and proper management provided for the related services	No	Yes
7. Do we have the items required to provide shelter 100,000 people and feed 300,000 people, and provide emergency bulk distribution supplies to 75,000 households in a sustained capacity to respond to and recover from a catastrophic NCR event?	No	Yes

INITIATIVE PLAN

NCR Regional ESF-6 Equipment

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.

Initiative name: *NCR Regional ESF-6 Equipment*

- The need to acquire enough Mass Care Equipment and Supplies to support a large number fo NCR Residents, was specifically brought up multiple times in the Capability reviews for Mass Care and Citizen Protection: Evacuation and/or In-Place Protection.
- The draft TCL dated August 2005 indicated that a metropolitan area such as the NCR should be able to provide Mass Care support for 15% of the population, which would represent about 750,000 people in the NCR. Another place in the same TCL document indicates that number may be further broken down to sheltering approximately 300,000 people and feeding another 450,000 people. At current time, there is only equipment in the NCR to provide Sheltering to approximately 5000 people and feeding for approximately 30,000 people. Accordingly, in order to be in compliance with NIMS, the NRP and the Mass Care Capability of the TCL, a significant purchase of Mass Care Equipment.

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

- This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
  - The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City**.**

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.

- The American Red Cross' Washington Metropolitan Area Consortium (WMAC), in conjunction with the R-ESF 6 Committee, the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address this initiative:·
- Finalize the equipment and storage requirements:
  - Most of the preliminary requirements are already addressed in the attached concept paper and equipment list. However further discussion will be required across the key stakeholders to identify whether there are any additions, deletions or alternate solutions required to finalize the list.
  - Once the list is absolutely final, the storage requirements will need to be finalized, including identifying potential storage solutions, including utilizing existing or new Emergency Services

warehouse space, Vendor Managed Inventory and/or mobile storage solutions, such as Shipping Containers.

- Prepare and distribute Requests for Quotations/Proposals (RFP/RFQ) for the items to be purchased
  - Almost all of the items to be purchased are clearly defined and the RFPs and initial vendor lists should either already exist in some basic format.
  - The project partners will leverage their vast networks to identify vendors and RFP/RFQ proposal requirements not initially identified.
- Contract for equipment and related services
  - In this step the project partners will leverage any vendor relationships and procurement vehicles to ensure the most efficient and effective delivery of this equipment and supplies.
- Ensure the proper maintenance and care is provided for the equipment and manage the related services
  - The project partners have significant expertise and experience in maintaining, storing and caring for equipment and supplies such as proposed for this project. This expertise will be utilized extensively for this project, potentially in concert with storage vendors and/or Vendor Managed Inventory of some or all of these items.

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

- The American Red Cross of the National Capital Area, on behalf of the WMAC, is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the attached Concept Paper. The American Red Cross of the National Capital Area has successfully managed an FY03 UASI grant to completion and is preparing to manage an FY05 UASI grant.
- The R-ESF-6 committee, in conjunction with the R-ESF-5 Committee and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan.
- Key stakeholders already identified include:
  - American Red Cross Washington Metropolitan Area Consortium (WMAC)
  - NCR Emergency Managers
  - NCR Human Services Offices
  - NCR VOAD member agencies

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 initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as Mass Care is a key component of ESF-6 in the National Response plan. A key component of NIMS is to ensure that proper resources are available to implement the NRP.
- In order to fulfill this overarching priority, the NCR needs to acquire the specific resources defined by this initiative.

- This initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and it comprising jurisdictions.
- Providing for "Ensure adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events" was a specific sub initiative under Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated 11/18/05. During the Strategic planning process, it was determined that ensuring adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events, was an identified gap in the NCR overall preparedness and needed to be addressed ASAP.

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">22 January 2006</td></tr>
<tr><td colspan="2">Stephen Malan
Chair, State of Maryland ESF-11 Committee</td></tr>
<tr><td colspan="2">Maryland Department of Agriculture
Plant Protection & Weed Management Section
50 Harry S Truman Parkway
Annapolis, MD 21403</td></tr>
<tr><td>Project Title:</td><td>Establishment of a Food Safety and Protection Program for the National Capital Region's Mass Care Centers</td><td>Estimated Grant Amount</td><td>$880,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 4 of the NCR Strategic Homeland Security Plan directs the NCR to develop "A sustained capacity to respond and recover from "all-hazards" events across the NCR"</td><td>Allowability</td><td>Equipment purchases are allowable if tied to local and national homeland security strategic efforts, such as implementing the NRP</td></tr>
<tr><td>Estimated Timeline</td><td>January 2006-October 2007</td><td>Dependencies and Cost Factors:</td><td>Cost factors include:
- Vendor product availability and pricing
- FTE expertise availability and salary requirements
Dependencies include:
- Local Health Dept. participation
- Support from MD DHMH & MD Dept AGR
- Food Bank participation</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
Activities associated with the opening of mass care centers within or near the NCR during a disaster would include the provision of food from a variety of sources. However, the absence of a modern, technology-based food safety screening program poses health risks to citizens housed in congregate settings. An outbreak of food borne illness within a mass care center would compromise that facility and create additional burdens on adjacent sites.

Protection of the food resources within the NCR is a complex task. Meals served to mass care center residents may consist of a combination of donated/purchased restaurant meals or VOAD prepared meals. This is followed by mobilization,</td></tr>
</table>

preparation, and provision of the regional USDA food supply. Each of these methods of NCR congregate feeding is vulnerable to accidental spoilage or intentional contamination. This project will provide a consistent and coordinated approach to the rapid identification and removal of compromised food products and help provide safe and well balanced meal selections to those at congregate sites.

This project combines the acquisition, operation, and maintenance of rapid detection instrumentation, interfaced with food safety and protection training for local health officers in the NCR. Utilization of a mass spectrometer interfaced with gas chromatography provides the most rapid and accurate identification of biological pathogens and inert chemical contaminants. This instrumentation replaces the current method of pathogen isolation and long incubation periods of samples from suspect foodstuffs.

Food safety and security assessment training will be provided to local officials to increase awareness and provide basis for establishment of essential preparedness and prevention strategies for food resources in the NCR. All food warehousing and food preparation facilities that would potentially serve the NCR will be inspected and vulnerabilities will be identified.

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. Finalize equipment requirements	MD DHMH, MDA	Final list of equipment needs	1q06
2. prepare and issue purchase bids	MD DHMH	Bids provided to vendors and contractors	2q06
3. obtain and evaluate vendor bids	MD DHMH, DC Dept Health	Supporting documentation for vendor or contractor selection	2q06
4. issue contracts	MD DHMH, DC Dept Health	Completed contracts	3q06
5. receive, inspect, set up and test instrumentation	MD DHMH, MDA	Documentation of receipt	2q07
6. initiate planning objectives to be exercised	All NCR Local Health Departments, MD DHMH, MDA	Exercise scenario documented	3q07
7. conduct ESF 11 based exercise	" " " "	Summaries and recommendations provided to all participants	4q07

Project Performance Measures	Baseline Value	Target Value
1. Has the instrumentation that will provide the suggested services been identified?	Yes	n/a
2. Have vendors and contractors been identified?	Some	n/a
3. Have ownership, storage, and operators of the instrumentation been identified?	Yes	n/a
4. Will use of new instrumentation allow more stored food samples to be analyzed?	Currently can sample 0.01% total volume of selected food items at 50% of storage sites: USDA , local food banks	Enhancement to 5% total volume of selected food items at 100% of storage sites
5. Will use of new instrumentation allow more prepared meals to be analyzed	0% of sites No current plans to screen for contamination	90% of sites Remote portable instruments identify temperature variations and surface isolation of pathogens

6. Will MOU's be enacted between NCR and State of Maryland regarding extent of instrumentation use, local health agency participation in risk analysis, and training objectives?	None at present	yes

INITIATIVE PLAN

Establishment of a Food Safety and Protection Program for the National Capital Region's Mass Care Centers

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.**

   Establishment of a Food Safety and Protection Program for the National Capital Region's Mass Care Centers. This Initiative presents the NCR with the opportunity to enhance the quality of congregate care through scientific analysis and rigorous inspection matrices. Our program and capability evaluation working group identified as a strength, the diversity and abundance of LHD expertise, but cited a lack of communication and interoperability among those jurisdictions. This extensive Food Safety & Protection Program will need to build interoperability among LHD's in order to achieve it goals.

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

   This food safety initiative will provide the entire NCR with the capability to ensure food quality. Instrumentation will be housed and maintained by the Maryland Department of Health and Mental Hygiene Headquarters in Baltimore, MD. Training and other outreach will be provided to all NCR local health departments individually.

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.**

   At present, Maryland has only six regional sanitarians, an array of equipment ill-suited for rapid food pathogen and chemical analyses, and no training funds for an outreach effort to Maryland participants in the NCR. If this initiative is funded, a gas chromatograph/mass spectrometer will be acquired, dedicated for use to all NCR jurisdictions. Training funds will enable local health department personnel to acquire the skills and supplies to rapidly sample food prior to distribution or consumption in mass care centers.

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

   The cooperation of all NCR Health Department officials is a required element for success of this initiative. Cabinet level departments at the State level will depend on their Secretary to reach agreements with the LHD's. Coordination efforts are also needed from the MWCOG to ensure uniform acceptance and participation of local personnel.

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 cross-jurisdictional Initiative will support Expanded Regional Collaboration in an extensive matrix of interactions among Local, State, and Federal departments and agencies. Progressive training will be provided by MD DHMH to jurisdictions in MD, DC, and VA. MOU's will be initiated, ensuring that NCR needs receive the highest priority.

New instrumentation will also strengthen CBRNE detection capabilities, as extensive bulk food samples are gathered, delivered, and analyzed.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 26, 2006 DC Emergency Management Agency, Barbara Childs-Pair, Director Frank D Reeves Municipal Center 2000 14th Street NE, 8th Floor Washington, DC 20009 barbara.childs-pair@dc.gov 202-727-3150	
Project Title:	**National Capital Region Shelter Planning (Shelter profiles and action plans)**	**Estimated Grant Amount**	*$750,000*
NCR Strategic Goal Alignment:	*Planning & Decision-Making; Mass Care; Community Engagement; Prevention & Mitigation; Response & Recovery*	**Allowability**	*All staffing and equipment costs are allowable under the HSGP*
Estimated Timeline	14 months	**Dependencies and Cost Factors:**	*This concept paper is dependent on planning support personnel being provided to the large jurisdictions as outlines in several ESF #5 concept papers* *This concept paper will also work in concert with a 05-project award to support mass care planning and 06 projects regarding mass care equipment and animal management proposals*

Problem Statement/Project Description:

Since Hurricane Rita and Katrina, the ability to provide Mass Care and sheltering support in the national capital region has been a focus.

As the greater New Orleans area opened shelters to shelter people for Hurricane Katrina, the organizations supporting those efforts found that their shelter plans and shelter surveys were out of date and insufficient to handle the broad scale sheltering required for this event. While everyone who arrived for sheltering was housed, the staffing, supplies, policies and procedures used to execute these shelter opening were not accurate to the plans previously formulated.

It has been a while since each of the NCR Jurisdictions have compiled their shelter lists and surveyed their shelter locations.

Since that time, regulations/requirements governing shelters have changed many new regulations/requirements have been added, including executive orders requiring special needs accessibility in general purpose shelters.

Currently the National Capital region does not know how many people it can provide mass care and shelter services for. This proposal will answer the following questions for the National Capital Region:

1. How many people can we shelter in the National Capital Region?
2. What facilities would we shelter these people in?
3. What condition are these shelters currently in (ability to cook and store food, number of showers, accessibility for people with disabilities, generator, etc.)?
4. What resources will we need to provide to each of these shelters?
5. Who are the primary contacts for each of these shelters?
6. How much food and water will need to be provided daily to support shelter operations?
7. What critical medicines will we need to provide to sheltered persons?
8. How will every shelter support persons with disabilities and other special needs?

To support this need, a comprehensive plan and assessment will be performed on shelters identified by jurisdictions throughout the National Capital Region. Within this assessment, facilities will be evaluated and for every shelter a profile will be developed. This profile will contain at a minimum:

- Floor plan of the shelter
- Number of beds / shelterees the facility can support
- Generator capacity (if applicable, If not applicable, if/how will this shelter be used in an event that may potentially disrupt power [e.g. hurricane, cyber terrorism attack]
- Showering and bathroom capacity
- Food preparation and storage capacity
- Shelter contact information
- Ability to support persons with special needs and disabilities,including persons with visual, hearing and mobility impairments.
- Does the shelter have proper fire suppression systems
- Will interior security and access to the facility be difficult to monitor.
- Proposed staffing plan, including security.
- Closest Medical Facilities, even if in a neighboring jurisdiction
- Closest pet friendly shelter

Closest shelter facility for people with acute medical needs (e.g. 0xygen, IV support, dialysis, nursing care, etc) Accompanying these profiles will be community profiles and proposed resource needs per 10,000 shelterees. This information includes basic medicines that would need to be procured, the number of bilingual support personnel needed, the amount of water per day, the number of children and their specific needs (including diapers and formula). The end result of both the shelter profiles and resource needs list would be action plans that specifically identify (based on the projected number of evacuees):

1. The number of shelters and the “best” shelters to open within a specific area
2. A universally designed plan to support persons with disabilities or other special needs including daily access to basic medical care or prescriptions.
3. Lists of specific items and the quantity that will need to be requested immediately, including food, water, blankets, toiletry supplies, medicines, volunteers, generators etc.

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. Document Shelter Locations	DCEMA in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	List of Shelters	2 months after award
2. Shelter Profiles	DCEMA in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Shelter Profiles	10 months after award

3. Shelter Action Plans	DCEMA in conjunction with the R-ESF-6 Committee & NCR Emergency Managers	Shelter Action Plans	14 months after award

Project Performance Measures	Baseline Value	Target Value
7. Is there a comprehensive list of NCR Shelters	Not formally	Yes
8. Is there a compiled set of NCR Shelter Profiles or Action Plans	No	Yes
9. Are there formal plans across the NCR for sheltering special needs clients	No	Yes

INITIATIVE PLAN

NCR Shelter Planning

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.

Initiative name: ***NCR Shelter Planning***

- The need to conduct shelter surveys, update shelter plans & layouts to ensure that shelters are sufficient and compliant with key regulations/requirements, such as Backup Power and Special Needs Accessibility was brought up at least a dozen times in the Capability reviews for Mass Care, Citizen Preparedness and Participation & Citizen Protection: Evacuation and/or In-Place Protection.

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

- This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
  - The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

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.

The DC Emergency Management Agency in conjunction with the R-ESF-6 Committee, NCR Emergency Managers, the American Red Cross Washington Metropolitan Area Consortium (WMAC), and other key partners will complete the following objectives against the project goals to address this initiative:

- Document the Current NCR Shelter Lists & ID additional Shelter Locations:
  - Many shelter locations have already been addressed in the local emergency preparedness documents. However further discussion will be required across the key stakeholders to

identify whether there are any additions, deletions or alternate solutions required to finalize the list.
  - This project will leverage the efforts of the FY05 UASI grant regarding overarching ESF-6 mass care, housing & human service planning
  - Once the list is final, the distribution requirements for these lists will need to be finalized.
- Develop shelter profiles for each location, including, but not limited to, identifying shelter accessibility issues. Develop plans including layouts and other key materials for each location to ensure smooth shelter operations
  - All the locations on the compiled shelter lists need to be profiled to ensure compliance with all key regulations & requirements, including, but not limited to, backup power and special needs accessibility issues.
  - The project partners will leverage existing shelter surveys and subject matter experts, such as the National Organization on Disabilities to address these issues.
  - The project partners will also leverage the efforts of other UASI projects regarding medical surge, animal protection & sheltering, mass care equipment and other emergency management planning efforts.
- Ensure the proper distribution is provided for these surveys, plans and layouts
  - The project partners have significant expertise and experience in ensuring that all key parties have the information needed to conduct their Mass Care roles. This expertise will be utilized extensively in this project.

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

- The DC Emergency Management Agency is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the attached Concept Paper.
- The R-ESF-6 committee, in conjunction with the R-ESF-5 Committee and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan.
- Key stakeholders already identified include:
  - NCR Emergency Managers
  - NCR Human Services Offices
  - NCR VOAD member agencies
  - American Red Cross Washington Metropolitan Area Consortium (WMAC)

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 initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as Mass Care is a key component of the National Response plan. A key component of NIMS is to ensure that proper resources are available to implement the NRP.
- In order to fulfill this overarching priority, the NCR needs to conduct the work defined by this initiative.

- This initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and it comprising jurisdictions.
- Providing for "Ensure adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events" was a specific sub initiative under Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated 11/18/05. During the Strategic planning process, it was determined that ensuring adequate mass care resources for feeding and shelter/housing in response and recovery from Disasters, especially Terrorist events, was an identified gap in the NCR overall preparedness and needed to be addressed ASAP.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 26, 2006 Yvonne Gilchrist, Director, Department of Human Services (DHS) Dr. Terry B. Thomas, 64 New York Avenue NE, Washington DC 20002 202-671-4354, Terry.Thomas@dc.gov	
Project Title:	**District ESF – 6 (Mass Care needs)**	**Estimated Grant Amount**	$2.0 Million
NCR Strategic Goal Alignment:	Draft NCR Strategic Homeland Security Plan directs the NCR to Goal 4 –to develop a collaborative culture across the NCR and within jurisdictions to effectively work together to strengthen partnerships (public-private-NGO's) in the preparedness and response efforts for mass care services across the NCR. "A sustained capacity to respond to and recover from "all-hazards" events across the NCR."	**Allowability**	Mass care needs (Equipment, Supplies, Food, Water, etc.) are explicitly allowable if identified relationship between the local and regional efforts support that of the NRP.
Estimated Timeline	May 2006 – December 31,2007	**Dependencies and Cost Factors:**	- Hire Consultants and/or personnel (up to four personnel) to develop, train, and execute a comprehensive regional plan (inclusive of persons with disabilities, special needs and ESL population) to provide mass care services (feeding & sheltering) to a population of approximately 165,000 (main mass care components – facilities to include features/PWDs, food, water and other supplements) - Purchase Mobile Field Kitchens, Mobile Kitchen Trailer, 2.5 Ton Truck for Transport, Kitchen Support Personnel, etc. - Upgrade current warehouse to store large quantities of equipment, supplies, and materials - Upgrade fueling station to comply with the Emergency

			Preparedness Plan - Support from NCR staff and NGO's to manage mass care services and facilities during an event (stakeholders) - Develop and maintain a database for persons with disabilities (PWD's), special needs population and English as a second language (ESL) population. - Planning, Training, Exercises, Equipment

Problem Statement/Project Description:

There are many possibilities for disasters, whether man-made (act of terrorism) or natural that may impact the NCR causing the community to be disrupted with regard to residential, business, and social structures. These possible disasters not only impact the foundation for living, conducting business and socializing but they too impact the welfare (economy, health, safety, and security) of individuals sometimes indefinitely. Acts/events of disaster may overtax the NCR's current resources to aide in response and recovery.

The NCR is charged with a major responsibility to provide mass care to a significant population of individuals for a significant period of time (not defined) based on a case by case basis.

Keeping in mind that these responsibilities are to be accomplished although the NCR experiences a lack of a comprehensive plan to include PWD's, special needs, and ESL population, qualified personnel to open and manage the mass care sites, training for personnel to keep up to date (certifications, if necessary), exercises to plan and prepare for possible disasters, equipment (mobile kitchen trailers to feed, technology and hardcopy back up database, information system and upgraded fueling station), and supplies (e.g. cots, blankets, food, water, personal hygiene kits, first aid kits, etc.).

Project Goal:

Effectively be capable of providing mass care services to individuals including persons with disabilities (PWDs), special needs, and ESL population impacted by the disaster and/or in the disaster area. Identifying personnel to be train to qualify as responders for providing mass care services to a significant size population.

Project Description:

The NCR will address the following to achieve the project goal and improve the status of the problem statement within the NCR.

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. Contract out for consultants to develop a comprehensive plan (to include persons with disabilities, special needs, and ESL population) for mass care	NCR, ESF - 6 Support agencies	Identified consultants to develop plan	1st half of Calendar Year 2006
2. Develop comprehensive regional plan (to include persons with disabilities, special needs, and ESL population) for mass care	NCR/Stakeholders (NGO's)/Consultants	Comprehensive Draft in written format	3rd quarter of Calendar Year 2006
3. Identify and train personnel to manage mass care sites	NCR, ESF - 6 Support agencies, NGO's	Increased trained personnel capable of managing mass care site	2nd half of Fiscal Year 2006/1st half of Fiscal Year 2007

4. Contract for equipment and supplies (e.g. Food, Water, Shelter sites)	NCR, ESF - 7	Contracts/Mutual Aid agreements in place	2nd/ 3rd quarter of Calendar Year 2006
5. Ensure proper preparation by conducting exercises for mass care response	NCR/DCEMA	Effectively meeting mass care needs in scenarios/field	2nd half of the Calendar Year 2006/1st half of Calendar Year 2007
6. Obtain Just in time contract for provision of alternative shelter sites	NCR/Stakeholders (NGO's)/Consultants, ESF - 7	Just in time contract in place to provide possible alternative shelter need	2nd half of the Calendar Year 2006
7. Contract to hire personnel (up to four FTE's) for Emergency Management unit in DHS to support emergency service requirements	DHS/Stakeholders	Qualified personnel (up to four FTE's) to support the mass care services for the emergency support function (ESF – 6) according to the NRP/DRP	2nd half of Calendar Year 2006/1st half of Calendar Year 2007

Project Performance Measures	Baseline Value	Target Value
1. Have a detailed plan to provide mass care services to individuals to include persons with disabilities, special needs, and ESL population impacted by a disaster.	No	Yes
2. Have contracts/mutual aide agreements been put in place for equipment, supplies, and services (e.g. Food, Water, Shelters, etc.)?	Not formally	Yes
3. Have qualified personnel been identified, notified, and trained to manage a mass care site in the event of a disaster?	Not formally	Yes
4. Has the NCR demonstrated an effectively operating mass care program by exercise?	No	Yes

INITIATIVE PLAN

District ESF – 6 (Mass Care needs)

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.

NCR – Emergency Mass Care plan and services for individuals, persons with disabilities, special needs and ESL populations impacted by a disaster. Increasing personnel in order to supplement the current three persons for the Emergency Management component of ESF- 6 within the District of Columbia, Department of Human Services (DHS).

The effective development of a comprehensive mass care plan for individuals, persons with disabilities, special needs and ESL populations is essential to the start of efficient operations of a mass care site. The plan may identify personnel, facilities, process, procedures, etc. that may be standard for the operations of a mass care site and providing services to those individuals impacted. The

District's resources to aide the NCR in a disaster are the collaboration of a variety of organizations and agencies (e.g., DCPS, Consortium of Universities, etc.). The comprehensive mass care plan is one step to take in improving mass care response. The second step is to create an independent office within DHS for emergency management also increasing the staff for the independent office so that there is an adequate number of staff to facilitate to duties/functions within the agency's emergency management role for the District and the NCR.

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

The geographical contexts of this initiative are all quadrants within the District and may include surrounding jurisdictions to include the NCR.

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.

Each quadrant within the District has at least 5 possible shelter sites or more. These sites are chosen based on the location and accessibility of shelters needed during a disaster. Approximately 400 personnel maximum (this count includes support agency personnel) may be available to manage feeding and sheltering of population impacted by disaster. As the primary for ESF - 6 (Mass Care), DHS will need funding to hire (up to (4)four) personnel to support these emergency plan efforts. DHS working along with the supporting agencies and NGO's must establish agreements with vendors, organizations, etc. to be supplied (with equipment, food, vouchers, etc.) as necessary.

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

The NCR, the District of Columbia (DC) Department of Human Services (DHS), along with the DC Emergency Management Agency (DCEMA) will coordinate with other support agencies and NGO's to monitor project progress to ensure quality and that timeframes are being met.

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 initiative relates to the overall State homeland security program, and helps incorporate the three Overarching National Priorities by encouraging a collaborative partnership between the NCR, District agencies and among the regional partners to include NGO's and other organizations that aide in supporting the NRP with regard to mass care.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">February 2, 2006</td></tr>
<tr><td colspan="2"></td><td colspan="2">Brian Smith,
Chief Operating Officer
Capital Area Food Bank</td></tr>
<tr><td colspan="2"></td><td colspan="2">645 Taylor Street, N.E.
Washington, D.C. 20017
(202) 526-5344 x 251
smithb@cfoodbank.org</td></tr>
<tr><td>Project Title:</td><td>The National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution.</td><td>Estimated Grant Amount</td><td>$ 15,000,000.00</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>The goal is to address the needs in storage for the Initial Action response in the event of a major disaster. Construction and renovations to two facilities that would provide warehouse space specifically designed for the storage of disaster preparedness food commodities.
To address the priority needs in the Continuing Action response, the CAFB will be able to design the new DC facility (and modify the Virginia facility) to enable us to immediately switch our operations in order to respond to an emergency situation. On an annual basis, the CAFB helps to distribute almost 20 million pounds of food into the regional community through our network of member agencies.</td><td>Allowability</td><td>Special exemption for construction and renovations.</td></tr>
<tr><td>Estimated Timeline</td><td>Phase 1: Design, construction and renovation of the DC facility, with an estimated cost of twenty three million dollars. The timeline for this is to have all requirements and architectural drawings complete by December 2006. Construction/Renovations will begin in January 2007, to be completed by January 2008.
Phase 2: Design, construction and renovation of the Lorton, Virginia facility, with an estimated cost of five million dollars. The timeline for this parallels that of the DC facility with completion of the project in January, 2008. The capacity for the receipt and distribution of food commodities, expand the refrigerator and freezer capacity, provide space for increased volunteer access, and install packing and sorting systems equipment.</td><td>Dependencies and Cost Factors:</td><td>Of the fifteen million dollars, approximately three million dollars will be used for the construction of 20,000 to 30,000 square feet of dedicated storage space, high-density racking and materials handling equipment. The balance of funds will be used to purchase and install systems that are appropriate for emergency situations.</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
The implementation of this timeline could be delayed if funding is to be phased in. Presently, there are no regional facilities that are able to store adequate inventories of Initial Action food supplies and there is no entity identified that is able to provide logistical support to facilitate Continuing Action food distribution.</td></tr>
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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. Design warehouse meeting requirements with input from all collaborating partners	American Red Cross USDA DC Health and Services Emergency Food providers – DC, MD, VA	Design that will meet Initial Action food supplies, and Continuing Action food distribution requirements.	December 2006
2. Construct and renovate new warehouse	Capital Area Food Bank	Dedicated modern and efficient warehousing facility that will provide immediate response to disasters within and outside the Washington Metro Area	January 2008
3. Training for Disaster Responses	Citizen Corp (DC, MD, VA) American Red Cross USDA DC Health and Services Emergency Food providers – DC, MD, VA	Design tabletop and interactivity exercises for emergency food distribution	July 2008

Project Performance Measures	**Baseline Value**	**Target Value**
1. Have adequate storage facilities been identified to store sufficient supplies of food commodities to meet the *Initial Action* emergency requirements in a cost effective manner?	Yes	Yes
2. Has an able partner been identified to provide the logistical support required to meet the food needs during the *Continuing Action* response?	Yes	Yes
3. Is there a plan to distribute significant quantities of emergency food through an established network in an emergency situation?	Yes	Yes

INITIATIVE PLAN

The National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution.

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.

Initiative name: *The National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution.*

The Capital Area Food Bank (CAFB) is the largest, public nonprofit hunger and nutrition education resource in the Washington, D.C. Metropolitan Area. Each year the CAFB distributes 20 million pounds of food, including 6 million pounds of fresh produce through over 700 member agencies.

- The current regional deficiency in this Response Plan is with preparedness for food/commodity storage, transportation, and distribution facilities. There are no regional facilities that are able to store adequate inventories of *Initial Action* food supplies and there is no entity identified that is able to provide logistical support to facilitate *Continuing Action* food distribution.
- One of the priority needs in the Mass Care target capability is the ability to provide immediate and long-term food and feeding programs to persons affected by an emergency incident. In order to respond to the food needs in a disaster situation, the District Response Plan identifies response actions as the *Initial Action* and *Continuing Action*. The *Initial Action* includes providing food to those most affected in the immediate aftermath of a disaster, while *Continuing Action* addresses the longer-term food security needs of a much larger population that is affected by a disaster. During the *Initial Action*, the immediate needs are determined, geographic resources are identified and distribution procedures are enacted. During the *Continuing Action*, logistical considerations are examined for long-term congregate feeding, to include the receipt, storage, sorting/packing, and distribution of food items to those in need.
- To address the priority needs in storage for the Initial Action response, construction and renovations to these two facilities would provide warehouse space specifically designed for the storage of disaster preparedness food commodities. The CAFB is currently in the design phase for the future footprint of the new DC facility and, should sufficient funding be available, it is possible to include dedicated storage for this purpose. The Lorton, Virginia facility also has excess land that could be utilized for expansion of the facility to include dedicated food storage as well. This capability to provide emergency-specific storage of food inventories will provide a cost-efficient method of centralizing supplies that may be urgently required in a disaster situation. Providing regional storage (DC and Virginia) alleviates the need for multiple food storage sites that will undoubtedly incur significant operating costs. The CAFB is a warehouse operation that receives, stores, and distributes food items. We have materials handling equipment, a fleet of trucks, general knowledge of the requirements for storing food commodities, and have a successful track record in the community with regard to food storage and distribution.

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

- The geographical context of this initiative is the National Capital Region. This includes Northern Virginia, the District of Columbia, and Montgomery and Prince George's Counties in suburban Maryland. The CAFB currently has strong relationships and provides services to member agencies in these jurisdictions.
- The advantage of having two sources of warehouse storage and logistical support DC and Northern Virginia) is the ability to diversify supplies and resources. Should an emergency occur in the District of Columbia and access to the DC facility is limited, there could still be access to the Virginia facility. The converse is also true.
- On a larger scale, the CAFB's affiliation with America's Second Harvest, a national network of Food Banks and a tremendous source of food and logistical support, opens up numerous opportunities for increased food supplies from across the nation, as documented in the emergency response during Hurricane Katrina in Louisiana and Texas (and other natural disasters).

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.

- The resources, processes and tools that already exist include the existing Food Bank facilities in the District of Columbia and Northern Virginia. On an annual basis, the CAFB distributes close to 20 million pounds of food to over 500 member agencies. There is a fleet of 8, 24 and 26 foot trucks (both refrigerated and dry), two semi-tractors and four trailers (two of which are refrigerated).
- The CAFB enjoys a huge volunteer database, receiving over 11,000 volunteers in a year that provide over 40,000 hours of volunteer service. The organization is predominantly a warehouse operation, with experience in food handling, inventory management and distributions systems. The current facilities have close to 35,000 cubic feet of refrigeration and 55,000 cubic feet of freezer capacity. The CAFB also emphasizes the utilization of its network of member agencies to deliver outreach programs that educate, empower and increase access to food to those in need. Unfortunately, both facilities in Virginia and the District of Columbia are filled to capacity.
- To address this facility problem, the CAFB has embarked on a capital campaign and recently purchased a warehouse/office complex on over 8 acres in Northeast DC. For this initiative, funds are required to expand the existing facility in Northern Virginia and to enable the CAFB to design and renovate/build our new facility in DC. Without sufficient funding, the plans for the new facility in DC will not include storage for emergency commodities, nor will it include the ability to transform from daily operations to emergency operations on short notice. Also, the facility in Northern Virginia will not have the capacity to store emergency commodities, nor the resources to respond in an emergency situation.
- The resources required for the CAFB to participate in the *Initial Action* and *Continuing Action* responses are fifteen million dollars. The overall cost to build and renovate both the DC and Virginia facilities is estimated to be twenty-eight million dollars. Thirteen million dollars is being raised through the CAFB Capital Campaign through individual, corporate, foundation, DC and Federal Government support. Ongoing operating requirements and funding will be minimal as most of these costs are integrated into our normal operations (with the exception costs associated with incremental upgrades to systems)

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

- The CAFB intends to take a supporting role in the storage and distribution of emergency and long-term food commodities. The CAFB will store food commodities, but access will be given to the American Red Cross (ARC), Emergency Management Agency (EMA), Department of Human Services (DHS), USDA, and/or any other organizations that will require access to this storage. The CAFB will maintain the warehouses, provide materials handling equipment and assist with inventory management and distribution if requested.
- Should long-term food distribution be required, the CAFB may be able to allow access to its existing stocks of inventory and assist in the distribution of items in support of a prescribed distribution plan. In addition, the CAFB is willing to utilize its network of over 500 member agencies to distribute food commodities to those identified as being in need. This could include a

significant number of member agencies that serve the non-English speaking populations in the region.

- The CAFB will be poised to marshal its resources in terms of warehouse, distribution systems, volunteers, and agency network in support of an emergency response plan as determined by the major partners in this capability.

- **Key stakeholders already identified include:**
  - American Red Cross Washington Metropolitan Area Consortium (WMAC)
  - USDA
  - DC Department of Health and Services
  - Emergency Food Providers (DC, MD, VA)

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 initiative relates to the overall State Homeland Security Program in that it addresses the need for emergency preparedness and the possible need for the immediate access and delivery of food commodities and longer-term congregate feeding of a larger population. This initiative provides a cost-effective solution to emergency food needs, utilizing the track record, experience and resources of the Capital Area Food Bank. This initiative also takes advantage of a tremendous opportunity to expand the capability in the region during the design phase of the CAFB's expansion plans.
- The "National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution" Initiative incorporates the three Overarching National Priorities in that it provides a response to emergency food needs, expands regional collaboration through its supporting role in food storage and distribution in both DC and Virginia, and provides long-term infrastructure through storage facilities, built with no long-term rental costs.
- Food is a basic essential in daily life and will be extremely important in an emergency situation. This initiative allows for the safe, and secure storage of food commodities in two locations, and provides strong logistical support for long-term supplies of food throughout the region. The CAFB provides food on a daily basis to those in need. We are the experts in food storage and distribution and believe that there is a unique role that can be played in the support of Mass Care feeding programs in the event of an emergency.

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Scoring Sheet

Mass Care

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper		NCR Regional ESF-6 Equipment									
Related Target Capabilities:		Citizen Preparedness and Participation, Citizen Protection: Evacuation and/or In-Place Protection, Mass Prophylaxis									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Establishment of a Food Safety and Protection Program for the National Capital Region's Mass Care Centers									
Related Target Capabilities:		Planning									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		National Capital Region Shelter Planning (Shelter profiles and action plans)									
Related Target Capabilities:		Planning									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		District ESF – 6 (Mass Care needs)									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		The National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution									
Related Target Capabilities:		Planning									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

11 Mass Prophylaxis

Mass Prophylaxis

Capability Definition

The capability to protect the health of the population through administration of critical interventions in response to a public health emergency to prevent the development of disease among those who are exposed or are potentially exposed to public health threats. This capability includes the provision of appropriate follow-up and monitoring of adverse events medical care, as well as risk communication messages to address the concerns of the public.

Capability Outcome

Appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon the onset of an event, to prevent the development of disease in exposed individuals. Public information strategies include recommendations about specific actions individuals can take to protect their family, friends and themselves.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The adequacy of mass prophylaxis and vaccination plans, with consideration to rate of set up and throughput.
- Whether or not these plans identify current and future resource requirements appropriately – such as the number, skill level, and availability of medical personnel, the impact of a nearby, secondary CBRNE/natural disaster, and the expiration of prophylactic supplies.
- The way in which public information messages are prepared and disseminated, how they provide information regarding how to protect oneself and how they should receive prophylaxis or vaccination (discuss how special emphasis is placed on reaching disenfranchised populations).
- Plans to enlist supplemental providers and volunteers. If no plans exist, consider how the NCR will enlist supplemental providers, security, and volunteers.
- Any legal issues that may arise with regard to standards of care in a mass prophylaxis campaign versus standards of care in a "normal" environment – i.e., immediate (licensing and credentialing), long-term (patients/public rights to recourse to adverse medical outcome), and occupational (needle stick injury to provider) legal issues should be addressed.
- The means/timing/technological requirements/technological barriers related to the delivery of public information messages.

NCR Discussion Results on Mass Prophylaxis

Resource	S/W	Comments
People	S	• The MRC. (6) • Full time staff time is well trained, committed, and have participated in exercises (5) • Strong core group of planners working on regional coordination; well exercised. (3) • Curriculum is in place to train volunteers in mass prophylaxis activities (e.g., distribution). • Strength of people in area; know how to handle emergencies. • Successfully developed public information sharing mechanisms and messages. • SNS planners are very knowledgeable and dedicated. • Have good plans in place. • Working well with all levels of the government to coordinate activities.
	W	• Need to continue recruiting, training, and credentialing volunteers for mass prophylaxis activities including PODs, home quarantine, etc. It is important to keep volunteers committed. (22) • Priority needs to be placed on hospital staff and family receiving prophylaxis. (12) • MRC needs to be funded. Number of volunteers need to be increased and there needs to be standardized training for volunteers across all jurisdictions. (8) • Increase regional coordination of all relevant entities and planning for mass prophylaxis activities. (8) • Increased number of health care staff (MDs, RNs, and pharmacy) is needed to be trained in mass prophylaxis activities. This will increase all capabilities and decrease competition for staff in emergency. (9) • Need to perform study "gap analysis" to identify current number and skill level of MDs, RNs and pharmacy personnel in the region. (4) • Need clear identification of EMS/fire role in distribution of mass prophylaxis. (4) • Increased training needed in all areas, e.g. special needs response, dispersal, PPE training. (2) • Need better way of sharing information in advance. Need a regional message. Need a coordinated communication process for all emergency agencies. (2) • Need to increase the number of planners and staff to support mass prophylaxis. Need to incorporate lessons learned onto plans. (2) • Need full time trainers and exercisers to support teaching mass prophylaxis activities in NCR. (2) • Need to increase security and security training for non-law enforcement personnel to secure PODs. • Need to consider special populations. • Need system for credentialing volunteers • Need to increase number of emergency preparedness staff. • Need larger support from skilled volunteer force; can not rely on unskilled volunteers. • Need system to identify credentialed people. • Need to increase risk communication capabilities. • Need increase support from other ESFs. • Need to train more SNS planners for the NCR. • Need increase in assessment • Insufficient resources to support for staff of mass prophylaxis activities. • Increase patient tracking is needed.
Equipment	S	• Much of needed equipment has been identified (3) • Most prophylaxis equipment has been obtained (3) • This is one of the easier categories to apply funding and this has been done in the NCR (2) • Fit testing in place in some counties • Have satellite phones/pagers/cells – all useful; had regional JIC, but I believe funding is going away
	W	• Lack of adequate storage for antibiotics, antivirals, vaccines, and other supplies (13) • Need additional medical supplies for PODs and hospitals (13) • Need tracking system for patients and supplies (10) • Transportation capabilities for supplies and personnel is limited (7) • There is inadequate communications equipment established (7) • Pharmaceuticals need a better re-supply process (6) • Need standardization of/distribution of equipment (6)

Resource	S/W	Comments
		• No clear regional set of expectations for equipment; needs to be standardized across region (5) • Need more PPE (4) • Have not identified physical space to handle large number of patients (4) • Need stronger logistical capabilities (4) • Priority prophylaxis for first responders and fires receivers has not been adequately ensured (2) • Lack of emergency power supplies (2) • Need to address special needs, e.g., translation services (2) • Lack of effective serialized equipment • PODs are not interconnected • Need to enhance and integrate response capability • Need more money for management and prophylaxis • Need database of volunteers • Need laptops • Lack of common decision making tools • Need mobile unit to be available • Lack interoperability • Lack of equipment to support quarantine • There is not a common decision support tool/no place to go to monitor equipment/coordinate resources/people etc. • Do not have adequate number of hospital beds. • PIO can only provide information once it is provided • Volunteer supplies needed for MRC members, e.g., medical equipment, etc.
Training	S	• Training is on-going • Progressive MRC training on-going • Developing exercises • People are resilient in the NCR • Some hospitals in WHC have invested a lot of time in developing methods • full time staff well trained • Training/forums have been developed but we need more • Have been able to conduct some small scale events
	W	• Have not optimized regional approach (23) • Need behavioral health training (6) • Not all resources are known by all groups (5) • Need outline of what is required for volunteers (4) • EMS roles (3) • Educate staff/volunteers on operations of dispensing sites and hospital staff on recognition of disaster (3) • Encourage disciplines to learn different skills (2) • Many first responders can't get overtime for training (2) • Keeping volunteers trained/ready is challenging; needs to be addressed (2) • Training needs to be available to all ESF-8 (2) • Need to train non & quasi-medical staff (2) • Drills don't include Special Needs persons (2) • Maryland law does allow governor to suspend licenses. Need to pre-train some in the event of an emergency • More flexible methods to develop training • Don't have training academy for public health • Need "Just-in-time" training for spontaneous volunteers • Insufficient Training in IMS • Not provided in hospital environment • Special needs requirements • Backfill approach does not apply well to public health • No public awareness campaigns

Resource	S/W	Comments
		• No conference held for Special Needs Person • Don't have training to run multiple events • POD volunteer disciplines • POD security techniques training
Exercises/Evaluation	S	• Carrying out exercises. (8) • Coordination of exercises increase propensity of volunteer sharing. • PIOs are at the table while planning table-tops.
	W	• Need for different jurisdictions to train and exercise together to smooth out communication processes in case of an emergency. (9) • Need to have joint (multi-ESFs or discipline) drills on a regular basis to implement plans for working together. (7) • Infectious disease should be included in all other ESFs exercises. (5) • Need an exercise for process volunteers and MRCs. (4) • DAP analysis and other evaluation guidance needed to identify exercise needs. (4) • Need training for SNPs. (2) • Undefined roles for fire/ EMS. (2) • No plan for IMT to help facilitate management of public health emergencies. • Health care staff and agencies need training. • Need table-top with top-level officials for appropriating antibiotics needed. • Need exercises to test preparedness in hospital environments. • Need regional exercise to evaluate where first receivers really stand. • Need more exercises on public messaging. • Need to include medical examiners in exercises. • Need joint state and local drills. • Need incident management training for public health personnel. • Need more functional POD exercises. • Need regional SNS. • Need to exercise use of NCR triage barcode as a means to track victims from scene to hospital to communication of placement at the Red Cross. • Need to improve after-action reports.
Plans, Policies and Procedures	S	• Have a solid all-hazards response plan and local plans (4) • Jurisdictions have plans for operation of individual dispensing sites
	W	• Need for coordinated public information plan and public education plan that includes a medical component and reaches special populations (11) • Need to transport volunteers – plan to do so/transport of people and drugs, e.g., flu vaccine, to PODs (including special populations) require planning and security (8) • Dispensing plans are not fully developed and do not use a medical model/Need to develop baseline SOPs and mutual aid agreements/many legal questions with regional response that crosses state lines/need exercises as well (7) • Lack of transparency in development of plans particularly at federal level (4) • Medical Reserve Corps need to be connected to ESF #8 (3) • Need to adopt IM (ICS) to ensure organizational approach to mass prophylaxis is in compliance with NIMS (2) • Need to improve planning with hospitals and healthcare systems/need clear plan for provision of mass prophylaxis to health workers preferentially/plan for staffing sufficient to fully execute regional mass prophylaxis response/plan for hospital support/consistency among different health care providers and institutions • Lack of clear authority regarding quarantine decisions

NCR Concept Papers and Initiative Plans

CONCEPT PAPER

Final

January 25, 2005

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Project Title:	**Surge Capacity for Public Health: Medical Reserve Corps in the National Capitol Region**	**Estimated Grant Amount**	$731,075 per year**;** **$913,844 15 months of grant**
NCR Strategic Goal Alignment:	2.4.1. Civic Involvement **Target Capabilities Addressed: Mass prophylaxis; Medical Surge; Citizen participation**	**Allowability**	**This proposal does plan to allocate resources for personnel. A total of up to 8.0 FTE's for the participating jurisdictions are proposed.**
Estimated Timeline	May 2006 – Oct 2007	**Dependencies and Cost Factors:**	This project will integrate the training component of this proposal with the ESF 8 Training Work Group

Problem Statement/Project Description:

ESF 8 (Health and Medical) and ESF 15/16 (Volunteers) have collaborated to jointly endorse and submit this proposal to recruit, manage, and train Medical Reserve Corps (MRC) volunteers. This proposal builds on the UASI funding awarded for '05 as it adds an MRC sustainment objective. The MRCs are viewed as a critical public health resource by the Health Officers Committee as the MRCs provide the surge capacity for public health in the event of a bio-attack or other public health emergency such as Avian influenza. Since the MRCs are trained as public health volunteers and work under the direction and supervision, it is important that the MRCs be viewed as an essential component of ESF 8. It is important to underscore that these MRC volunteers have special and distinct roles that differ from those of the broader cadre of volunteers working with the other elements of the Citizen Corps and other volunteer groups.

MRC volunteers have already made significant contributions such as the Hurricane Katrina response locally and in the Gulf region, assistance with national events like the Reagan funeral and the inauguration in D.C. and also in providing flu vaccine to the community as was done in Loudoun County. The NCR has already MRC volunteers assist in other activities to help their local communities such as distribution of health promotion/disease prevention and emergency preparedness community education.

This proposal has two objectives: 1) to provide funding for local health departments or other MRC administrative bodies to sustain and further develop the Medical Reserve Corps; and 2) to coordinate across the NCR region on training,

credentialing, development of cross jurisdictional deployment protocols and procedures, mutual aid agreements, collaborate on regional recruitment strategies, and seek partnerships with area universities for training expertise and assistance.

Objective 1

At present, the Medical Reserve Corps operates in the following localities in the NCR: City of Alexandria, Arlington County, District of Columbia, Fairfax County (includes Falls Church and Fairfax cities), Loudoun County, Montgomery County, Prince Georges County and (under development in) Prince William County (includes Manassas and Manassas Park cities). Several of these programs will lose funding from DHHS in 2006 and others remain with no dedicated resources to focus on and develop the program.

It has been estimated that over 20,000 volunteers would be needed to accomplish mass prophylaxis distribution throughout the NCR.

At present, there are 5,277 MRC volunteers throughout the region, and of those, only 2,663 have received training. Deliverables for Objective 1 will be to increase total MRC membership and the number of trained MRC volunteers for 2006 to 6,793 total members with 4,165 of those trained, projected increases of 27% and 63% respectively. The principle that MRC's operate under is that if they can enroll and train about 40%-50% of the volunteers needed for entire population mass prophylaxis, then these trained persons can work along side spontaneous volunteers solicited by partner organizations under ESF -15 to get the job done.

In the event of a public health disaster, MRC's would be activated through their local public health department who would be the point of coordination for the local government response in collaboration with emergency management. If MRC's had insufficient resources to fully staff the response, spontaneous volunteers (medical and non-medical) would be solicited through local volunteer centers (ESF-15). MRC's units will receive, deploy, and train spontaneous volunteers solicited through the local volunteer centers.

The UASI 06 MRC project will continue collaboration with Citizen Corps Councils and its other programs (CERT, VIPS and Neighborhood Watch) and area volunteer centers begun under UASI 05 proposal 5D. The focus will be placed upon exploring opportunities to develop cross program cooperative ventures and ensure coordination of recruitment efforts undertaken by the partner organizations in ESF 15 so that MRC recruitment efforts are not duplicative.

Objective 2

A regional coordinator, operating as an independent contractor, would work with all participating jurisdictions MRC coordinators/directors, and a regional coordinating committee to bring MRC's into closer alignment in regard to training, regional outreach materials and credentials, and develop cross jurisdictional response protocols and procedures, and mutual aid agreements. The Coordinator will work with a regional project committee representing each MRC in the region along with representation of volunteer centers, Citizen Corps Councils and other important stakeholders. Special attention will be given to ensure that policies and procedures developed for the NCR do not run counter to those in place at the national and state levels. The regional coordinator will be responsible for administering this grant for Prince Georges County Health Department.

The deliverables for Objective 2 include; 1) common regional outreach material; 2) basic curriculum and training competencies for all MRC members throughout the NCR; 3) agreement for cross jurisdictional response and call up procedures;

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. Conduct targeted volunteer recruitment (includes personal contact, PSA's, direct mail, speaking engagements, news stories)	All MRC's; collaborating with Citizen Corps Council and local volunteer centers	6793 total members (27% increase)	July 2006-Oct. 2007
2. Provide volunteer training (includes orientation,	All MRC's; collaborating with Red Cross, local health departments, state	4165 trained members(63% increase	July 2006-Oct. 2007

operations at mass dispensing sites, disaster role training, emergency preparedness, incident command, training in potential disease agents, etc.)	health departments, area universities and other training resources		
3. Develop common outreach material	Regional Coordinator (consultant); collaborating with all MRC's and local health departments and state health departments	Common regional outreach materials for all MRC's.	July 2006-Dec. 2006
4. Determine basic training competencies and curriculum provided through several medium (in-person, web-based, CD's); this project will use information derived from the ESF 8 training assessment proposal	Same as # 3; also with national MRC MRC will participate in the ESF 8 training assessment.	Basic core curriculum to be used by all MRC's in region	Nov. 2006 – June 2007
5. Establish cross jurisdictional response and call up protocols and procedures	Same as #3	Written procedures	July 2006 – Sept. 2007

Project Performance Measures	**Baseline Value**	**Target Value-2006**
1. New MRC volunteers	5,277	6793
2. Newly trained MRC volunteers	2,663	4165
3. Basic MRC regional training curriculum	Non-existent	Written and agreed upon
4. Written cross jurisdictional response protocols/mutual aid agreements	Non-existent	Written and agreed upon
5. NCR-wide outreach material	Non-existent	Written and agreed upon

INITIATIVE PLAN

Surge Capacity for Public Health: Medical Reserve Corps in the National Capitol Region

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.**

   Because public health has inadequate resources to effectively respond to large scale public health emergencies, it is critical that programs to enlist, train, and manage volunteers be supported. At present, there are about 5,700 volunteers enrolled in MRC's throughout the area and it is estimated that as many as 20,000 could be needed in a large scale event. The capability reviews conducted for mass prophylaxis and medical surge revealed that thorough plans were in place to accomplish mass prophylaxis, but that the human resources to fulfill the plans were dramatically lacking. Further, DHHS/OSG seed grants for some MRC's in the Metro area are expiring in 2006. Thus, program sustainment and resources to grow and further develop volunteers for MRC's are critical needs identified in the Mass Prophylaxis and Medical Surge as well as the Citizen Participation Capability Reviews.

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

   There are organized Medical Reserve Corps units in these localities: City of Alexandria, Arlington County, District of Columbia, Fairfax County (includes Falls Church and Fairfax cities), Loudoun County, Montgomery County, Prince Georges County, and (under development) Prince William County includes Manassas and Manassas Park cities). This proposal includes a request for a Regional Coordinator (consultant) to work with all the local MRC programs on cross jurisdictional issues.

   The local MRC's (8) of the NCR will oversee the project through an advisory council. Each MRC participating in this effort will be required to appoint one representative to serve on the advisory council. The council will meet at least monthly and keep formal records of its work. Volunteer centers representing the participating jurisdictions will also be asked to name representatives to participate in the advisory council to ensure that broad scale recruitment efforts undertaken on behalf of all Citizen Corps programs and those targeted recruitment efforts conducted by MRC's are well coordinated. The advisory council will make regular quarterly reports (written and oral) to the ESF 8 and ESF 15 (volunteerism) committee. Emergency managers, ESF 5, will also receive written reports about the project. The advisory council will meet monthly and approve the work plan and deliverables developed by the Regional (NCR) Coordinator who will focus on cross jurisdictional issues, training curriculum development, training partnerships with area universities, deployment protocols across state lines, coordination with the ESF 8 Training Work Group and other related training initiatives funded through UASI.

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.**

   Each MRC unit has an overall mission to support public health both during emergencies and in ongoing public health priorities consistent with the national MRC goals and priorities and with the priorities of their localities. MRC units have their operating policies and procedures, training programs, and recruitment strategies.

   The NCRMRCs have established collaborative networks to include the other Citizen Corps programs, Volunteer Centers, VOADs, Red Cross, as well as organizations such as Medical and Dental

Societies, and universities. With funding these networks and collaborative efforts will be strengthened and expanded.

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

(see Section 2 for a description of the project advisory body)
The Prince Georges County Health Department will provide the fiscal management for the project and provide office quarters and related support for the Regional Coordinator. The personnel (up to 8.0 FTE's-one for each of the participating MRC's) will be hired in accordance to the personnel systems operating within the parent administrative bodies, either local Health Departments (Alexandria, Arlington, Fairfax, Loudoun, Prince William, and Prince Georges County), Medical Society of the District of Columbia, or the Volunteer Center for Montgomery County.

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.

The health departments in each locality provide either direct management or a combination of liaison and operational direction to the MRCs. Each MRC operates under the direction of the emergency management structure for the locality.

The Virginia and Maryland MRCs work closely with their State MRC offices and may receive assistance and support. The State offices may serve as contact points for the national MRC especially during national events. The State MRCs are part of overall emergency response. In Virginia, the MRC office is part of the Health Department and in Maryland, the MRC office works directly under Maryland Department of Health and Mental Hygiene, Office of Emergency Preparedness and Response. The District of Columbia MRC is a Medical Society initiative in collaboration with the Health Department.

National Overarching National Priority: To strengthen Mass Prophylaxis and Medical Surge Capability.

This NCRMRC initiative will not only help build public health capacity to provide mass prophylaxis but may also help to meet public health surge by assisting with other public health activities such as monitoring, surveillance, tracking, and providing telephone support to individuals who may be at home in quarantine or isolation. MRC volunteers help to raise public health emergency preparedness and response awareness in communities.

By 2008 with continued support, the NCR MRC's are committed to increasing the pool registered volunteers to 9,101 moving the region significantly forward toward the goal of 20,000 volunteers needed to respond to broad scale public health disasters in the NCR.

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Scoring Sheet

Mass Prophylaxis

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper		Surge Capacity for Public Health: Medical Reserve Corps in the National Capitol Region									
Related Target Capabilities:		Medical Surge, Citizen Preparedness and Participation									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		<need to insert the title of a concept paper in this section>									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		<need to insert the title of the concept paper from this section>									
Related Target Capabilities:		1	2	3	4	5	6	7	8	9	10
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

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12 Medical Surge

Medical Surge

Capability Definition

The capability to provide triage and then to provide medical care. This includes providing definitive care to individuals at the appropriate clinical level of care, within sufficient time to achieve recovery and minimize medical complications. The capability applies to an event resulting in a number or type of patients that overwhelm the day-today acute-care medical capacity. Medical Surge is defined as the increased need of personnel (clinical and non-clinical), support functions (laboratories and radiological), physical space (beds, alternate care facilities) and logistical support (clinical and non-clinical supplies) in a coordinated fashion.

Capability Outcome

After the first event, minimize new cases due to preventable exposure to disease, contamination or injury. This will include exposure from communicable diseases and/or injuries which are secondary to the primary event. The at-risk population receives the appropriate protection (countermeasures) and treatment in a timely manner.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The adequacy of current medical surge plans.
- Whether adequate personnel and resources are in place to include triage, treatment, transportation, communications, and security.
- Medical surge plans which include patient tracking from event site, through treatment and post treatment.
- The ways in which medical surge plans identify current and future NCR resource requirements appropriately.
- The organizational structure and personnel roles and responsibilities to ensure adequate Medical Surge capability.
- The types and frequencies of exercises used to gauge and improve Medical Surge capability.
- The way in which the NCR identifies the adequate amount of Personal Protective Equipment (PPE) to protect current and additional healthcare workers.
- The broader issue of responder safety and health of family members with respect to PPE, prophylaxis for caregivers and family members, decontamination of victims before they enter the facility, and security surrounding the treatment facility.
- The way in which medical surge plans address the interface between hospitals, Emergency Medical Service, public health, and private physicians.
- The legal and credentialing issues surrounding the use of out-of-state medical and allied health personnel.

NCR Discussion Results on Medical Surge

Resource	S/W	Comments
People	S	• Jurisdictional monitoring and surveillance for epidemiologists, *Essence*, are solid.
	W	• Having enough licensed providers is the limiting factor in surge response (4) • Need to connect surge plans and Medical Reserve Corp. volunteers who have medical training but are not integrated into planning (including credentialing, training, liability, IMS) (3) • Not enough qualified staff available to care for all special needs populations – particularly at their homes (3) • There is a severe and chronic shortage of healthcare professionals in the NCR (2) • Fire and EMS have a large role in dealing with medical surge (2) • Who is involved with a regional plan for responding to a jurisdictional event? • Virginia Medical Examiner's Office and hospital infection control/triage staff have limited ability to surge • Surge capacity depends on private sector response which may not be available • Need to provide for families of healthcare providers • Patient tracking and sustaining tracking systems like *Essence*
Equipment	S	• PPE has been obtained for employees through HRSA, but still need more (9) • Making headway in meaningful capability expansion (4) • CATI, *Essence,* patient tracking in effect, but requires additional funding (4) • Equipment needed mainly for communication can occur through EOC/NIMS (3) • UASI grant funding of equipment and supplies. Have begun to scratch the surface to put those supplies in place. • Equipment to be able to track people in non-traditional environments • Huge need to connect with people who are isolated/quarantined. Are systems in place, but need to be maintained and grown. • Disease surveillance capability. Utilizing essence. Been in place since around 2004. • Hospitals have approximately 72 hours worth of supplies to sustain normal operations. • Have more major medical educational facilities than other regions. • There has been some increase in the number of hospital beds and labs • The adult detention center in FX is identified as a potential site for alternative care
	W	• Need additional funds to procure equipment to supply critical care medical beds (24) • Need additional storage capacity; must be able to survive on our own for 72 hours. (9) • Need to track patients and equipment. (9) • Regionally lack the physical space to handle large number of patients (6) • Transportation (5) • Need increased capacity for safe storage of remains. (3) • Need to harden hospital facilities to withstand environmental assault, e.g., flood (3) • In worse case scenario have to plan for assistance that comes. Need to identify how would expand beyond your physical space. (2) • We need specific scenario oriented equipment such as burn, chemical, and Mark I kits (2) • Need to in crease maintenance and testing of special HVAC equipment (2) • Have received some funding but only around a million dollars which has provided some equipment, but not enough to meet the need of the area. Have major shortcomings that need to be addressed. • Sustainment and replacement issues. • Medical gases are a limiting factors. • Lab surge. • Physical space requirements for storage/triage/patient overflow for massive flow • Costs of preparedness are astronomical. • Need to keep in mind what constitutes a "bed." • In a CBRNE event would need detection equipment at a hospitals. • Need a system that will allow the tracking of patients no matter where they are until they are released.

Resource	S/W	Comments
		• Need funding for evaluation and validation of this system to determine its efficiency/effectiveness. Will be useful for e.g., pandemic flu, etc. • Supplies are budgeted for 72 hours and for normal operations; unrealistic level of supplies for a crisis. Need to budget for surge and for longer period of time. • Plans do not have contingencies for communications failures. • Have limited if any surge capacity. • Shortage of healthcare personnel in this region. • Will not have capability to build surge capacity • Not aware whether or not medical personnel would be willing/able to assist in medical surge. • Cannot rely national resources to be available. • In national event can't expect federal help. • NDMS etc., need facility for federal resources to work. Will bring resources place., etc • Don't have appropriate infrastructure to mobilize. • Communication capacities for PIO need to be increased. • Need additional PPE equipment. (depending on what the CDC standard is) • DC 211, referral system. People need to be able to find out what to/not to do. Needs to be improved. • Need enhanced communications interoperability, e.g., CBDA, satellite, amateur radio, etc. • Hospital pharmaceutical supplies will expire • Equipment needs to be provided to other "non-hospital" organizations • Lack of NCR Plan/Resources to support decontamination at hospitals • No or limited capability for CBRNE detection at hospitals • Need to increase credentialing capabilities • Lack of logisticians to stockpile medical treatment equipment • Need real time or near real time alerting system (current is 48 hours) • Need technology to support *Essence* • Need to support Special needs population • Need to equip labs (agricultural etc.) to provide medical lab surge • Unaware as to whether equipment can handle constant use
Training	S	• Staff is adequately trained because of their license (5) • WHC has internet based educational system that could be increasingly helpful to all disciplines • Competency based training • Online resources • A lot of training curriculum available
	W	• A standardized training for scenario based training which involves live and web based training with trackeable competency (18) • Staff may not handle mass casualty well because training size and nature is not on that scale (10) • Lack of PPE Training for community MDs and office (7) • Training for medical volunteers (6) • Disaster behavioral health (6) • Training on ESSENCE for public health/hospital personnel (5) • Support of Special Needs Citizens (5) • Training in management and systems for alternate care facilities (4) • Public education (4) • What is needed to support decontamination needs at hospitals (3) • Integration of roles between first responders and health (2) • Hospital/PH-HD/interface (2) • No training model for surge capacity (2) • Training for additional people (2) • Lack of rapid air monitoring for ID of CBRNE attacks and characterization of plans (2) • EMS role of assisting hospitals

Resource	S/W	Comments
		• What will fire department need to support quarantine plan • Training for non-medical volunteers • Need to practice NIMS-incident command • Epidemiological training/surveillance • Training on desired plan practices • No framework for JITT • Assigning local staff and training in roles • Lack of information exchange • Online resources have not been tapped effectively • Need blast fax/contact info • Backfilling staff while they are being trained • Need more creativity in training • Sustainability
Exercises/Evaluation	S	• Currently exercise regularly. (2) • Hospitals are required to train and exercise on an ongoing basis (JACHO). • Value of standardizations • IC is the same no matter the scenario. • Hospitals have twice yearly requirements need. • Northern Virginia military is beginning to consistently include behavioral healthcare. • Planning an exercise for 2006. • Have exercised decontaminations.
	W	• Need more regional, multi-ESF trainings that, among other things, exercises/tests mobilizations, procedures for handling hospital surge outside hospitals, handoff form hazmat to EMS, volunteers, behavioral healthcare abilities, capabilities regarding special needs populations, federal involvement in response, and surveillance systems. (51) • Need to centralize all evaluated weaknesses so that they can be prioritized and addressed. (4) • Hospitals and public health do not practice ICS and NIMS to the same extent as police and fire. (2) • Massive staffing required to conduct a real-time exercise since hospitals operate 24/7. • Need more creative or non-traditional exercise methodology. • Need to fill positions in order to train personnel. • Need a MRC exercise. • Never held a real surge exercise of a significant number of victims to stress the NCR, DOH, EMA, and hospital plans and systems. • Need to institutionalize new HSEEP exercise guidelines. • Exercises should reward identification of deficiencies instead of rewarding success. • Need public awareness campaign. • Need performance metrics related to requirements of electronic systems effectiveness.
Plans, Policies and Procedures	W	• Need to develop integrated plans to include: understanding of HIPAA as it applies to sharing information across agencies or jurisdictions, development of a coordinated public education campaign, coordinate mass transport, addressing legal and credentialing issues, development of mass fatality management plans, surge planning beyond hospitals, incorporation of insurance providers, develop detailed scenario specific plans, include medical examiners in planning. (18) • Family planning for health care providers so that they can come to work (2) • Standards of care decisions under different scenarios need to be developed (major shift for health professionals) • Need to develop plans to help with local implementation of federal orders as they apply to quarantine • Plan to communicate with public on what to expect • Need a gap analysis to identify issues like the need for alternative care facilities and staffing, special populations sheltering, medical care for people in quarantine

NCR Concept Papers and Initiative Plans

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 27, 2006 Sheri Lewis Assistant Program Manager Johns Hopkins University Applied Physics Laboratory 11100 Johns Hopkins Road Laurel, MD 20723 240-228-7604 sheri.lewis@jhuapl.edu	
Project Title:	**National Capital Region Syndromic Surveillance Network (existing project)**	**Estimated Grant Amount**	$2 Million
NCR Strategic Goal Alignment:	3.1.3 Health Surveillance and Detection 3.2.2 Regional Interoperability	**Allowability**	Continuation of existing project
Estimated Timeline	06/01/06 – 12/31/07	**Dependencies and Cost Factors:**	N/A

Problem Statement/Project Description:

As we move forward towards our goal of transitioning the system to our NCR partners, we are requesting continuation funds to continue to operate and maintain the NCR and state-based surveillance sites, improve the sensitivity and specificity, ease of system use, and enhance compatibility with traditional surveillance tools. These capabilities will significantly strengthen the system along with fostering a higher degree of system independence and sustainability, thus aiding in the transition of the system to the jurisdictions.

Stand-alone ESSENCE systems exist in Washington DC, Maryland, and Virginia to receive, house, and make available fully identifiable data to respective local health departments for early event detection. A central integrated node was built and hosted at the JHU/APL so that regional surveillance nodes could transmit de-identified data for aggregation and viewing at the cross-jurisdictional level. As proposed, this system was built and a fully operational NCR Syndromic Surveillance Network was deployed and has been continuously available since the summer of 2004.

While much needed work has been performed under the FY '03 and FY '05 monies, many of the efforts have gone into needs assessments for the region and then appropriately addressing the complex requirements of the region – such as developing regional views, modifying existing algorithms for a regional perspective, coordinating regional response, determining how to share information with data providers (i.e. hospitals) etc. FY '05 monies are currently being used to continue the development of these tools to meet the region's unique needs – such as the development of communication tools, tailored training materials, etc.

Now that the NCR SSN has a solidified structure, the needs have shifted to strengthening the system. This will include evaluation and validation studies that direct the classification and utilization of data, tools to improve the ease of operations, and additional refinements to ensure that the NCR has the most up-to-date disease surveillance capability for CBRNE detection of not only of bioterrorism agents but also communicable diseases and emerging infectious diseases, such as pandemic influenza.

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. Continue system maintenance and upgrades	JHU/APL	N/A	Ongoing throughout the project
2. Evaluation/Validation Studies	JHU/APL and NCR Health Departments	Presentations and publishable manuscripts	Ongoing throughout the project

3. Traditional and Syndromic Data Integration	JHU/APL and NCR Health Departments	Presentations and added features/functionality to ESSENCE	Summer of '07
4. Simulation Framework	JHU/APL and NCR Health Departments	Stand-alone tool to generate simulated data with the ability for use on a simulated exercise web site	Spring '07 for the purposes of data generation for the spring exercise
5. Remote Data Capture	JHU/APL and NCR Health Departments	Added functionality to ESSENCE	Summer '07 for the purpose of exercising the tool in the Fall of '07
6. Event Communication System (Phase II)	JHU/APL and NCR Health Departments	Finalized communication tool	Spring '07 for the purpose of exercising the tool in late Spring '07
7. User Preferences System (Phase II)	JHU/APL and NCR Health Departments	Ability for users to customize the surveillance system for individual needs	Spring '07 for the purpose of exercising the tool in late Spring '07
8. IT Strengthening	JHU/APL and NCR Health Departments	Install tools and added system functionality	Ongoing throughout the project
9. Algorithm Strengthening	JHU/APL and NCR Health Departments	Added features/functionality to ESSENCE	Ongoing throughout the project

Project Performance Measures	**Baseline Value**	**Target Value**
1. Exercises	0	2 exercises
2. Simulation Framework Tool	Non-existent	Stand alone tool
3. Ability for remote data capture	Non-existent	New feature
4. Evaluation / Validation Studies	0	4 manuscripts
5. ESOG Meetings	Bi-monthly	TBD

INITIATIVE PLAN

National Capital Region
Syndromic Surveillance Network (ESSENCE)

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.

National Capital Region Syndromic Surveillance Network (ESSENCE)

- The disease surveillance system is consistent with the National Preparedness Priorities to Strengthen Information Sharing and Collaboration Capabilities, Strengthen CBRNE Detection Response and Decontamination Capabilities, and Strengthen Medial Surge and Mass Prophylaxis Capabilities

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

This system is currently in use in Maryland, Virginia, and the District of Columbia. Each state has its own ESSENCE system behind their firewall which enables the capture of any data desired by the health department. Additional data that is captured regionally by JHU/APL is sent to each node. Then the health departments' systems aggregate and de-identify data for incorporation into a regional node which is a site that all three states can log into and view health data for the region.

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.

The equipment for the system is already in place at both JHU/APL and the health departments, there is connectivity between the health departments and hospitals, and response protocols are being developed. This project is a continuation of work funded since April 2004. The FY '06 work plan, outlined by our Enhanced Surveillance Operating Group (ESOG), a collaborative body comprised of the Johns Hopkins University Applied Physics Laboratory (JHU/APL) and the NCR Public Health community, includes funds to: 1.) continue the transition of ESSENCE to the local public health entities 2.) reduce the noise generated by the data and improve detection capabilities 3.) merge traditional surveillance data with syndromic surveillance data 4.) provide remote data visualization and entry 5.) create a simulation framework to enable scalable exercises 6.) provide training opportunities at the local level, 7.) strengthen IT capabilities.

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

A collaborative body was created during the first year of this project. The Enhanced Surveillance Operating Group (ESOG) is comprised of representatives from both state and local health jurisdictions as well as technical representatives from JHU/APL. There is a chair appointed by the MWCOG Health Officials Committee who, in turn, is responsible to the Chief Administrative Officers Committee and the Senior Policy Group of the NCR. The hospital collaborative groups of each jurisdiction are routinely updated on the status of the system. A Data Sharing Agreement is in place between Maryland, Virginia, the District of Columbia, and JHU/APL to facilitate data sharing for the system. While JHU/APL maintains the central system node, each health department is responsible for the maintenance of their individual node, as well as day-to-day monitoring of both state and regional systems.

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 system directly relates to the three overarching National Priorities:

1. Implement the National Incident Management and National Response Plan

The ESSENCE system can be utilized by public health professionals during an incident, whether local or national, to help monitor the health's community as well as manage the public health response as need be.

2. Expanded Regional Collaboration

The NCR's disease surveillance capability is coordinated across the region. Maryland, Virginia, DC, and JHU/APL have all signed a data sharing agreement allowing aggregated data for all regions in the NCR to be shared across the regional node of the system. Similarly, regional response plans for disease surveillance are in the development stages.

3. Implement Interim National Infrastructure Protection Plan

The NCR Syndromic Surveillance Network supports the National Infrastructure Protection Plan in that it provides for the early detection of emerging infectious disease, either naturally occurring or manmade. Enabling early detection potentially limits the morbidity and mortality experienced by a community, thus in effect protecting the infrastructure.

The project is related to the following Priority Capabilities and further information can be provided upon request:

- Information Sharing and Dissemination
- Interoperable Communications
- CBRNE Detection
- Mass Prophylaxis and Medical Surge

CONCEPT PAPER ***Final*** ***CONTINUATION OF USAI FUNDED PROJECT***		January 22, 2006 Kathy J. Hurt-Mullen, MPH Senior Epidemiologist Montgomery County Department of Health and Human Services (240) 777-1643 Kathy.Hurt-Mullen@MontgomeryCountyMD.gov	
Project Title:	**Regional Implementation of Computer-Assisted Telephone Interview Capacity (CATI)**	**Estimated Grant Amount**	*$800,00 Total* *$600,000 hardware, software and telecommunications equipment* *$200,000 operating and program management*
NCR Strategic Goal Alignment:	*Strengthen medical surge* *Strengthen interoperable communications*	**Allowability**	**N/A**
Estimated Timeline	*Feb 2007 – March 2008*	**Dependencies and Cost Factors:**	Common platforms are needed to link NCR regions. Cost is dependent on adapting protocols to dissimilar telecommunications not knowing other network infrastructures.
Problem Statement/Project Description: Continuation of funding is required to expand the capacity being developed in the FY-2005 CATI Demonstration Projection. Isolation and quarantine management requires the automated support for placement and management of telephone calling,			

administration of individual-specific questionnaires and production of progress summaries to facilitate understanding of health status, compliance issues and administrative concerns. CATI usage will reduce hospital surge by enabling exposed persons to be managed at home and avoid seeking emergency department care. The cross-jurisdictional nature of commuting patterns in the National Capital Region require implementation of systems that will make information available to government officials and staff in multiple jurisdictions in a seamless manner. Continuation of the Demonstration project will allow for more complete elucidation of the individual technology and communication environments, as well as information sharing policies and agreements across these boundaries.

The funds requested will be utilized for planning the expansion of the Demonstration resources to additional jurisdictions and allow a complete understanding of the costs and staffing required to complete the implementation. Thorough planning is required in order to ensure the compatibility of resources and support of all involved governmental agencies.

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. Inventory current telecommunications and information technology resources in each NCR jurisdiction	All NCR jurisdictions, including partners in appropriate State (MD, VA, DC) agencies	Compiled inventory of all relevant resources and summary of compatibility assessment/challenges	First quarter completion
2. Complete jurisdiction-specific workplans for implementation of the CATI system, including project staffing needs	All NCR jurisdictions, including partners in appropriate State (MD, VA, DC) agencies	Written plans for implementation of NCR-CATI system which considers the information technology environment and administrative structure of each NCR jurisdiction	Two quarter completion
3. Evaluate connectivity resources available to support cross-jurisdictional access	Montgomery County, MW-COG NEIC	Selection of most efficient and appropriate connectivity resources (e.g., internet, microwave, etc)	Third quarter completion
4. Implement solutions based on above outcomes that will result in at least 70% of the NCR population served by a CATI system	NCR jurisdictions	Integrated turn key CATI solution	Fourth quarter completion

Project Performance Measures	Baseline Value	Target Value
6. Number of NCR jurisdictions for which completed surveys of telecommunication and information technology resources are obtained	1	3 States 7 counties
7. Number of jurisdiction specific work plans for NCR-CATI implementation	0	3 States 7 Counties
8. Staffing requirements for NCR-CATI implementation (plan)	0	1
9. Hardware and software requirements for NCR-CATI implementation (plan)	0	1

INITIATIVE PLAN

Regional Implementation of Computer-Assisted Telephone Interview Capacity (CATI)

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.**

   Computer Assisted Telephone Interviewing (CATI) systems will take a step by step approach to adapt to existing telecommunications infrastructure using in most cases commercial off the shelf software. Interconnectivity can be achieved by a common internet protocol platform that will allow NCR jurisdictions the ability to security share and access each others data.

   CATI expedites and augments staff time in the event of a mass quarantine or other shelter in place emergency. The ability for the health professional to focus on multiple tasks while being helped with phone dialing, record keeping, decision tree support and interacting with patient history at the point of contact allow staff to concentrate on collecting current valuable data. It also affords the telephone operator the needed information in the form of questions during high stress times.

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

   The geographical context of this initiative is the National Capital Region, i.e. The District of Columbia; the Virginia jurisdictions of: Alexandria, Arlington, Fairfax, Prince William, Loudon; the Maryland jurisdictions of Montgomery and Prince Georges

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.**

   Network Technology experts and telecommunication consultants will augment existing county disciplines to implement these turn key solutions. Currently, the only process that exists for the proposed activity is to call quarantine individuals and track them in a database. Each jurisdiction would do this, on their own, with no sharing of information. We would leverage existing telecommunication platforms and network infrastructures at the jurisdiction level to connect call takers to computers and each other. To accomplish this project team would look to leverage existing bandwidth and if not sufficient look to ways to implement cost effective options.

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

   Montgomery County manages the project. Local public health jurisdictions have indicated willingness to become CATI enabled. The Health Officials Committee and its subcommittee of Biological Emergency Planners (BEPS) will exercise oversight and provide guidance

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 initiative is directed toward making it possible to meet the requirements of the Overarching National Priorities by expanding regional collaboration and enabling a regional response to threats. This advances the Interim National Preparedness Goal.

CONCEPT PAPER ***Final***		January 24, 2006 Donald Shell, MD, MA Acting Deputy Health Officer Prince George's County Health Department 1701 McCormick Drive Suite 200 Largo, MD 20774 301.883.7834 dshell@co.pg.md.us	
Project Title:	**Gap Analysis for Health and Medical Readiness-Part 2, A Continuation Project**	**Estimated Grant Amount**	*$125,000*
NCR Strategic Goal Alignment:	*Goals 1&2 planning and decision making to enhance transparency, community engagement, and communication* *Goals 3&4 prevention & mitigation, NCR collaboration and plan modification based on gaps analysis*	**Allowability**	*[See instructions to confirm allowability; attach separate sheet if necessary]*
Estimated Timeline	*Coordination - Region-wide risk assessment framework, determination of public/private vulnerabilities (2 months)* *Communication – evaluate strategic communication plan, ESF/ SPG/CAO linked decision making, assessment of standardized alert notification, and long-term recovery issues (4 Months)* *Collaboration - Evaluate stakeholder involvement and agreement, NCR oversight and accountability (2 Months)* *Plan - Incorporation of lessons learned, real time emergent incidents, media partnership in NCR, methods of public emergency information dissemination, presence of public and individual preparedness plans (4 months)*	**Dependencies and Cost Factors:**	*Personnel*

Problem Statement/Project Description:

The National Capital Region's ability to regionally collaborate in the implementation of the National Incident Management System, National Response Plan, and the National Infrastructure Protection Plan must be evaluated. The Gap Analysis for Health and Medical Readiness continuation project will evaluate the NCR's capacity to provide medical care and or mass prophylaxis to a surge in the number of NCR residents requiring triage, treatment, health advice or direction in the event of a health threat confronting the NCR. The NCR's current capability to share information, collectively disseminate information, and collaborate in the utilization of resources must be analyzed. The NCR's competence in responding to the early detection of chemical, biological, radiological, nuclear, and or explosive (CBRNE) threats with timely interoperable law enforcement, public health, hospital, private healthcare providers, and Fire/EMS communications must be established. The Gap Analysis for Health and Medical Readiness continuation project will build on work done in preparing the Surge Capacity Concept of Operations, which describes the coordination structure for surge response. By reviewing and researching national and state standards and protocols, the Gap Analysis for Health and Medical Readiness continuation project will identify where either planning and or implementation breaches exist in the NCR's capacity and capability to meet the goals outlined in the National Priorities and Priority Target Capabilities. Recognition of NCR mass care shortcomings is ultimately required. Total project time 12 months.

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. Region-wide risk assessment framework	Prince George's County Health Department, COG	Document	September 1, 2006
2. Determination of public and private vulnerabilities	Prince George's County Health Department, COG	Document	September 1, 2006
3. Identify ESF/ SPG/CAO decision making process	Prince George's County Health Department, COG	Document	January 1, 2007
4. Assessment of NCR alert notification	Prince George's County Health Department, COG	Document	January 1, 2007
5. Identify long-term recovery issues	Prince George's County Health Department, COG	Document	January 1, 2007
6. Evaluate NCR strategic communication plan	Prince George's County Health Department, COG	Document	January 1, 2007
7. Evaluate stakeholder involvement and agreement	Prince George's County Health Department, COG	Document	March 1, 2007
8. Review NCR oversight and accountability 9. Document lessons learned, real time emergent incidents, media partnership in NCR, methods of public emergency information dissemination, presence of public and individual preparedness plans	Prince George's County Health Department, COG	Document	March 1, 2007 July 1, 2007

Project Performance Measures	Baseline Value	Target Value
1. NCR regional gaps coordinated assessment		
2. NCR regional gaps communication development		
3. NCR regional gaps increased collaboration		
4. NCR regional gaps planning		

Dependencies and Cost Factors:

	Rates
• Principal Lynn L Frank	$125/hour
• Senior Advisors subject matter experts as needed	$75/hour
• Senior Editor	$55/hr

Estimate of Time and Cost		
Lynn Frank, Principal	**Hours**	**Cost**
6 meetings at COG at 4 hrs each	24 hours	
6 specialty meetings at 4 hour each	24 hours	
Assessing progress, reviewing team comments, phone calls, email response	60 hours	
Conference calls with team members ,chairperson and contract manager devoted to assuring project is meeting expectations of committee and contract manager	18 hours	
Research and report analysis of conflicting indicators and our benchmarks, review State and local plans	150 hours	
Direct specific tasks associated with subject matter experts, as directed by SPT	90 hours	
Total hours	366	
Total compensation for hours at $125/hour		**$45,750**
Senior Editor, Martha Rosacker		
Manage project	200 hours	
Research medical surge benchmarks, standards, indices	233 hours	
Compile gap analysis	400 hours	
Attend 7 SPT meetings at COG (may be different meetings from principal)	28 hours	
Edit all documents—Benchmarks, Gap Analysis, and various interim documents	230 hours	
Total hours	1,090	
Total compensation for hours at $55/hour		**$60,005**
Subject Matter Experts		
Specific Consultation to clarify specialty medical capabilities	70 hours	
Specialty analysis of conflicting standards or indicators	80 hours	
Clarification of credentialing of medical staff	20	
Clarification of technical legal issues as directed by the committee	20	
Total hours	190	
Total compensation for hours at $75/hour		**$14,250**
Travel		**$4,995**
Combination of car at Federal rate of 37.5 cents/mile, Metro, taxis, train, etc for attendance at relevant meetings and conference/ training sessions targeted to medical benchmarking and analysis		
Total		**125,000**

INITIATIVE PLAN

Gap Analysis for Health and Medical Readiness-Part 2, A Continuation Project

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.**

   "Benchmarks and Gap Analysis for Health and Medical Readiness (Part 2 of Surge Planning)" Donald Shell, MD, MA Prince George's County Health Department

   The National Preparedness Guide identifies eight Critical Capabilities that must be developed and maintained in the health arena. We propose to begin an analysis of the region's status regarding those critical capabilities. The Priority Capabilities included in the proposed gap analysis include:

   Coordination - Region-wide risk assessment framework, determination of public/private vulnerabilities

   Communication – evaluate strategic communication plan, ESF/ SPG/CAO linked decision- making, assessment of standardized alert notification, and long-term recovery issues

   Collaboration - Evaluate stakeholder involvement and agreement, NCR oversight and accountability

   Plan - Incorporation of lessons learned, real time emergent incidents, media partnership in NCR, methods of public emergency information dissemination, presence of public and individual preparedness plans

   The Surge Planning Team will build on work done in preparing the Surge Capacity Concept of Operations, which describes the coordination structure for surge response. During the writing of that document, the team saw a need to identify appropriate standards that can be applied to the unique multi-jurisdictional NCR. The region needs to research standards and protocols, find the ones that apply in this regional situation, and then check to see where the region falls short in both planning and implementation capacity and capability.

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

   The regional construct will include the entire NCR, including the capability of the regions jurisdictions as a part of their statewide capabilities.

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.**

   This is part two of surge planning. Part 1 was the NCR Surge Capacity Concept of Operations. The Surge Planning Team was established by the SPG to develop a Surge Capacity Plan inclusive of Emergency Medical Services, medical care (especially hospitals) and Public Health. This team, consisting of representatives of states and district public health and EMS, hospitals, medical societies and local public health, has been working together since summer of 2004 supported by Lynn Frank (a former local health director) and COG staff. Federal guidelines, and state and local plans exist in various formats and varying detail, but need to be adapted to provide the regional plan requested by

the SPG and expected by the Federal government. The services of the consultant, Lynn Frank, need to be obtained to continue her support for the surge team. The participants will continue to obtain input, feedback, and buy-in from their discipline areas. This is essential to the success of the plan.

The consultant will work with the Surge Planning Committee to

- Research the most up-to-date standards, benchmarks and indices for regional health and medical surge planning
- Choose or adapt those most appropriate for this unique multi-jurisdictional region
- Determine the region's status in relation to these benchmarks, measuring the gaps between the benchmarks and the region's current readiness

Two documents will result from this yearlong collaborative project:

- A set of benchmarks for the region
- An analysis of the gaps between the benchmarks and the reality

Both of these documents will help to inform funding and allocation decisions throughout the region.

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

The surge planning effort is under the governance of the SPG and is led by the appointed state representatives, who have asked the Health Officials Committee to provide a chairman. Additional members come from the 4 main discipline areas of EMS, Hospitals, Medical Societies and Local Public Health. Final approval of plan(s) involves the state health departments, SPG and local jurisdictions' health departments and CAOs. Logistics of the Surge Team work, including Ms. Frank's contract is managed by COG at the request of the SAA.

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.

Benchmarking and Gap Analysis are important to *Planning*, especially in the health and medical arena, since they are new to the emergency preparedness process. The Homeland Security Target Capability Areas addressed by this project include *Triage and Pre-Hospital Treatment, Isolation and Quarantine*, and *Medical Surge*. This initiative also addresses the target areas of *Critical Resource Logistics and Distribution*, *Mass Prophylaxis* and *Responder Safety*.

Planning, Medical Surge, and Mass Prophylaxis are three of the 15 priority capabilities for the NCR. Among the NCR "Priority Initiatives" listed for the NCR Strategic Plan is 1.3.2 *Prepare Comparative Gap Analysis.* This project addresses the health and medical piece of that initiative.

CONCEPT PAPER

Final

January 23, 2006

Lucy Caldwell, Virginia Dept. of Health Public Information Officer, Northern Virginia Region

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Project Title:	**Raising Public Awareness for Public Health Emergencies: Going Beyond Mass Media for Message Dissemination**	**Estimated Grant Amount**	*$250,000*
NCR Strategic Goal Alignment:	*Goal 2, Community Engagement, Objectives 1,,3,4* *Emergency information targeting "special needs", Increase civic involvement in all levels of emergency preparedness, and targeted outreach to visitors to the NCR, through advertising.*	**Allowability**	*[See instructions to confirm allowability; attach separate sheet if necessary]*
Estimated Timeline	*Spring 2006-Spring 2007*	**Dependencies and Cost Factors:**	*[Attach via separate sheet if necessary]*

Problem Statement/Project Description:

Health Officials in the National Capital Region are concerned that specific health messages need to be communicated to the public in advance of any type of public health emergency. It is difficult to penetrate public consciousness on targeted health and hygiene messages using solely mass media. The public needs a greater level of understanding and awareness of these important health issues so that there will be a greater level of compliance with health authorities, hopefully limiting spread of illness, during times of public health emergencies such as outbreaks of communicable disease.

Many of the issues that surround protection of public health, including when to/not to use a mask for protection (what type of mask to use), when/how long to stay home from work/school/daycare, or how to take care of a patient confined at home (when hospitals are full) are not easily relayed to target audiences through mass media. They typically will use our messages only in times of crisis, not in advance. At these times, fears and emotions would be heightened and messages not be clearly understood or followed. Securing pre-event information channels, such as advertising in journals, newspapers, and magazines would help fulfill this important niche. Additionally, educational forums, designed to bring about greater citizen participation in health emergency response plans are another good way of educating, without relying on mass media to deliver important information.

While there have been some national dialogue sessions on pandemic flu, health information officers would like to plan additional dialogues here in the National Capital Region, with a focus on the many diverse communities here. Health PIOs work closely with County/City level PIOs and agencies to organize these events. Also, health officials need to know precisely how populations are receiving their health emergency information now. Our hotlines are not currently equipped to handle medical questions in various languages, for example. An assessment needs to be conducted on how health officials can best deliver their messages to targeted population across the region.

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. Health information officers will assess which contractors have capability/expertise to support this multi-layered effort of research,	NCR Health Information Officers	CONTRACTOR IDENTIFIED	May, 2006

template preparation, and multi-cultural audience forum generation.			
2. Health information officers will serve as guidance and oversight for compiling materials and information/expertise for local information forums.	NCR Health Information Officers, County/City PIOs, Contractor	Materials for local information forums completed	Oct. , 2006
3. Depending upon research, there could be as many as three forums held in the National Capital Region to seek public input, as well as share health information messages.	Contractor/Health PIOs	3 Forums Completed	December, 2006
4. Secure channels of communication for health message dissemination, beyond mass media. This may include, but may not be limited to, paid advertising in journals, magazines, and newspapers.	Contractor/Health PIOs	MOU/contract with mass media secured	August, 2006

Project Performance Measures	**Baseline Value**	**Target Value**
1. Health information officers will coordinate and oversee three public forums, as described above.		
2. Health information officers will identify and produce appropriate public information materials addressing public health topics surrounding emergency preparedness for several specific ethnic groups in the National Capital Region, in the appropriate languages.		
3. Health information officers will oversee purchase of advertising space in appropriate journals, newspapers, and magazines that cover the National Capital Region; to be identified.		
4. Health information officers will work closely with public information officers in RESF 14 in coordinating public health messages for citizen preparedness and secure health message channels through all appropriate agencies within county/local governments. Health messages will be inserted into any regional Citizen Preparedness campaign.		

INITIATIVE PLAN

Raising Public Health Awareness for Public Health Emergencies: Going Beyond Mass Media for Message Dissemination.

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.

Raising Public Health Awareness for Public Health Emergencies: Going Beyond Mass Media for Message Dissemination. There is difficulty reaching the general public with common-sense health messaging and this has been identified as a weakness by ESF-08, the Health and Medical Subcommittee of Council of Governments.

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

This project will encompass all Cities, Counties, and municipalities across the National Capital Region, i.e. Alexandria, Arlington, Fairfax, Loudoun, Prince William, D.C., Montgomery, Prince Georges among the largest.

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.

Resources already existing include public information officers assigned to support public health messaging for their local and state health departments, in addition to support from federal agency information officials and those assigned to support local governments. We work closely on numerous issues and have formed a Health PIO committee where we convene to discuss issues of mutual concern, and plan to address regional challenges based on needs of the region. We have worked closely with county PIOs on the Citizen Education Campaign for emergency preparedness, and have numerous contacts with capable contractors in the region who are experts in emergency risk communications. These county PIOs will be invaluable to us as we proceed to address the many "special populations" in their communities with pre-event health messages, described in our proposal. Also, we work closely with PIO officials in the transportation industry, which will be valuable in targeting advertising to visitors to the region with emergency preparedness messages.

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

The Health PIOs will serve as the lead action group for these initiatives. They will update the Health Officials Committee of the Council of Governments, as well as the local PIOs, on actions taken, progress made, and products delivered. Health PIOs will also work with a local contractor, to help guide efforts in special population identification and needs assessment.

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.

It is critical that health messages be delivered to the public in a timely manner in order that individuals may take appropriate protective actions. While mass media is one important avenue, health officials must not rely on media to deliver pre-event information and education regarding communicable disease, pandemic flu, and other public health emergencies. With current resources, officials are not sure how "special populations" are receiving their information now. Work needs to be done to find out, then develop and refine these communications channels so that they'll work for both routine health information matters that may affect a targeted population, as well as the urgent public health crisis, where every second counts.

Among the goals and national priorities are: Creating an informed and prepared community for those who live, work, or visit the NCR. These initiatives will help further this goal, as well as to engage the public in our plans so that they are better understood, and (hopefully) supported.

CONCEPT PAPER ***Final Document***		January 24, 2006 34 hospitals of the National Capitol Region (DCHA, NVHA, Maryland Hospital Collaborative) Jeffrey A. Elting, M.D., M.P.H. Patricia Hawes, RN, BSN, COHN Martin R. Breen 1250 Eye Street NW #700 Washington, DC 20005 jelting@dcha.org 202-289-4927	
Project Title:	**UASI FY 06 Medical Surge**	**Estimated Grant Amount**	**$4,700,000**
NCR Strategic Goal Alignment:	**Medical Surge - *Goal 4:* A sustained capacity to respond to and recover from "all-hazards" events across the NCR-**	**Allowability**	**Yes**
Estimated Timeline	**April 2006 to January 2008**	**Dependencies and Cost Factors:**	**See below**

Problem Statement/Project Description:

NCR hospitals have a baseline of approximately 8000 operational beds, which are operated at near full capacity without significant surge capability. In 2004 and 2005, UASI funds totaling $6 million were used to increase NCR medical surge capacity so that, during a major disaster, the region can provide healthcare for an additional 1000 acute medical patients above the baseline capacity. Nevertheless, there is still a critical shortfall (capability to care for 2000 patients) in hospital medical surge capacity in the NCR and current federal guidelines are not met. Therefore, the region's 34 hospitals will increase medical surge capacity so that definitive medical care can be provided for the residents of the National Capital with a focus on increasing the NCR hospital **capability to care for an additional 500 acute patients** who require hospitalization ($3 million). Additionally, improvements in medical surge capacity will require **concurrent upgrades in hospital detection, triage, decontamination, isolation, critical hospital infrastructure, medical stockpiles, citizen/staff education, security, transportation, and communications** ($1.7 million). This project will enable the NCR to achieve an acute care medical surge capacity that is greater than 50% (1500/3000) of the federal requirement.

Dependencies and Cost Factors: The NCR population is predicted to grow a minimum of 2% during 2006 and beyond such that the estimated NCR daytime population is 6 million residents. This application uses Department of Defense, regional sub-specialty medical expert (e.g. burn), and national healthcare association (e.g. American Hospital Association) tables of supplies and equipment, capacity, and cost estimates. This is a multi-year endeavor, and either additional funding of $9 million, this year or in subsequent years, will be required if the NCR is to meet their target capability requirement. Additionally, it is estimated that specialty (burn, trauma and other intensive specialty care) capacity improvements will require additional resources and funding, because specialty care (e.g. burn care, radiation injury treatment) is extremely resource intensive.

The federal requirements specify the following minimum capabilities: Triage treatment and initial stabilization, above the current daily capacity, for the following classes of adult and pediatric patients requiring hospitalization within three hours in the wake of a terrorism incident or other public health emergency: • 500 cases per million population for patients with symptoms of acute infectious disease – especially smallpox, anthrax, plague, tularemia and influenza • 50 cases per million population for patients with symptoms of acute botulinum intoxication or other acute chemical poisoning – especially that resulting from nerve agent exposure • 50 cases per million population for patients suffering burn or trauma • 50 cases per million population for patients manifesting the symptoms of radiation-induced injury – especially bone marrow suppression. Additionally, there is a need to have psychiatric care for 5000 per million of population.

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. Hospitals will conduct floor space analyses of hospital areas and adjacent buildings with a focus on optimizing the use of already available staff, space, and equipment while identifying needs for infrastructure improvements and the extension of care to nearby alternative fixed facilities	Hospitals	Hospital plans for maximizing the utilization of current fixed facilities and expansion to adjacent facilities. Identification of equipment and medication needs. Memorandums of Understanding and other sharing agreements will be refined in order to maximize the use of the increases in medical surge capacity across the region	December 2006
2. Procure equipment, supplies, and medications	Hospitals	Attain the capacity to provide acute medical care for an additional 500 patients and achieve a total capacity of 1500 or 50% of the acute care capacity required by federal standards	January 2008
3. Make infrastructure improvements to support the increase in medical surge capacity	Hospitals	Upgrade hospital CBRNE detection, decontamination, prophylaxis, facility security, isolation, citizen/staff education, infrastructure, and communications capabilities so that acute medical care can be provided in an all hazards environment.	January 2008
Project Performance Measures		**Baseline Value**	**Target Value**
Medical Capacity to care for 500 more patients		1000	1500
Multi-year goal of 2000 more patients	An additional $9 million requirement not included in FY 2006 budget	1000	3000

INITIATIVE PLAN

UASI FY 06 Medical Surge

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.**

   Medical Surge
   This project will enhance the sustained capacity to respond to and recover from "all hazards" events across the NCR by improving medical surge capacity at the site of definitive healthcare (hospitals).

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

   This is a regional project, which strengthens the medical surge response in 34 hospitals, which are geographically located in 3 states and 23 jurisdictions defined as the National Capital Region. The Federal government and its employees located in the NCR will also be beneficiaries of this program. Medical surge is a broad based capability transcending specific jurisdictions and forms the composite basis of the regional response. DC, MD and Northern Virginia combine resources to respond and support each other in the NCR.

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.**

   The National Capital Region's has 34 licensed and accredited hospitals and the District of Columbia Hospital Association, the Northern Virginia Hospital Alliance, and the coalition of suburban Maryland hospitals/Prince Georges County Department of Health already have a solid track record of working closely together to improve hospital medical surge capability. A Mutual Aid Memorandum and a communication system between hospitals have already been developed and there are tested linkages between the private hospitals and the public health officials throughout the NCR.

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**
   Hospital Chief Executive Officers with the assistance of their Emergency Preparedness staff are responsible for the successful implementation of this project at the hospital level. The respective state hospital organizations (District of Columbia Hospital Association, Northern Virginia Hospital Alliance, and Montgomery county/Prince Georges Hospital Collaborative) jointly serve as subgrantees and oversee the project. The Senior Policy Group of designated senior leaders from the three states with input from the jurisdictional Administrative Officers provides the strategic guidance for the 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 directly improves national **Response** capability by increasing medical surge capacity in the nation's capital. Specifically, it addresses:
   Res.C.1 3.3.2 Provision of emergency medical and dental care.

Res.C.1 3.3.8 Provide medical equipment and supplies in support of immediate medical response operations and for restocking health care as requested.
Res.C.1 4.2.2 Activate health care workers and volunteers call systems.
Res.C.1 4.2.4 Mobilize burn/trauma/pediatric health care specialists.
Rec. A.1 1.4.4 Execute medical mutual aid agreements.
Rec. A.1 3.1.1.2 Provide counseling support. (psychiatric hospitals)
Res. A.1 3.1.1.3 Provide family support services.
Rec. A.1 3.1.1.4 Provide for worker crisis counseling and mental health and behavioral health support. (psychiatric hospitals)
Res. C.1 3.3.3.3 Establish alternate emergency care sites/over-flow emergency medical care facilities to manage hospital surge capacity concerns.
Res. C.1.3.1.1.2.2 Ensure Comprehensive stress management strategies and programs are in place and operational for all emergency responders and workers. (psychiatric hospitals)

CONCEPT PAPER ***Final***		January 23, 2006 Yuri Millo, MD Director, Simulation and Training Environment Lab Washington Hospital Center 110 Irving Street NW, NA 1177 Washington, DC 20010 202-877-5200 yuri.millo@medstar.net	
Project Title:	**Hospital Disaster Life Support (HDLS)**	**Estimated Grant Amount**	*$250,000*
NCR Strategic Goal Alignment:	Surge Capacity, Mass Prophylaxis	**Allowability**	*Submitted courses to the ODP for non-SLGCP approval*
Estimated Timeline	*Start Date: July 2006, End Date: July 2007*	**Dependencies and Cost Factors:**	*See attachment*

Problem Statement/Project Description:

Currently there is no standardized course of instruction or continuing education exercise presentations for hospitals in the NCR. Individual efforts at training and exercises and time consuming, costly, and don't promote regional problem solving. The HDLS course will provide the opportunity for hospital and public health personnel to learn the principles of incident command and emergency response and work with one another to resolve three functional exercises. This is one of 4 continuing education programs included in the Methods and Materials for Increasing National Capital Region Hospital and Public Health Emergency Preparedness.

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. Present 16 hour seminar	Simulation and Training Environment Lab at the Washington Hospital Center, NVHA, DCHA,	10 – 16 hour seminars (same content each time) consisting of interactive presentations, hands-on	September – December 2006, February – June 2007

	Montgomery County/Prince Georges County Hospital Collaborative	tabletops and "live" exercises	

Project Performance Measures	**Baseline Value**	**Target Value**
1. Participant evaluations of the continuing education	250 participants	500 more participants
2. Completion of pre-test and post-test for the course	90% of above	100% of above
3. Regular faculty meetings, reviewing participant feedback and making needed changes based on feedback	4 x yearly	8 x yearly

INITIATIVE PLAN

Hospital Disaster Life Support (HDLS)

Not Available.

CONCEPT PAPER

Final

January 23, 2006

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Director, Simulation and Training Environment Lab
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Project Title:	**SiTEL On Demand**	**Estimated Grant Amount**	*$374,000* *Hospitals=$349,000* *Public Health=$25,000*
NCR Strategic Goal Alignment:	Surge Capacity and Mass Prophylaxis	**Allowability**	*Submitted courses to the ODP for non-SLGCP approval*
Estimated Timeline	*Start Date: July 2006, End Date: July 2007*	**Dependencies and Cost Factors:**	*See attachment*

Problem Statement/Project Description:

Not all hospitals in the NCR have access to a standardized serious of educational programs on emergency preparedness (13 NV hospitals and 5 DC hospitals do). Currently there is no regional internet-based educational platform for health department personnel. SiTEL On Demand will allow for around the clock, internet-based access to standardize regional educational programming for both hospitals and public health departments. This is one of 4 continuing education programs included in the Methods and Materials for Increasing National Capital Region Hospital and Public Health Emergency Preparedness.

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. Online access to 80 emergency preparedness interactive modules	Simulation and Training Environment Lab at the Washington Hospital Center, public health departments, DCHA, NVHA, and Montgomery County/Prince Georges County Hospital Collaborative	Around the clock access to online emergency preparedness continuing education modules	July 2006 through July 2007
2. Development of 5 15-minute public health modules	Simulation and Training Environment Lab at the Washington Hospital Center, public health departments, DCHA, NVHA, and Montgomery County/Prince Georges County Hospital Collaborative	Around the clock access to online emergency preparedness continuing education modules	July 2006 through July 2007

Project Performance Measures	Baseline Value	Target Value
1. Participant evaluations of the continuing education	50% of above	25% increase
2. Completion of pre-test and post-test for the course	50% of above	25% increase
3. Track module completion of participants	1500 completed	25% increase

INITIATIVE PLAN

SiTEL On Demand

Not Available.

CONCEPT PAPER ***Final***	January 23, 2006 Yuri Millo, MD Director, Simulation and Training Environment Lab Washington Hospital Center 110 Irving Street NW, NA 1177 Washington, DC 20010 202-877-5200 yuri.millo@medstar.net

Project Title:	**Code Orange**	**Estimated Grant Amount**	*$250,000*
NCR Strategic Goal Alignment:	Surge Capacity, Mass Prophylaxis	**Allowability**	*Submitted courses to the ODP for non-SLGCP approval*
Estimated Timeline	*Start Date: July 2006, End Date: July 2007*	**Dependencies and Cost Factors:**	*See attachment*

Problem Statement/Project Description:

Hospitals lack the ability to provide readily accessible incident command continuing education to their personnel. The biannual drills required of hospitals are insufficient at promoting incident command expertise and development of critical decision-making skills. Code Orange is a continuing education platform to exercise management of mass casualty incidents in hospital and pre-hospital settings. The platform is connected to a learning management system which tracks participant performance and competencies and verifies that the objectives of the education are met. This is one of 4 continuing education programs included in the Methods and Materials for Increasing National Capital Region Hospital and Public Health Emergency Preparedness

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. Present an around the clock internet-based educational program on instruction of incident command	Simulation and Training Environment Lab at the Washington Hospital Center, NVHA, DCHA, Montgomery County/Prince Georges County Hospital Collaborative	Individual CD and internet-based incident command program that allow users 24/7 access to 3 levels of complexity covering 4 emergency scenarios	July 2006-July 2007

Project Performance Measures	**Baseline Value**	**Target Value**
1. Participant evaluation following education completion	0	200 users
2. Personal performance review through LMS analysis	0	200 users
3. Hospital performance and participation tracking	0	34 hospitals

INITIATIVE PLAN

Code Orange

Not Available.

CONCEPT PAPER

Final

1/22/06
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Project Title:	**HICS, and NIMS: A Forum on Hospital Incident Command**	**Estimated Grant Amount**	*$75,000*
NCR Strategic Goal Alignment:	*Surge Capacity*	**Allowability**	**NIMS compliance requires hospital education**
Estimated Timeline	*Start: July 2006 End: December 2006 [Insert tentative start and end dates]*	**Dependencies and Cost Factors:**	*See attachment*

Problem Statement/Project Description:

Hospitals in 2006 must become NIMS compliant. However, most hospitals and other healthcare facilities are neither aware of the expectation, know what must be done or how the new Hospital Incident Command System (HICS) can help meet some of the requirements. The proposed seminar will provide needed incite on NIMS requirements, how these expectations can be met and details about the new HICS and accompanying tools and educational materials. To optimize the availability of the training it will be presented 3 times; once in each jurisdiction. This is one of 4 continuing education programs included in the Methods and Materials for Increasing National Capital Region Hospital and Public Health Emergency Preparedness.

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. Present 8 hour seminar	Washington Hospital Center, California Emergency Services, Kaiser Permanente	3 - 8 hour seminars(same content each time) consisting of interactive presentations and scenario review	September, October, November 2006

Project Performance Measures	Baseline Value	Target Value
1. Participant evaluations of the training	0	300 participants
2. Follow on meetings among hospitals and public health to develop suggested common response procedures and critical response actions	0	4 meetings
3. Completion of expected NIMS coursework by identified hospital personnel	0	300 participants

INITIATIVE PLAN

HICS, and NIMS: A Forum on Hospital Incident Command

Not Available

INITIATIVE PLAN

(CONCEPT PLAN NOT AVAILABLE)

Methods and Materials for Increasing National Capital Region Hospital and Public Health Emergency Preparedness (NCR HoPHEP)

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.

Methods and Materials for Increasing National Capital Region Hospital and Public Health Emergency Preparedness consists of the collaboration of four programs earmarked for educating hospital personnel and public health department staff on vital aspects of emergency preparedness: (1) **Hospital Disaster Life Support (HDLS)**, a 16-hour course that provides disaster response continuing education to National Capital Region first receivers who provide patient care and management direction in a hospital during the first stages of a Mass Casualty Incident (MCI), (2) **SiTEL On Demand**, a password secure, intranet-based multimedia rich, educational platform designed to provide instructional content on CBRNE, Avian Flu and other disaster-related topics, compliant with NIMS and NRP, for MD's, RN's, and other hospital staff. SiTEL On Demand will work with the NCR health officers and emergency preparedness planners to develop and implement five public health-specific online courses to promote the linkage of regional collaboration between public health departments and hospitals, (3) **Code Orange**, a computer-based continuing education platform playable over the internet that is used in hospital employee continuing education for Mass Casualty incident management, and (4) **HICS IV and NIMS Compliance**: **Their Impact on Hospital Incident Command** a series of three - 8 hour education seminars on NIMS compliance for hospitals and HICS, the new Hospital Incident Command System from California Emergency Services Authority.

Funding will be used to add public health supplements and provide these four programs at no cost to hospitals and public health departments in the NCR.

NCR HoPHEP programs will provide the following:

1. A standardization of emergency preparedness continuing education and education for the hospitals and health departments in the National Capital Region.
2. A forum for personnel from hospitals across the region to practice decision-making and improve communication and collaboration in an effort to reinforce NIMS, NRP, and NIPP according to HSPR-5.
3. Dedicated Simulation and Training Environment Lab (SiTEL) staff supporting these programs presents locally appropriate curriculum not otherwise available to hospitals and public health because of personnel and budget constraints.
4. The opportunity to push out "just-in-time continuing education" to NCR hospitals and health departments in cases of the occurrence of unpredicted events (SiTEL On Demand and Code Orange).
5. The HDLS course design presents core content, hands-on exercises and scenario-based drills which are more focused, mentored, and thus more beneficial and effective than those currently found in many NCR hospitals.
6. Present a forum that will discuss NIMS and hospital compliance expectations along with the new HICS IV incident command structure.

The need for NCR HoPHEP programs are supported based on the following strengths and weaknesses identified by the Metropolitan Washington Council of Governments:

CBRNE Detection: Strength – CBRNE continuing education developed and implemented by the Washington Hospital Center (HDLS) to address limited healthcare staff knowledge. Weakness – Lack of money to provide ongoing continuing education opportunities to staff in order for proficiency. USAI funding of HDLS, SiTEL On Demand and Code Orange will enable ongoing CBRNE Detection education and continuing education to the NCR to increase hospital and health department staff proficiency.

Medical Surge: Strength – The Washington Hospital Center has an internet-based educational system (SiTEL On Demand) that could be increasingly helpful to all disciplines, providing competency-based continuing education, online resources and many curriculum offerings. Weakness – A standardized, scenario-based, region–specific core curriculum which involves live and web-based continuing education with capabilities for tracking competency. USAI funding of HDLS, SiTEL On Demand and Code Orange will provide live and web-based continuing education to all NCR hospital and health department staff, allowing for competency tracking capabilities for a number of disciplines based on emergency preparedness.

Planning: Strength – Funding is available to provide for the already strong continuing education programs in the NCR. Weakness – ESF 8 does not have a continuing education curriculum or academy; and needs better defined goals to establish continuing education that will relate to federal, state, and regionally sponsored exercises. USAI funding of HDLS, Code Orange, and HICS IV and NIMS Compliance will provide a comprehensive template for regional continuing education curriculum goals to better facilitate emergency preparedness exercises and continuing education.

WMD/Hazardous Materials Response and Decontamination: Strength – Medical continuing education is available in-house and at conferences and institutes in the NCR; the mechanism to deliver programs. Weakness – Regional standardized continuing education; financial assistance for continuing education. Using funding of HDLS, SiTEL On Demand, and Code Orange will provide thorough, regional standardized continuing education to hospital and health department staff at no charge.

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

Educational programs will be made available to all of the health departments and hospitals in the Washington Metropolitan Area Council of Governments.

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.

HDLS and SiTEL On Demand both are fully developed and have been in use since 2004. Code Orange and HICS IV are in the final stages of development, and both are due for summer publication.

Resources and tools such as course faculty and educational content (developed by emergency preparedness experts from the National Capital Region), technological/communication equipment, SiTEL program directors and staff, and program support materials already exist; however, non-UASI funding of these materials is no longer available and new funding must be found to support the continuation of these programs.

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

Hospital Chief Executive Officers with the assistance of their Emergency Preparedness staff are responsible for the successful implementation of this project at the hospital level. The respective state hospital organizations (District of Columbia Hospital Association, Northern Virginia Hospital Alliance, and Montgomery County/Prince Georges Hospital Collaborative) jointly serve as subgrantees and oversee the project. The Council of Government Health Officers will also provide strategic guidance for the project.

Hospitals in the NCR will be given funding through their respected hospital organizations to be spent on the four projects in NCR HPHEPTI. The Council of Governments Health Officers will receive funding to ensure the availability of the described intranet-based education for health department personnel in the NCR.

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.

HDLS course is an application of the NIMS and the NRP principles for hospital personnel, and adapts strategies from the 15 "all-hazards" disaster-planning scenarios approved by the DHS and the White House Homeland Security Council. HDLS, created by SiTEL of the ER One Institute in collaboration with experienced clinical, administrative and educational staff from four DC hospitals, is supported by NVHA and DCHA, and held at the vacant DC General Hospital Emergency Department. The course is presented 10 times a year and results in the annual continuing education of up to 500 hospital medical professionals and administrative staff from all 34 hospitals in the NCR, including military hospitals. Funding is requested to add public health supplements and complete implementation to all hospitals and health departments in the NCR.

SiTEL On Demand consists of 80 CBRNE and NIMS/NRP modules currently available online to various personnel at 18 of the 34 NCR hospitals. Funding is requested to add public health supplements and complete implementation to all hospitals and health departments in the NCR.

Code Orange expands Regional Collaboration by training hospital employees and public health staff in the NCR on a systematic approach to hospital incident command and basic principles in NIMS and the NRP. Code Orange provides an online gaming system so individuals at various NCR hospitals and public health departments can play simultaneously in an effort to learn together. Funding is requested to make Code Orange available at no cost to all hospitals and local health departments in the NCR.

The HICS IV and NIMS Compliance forum will provide attendees with the latest information on NIMS compliance for hospitals as well as provide an interactive discussion on the various materials included in HICS IV. In addition, practical application of the material and implementation principles

will be presented. HICS IV expands Regional Collaboration by promoting a systematic approach to the planning of emergency operations center management and response principles; therefore providing a regional standard for hospital incident command. Funding is requested to make the HICS IV and NIMS Compliance forum available at no cost to all hospitals and health departments in the NCR.

NCR HoPHEP recognizes the threat to various infrastructures, including healthcare facilities in the NCR. In this regard, aspects of the programs described above will reinforce select principles found in the Interim National Infrastructure Protection Plan.

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Scoring Sheet

Medical Surge

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper		National Capital Region Syndromic Surveillance Network (existing project)									
Related Target Capabilities:		Intelligence/Information Sharing and Dissemination, Interoperable Communications									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Regional Implementation of Computer-Assisted Telephone Interview Capacity (CATI)									
Related Target Capabilities:		Interoperable Communications									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Gap Analysis for Health and Medical Readiness-Part 2, A Continuation Project									
Related Target Capabilities:		Planning									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Raising Public Awareness for Public Health Emergencies: Going Beyond Mass Media for Message Dissemination										
Related Target Capabilities:	Mass Prophylaxis										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	UASI FY 06 Medical Surge										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	HICS, and NIMS: A Forum on Hospital Incident Command										
Related Target Capabilities:	Mass Prophylaxis										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Code Orange										
Related Target Capabilities:	Mass Prophylaxis										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	SiTEL On Demand										
Related Target Capabilities:	Mass Prophylaxis										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Hospital Disaster Life Support (HDLS)									
Related Target Capabilities:		Mass Prophylaxis									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		NCR HoPHEP									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

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13 Planning

Planning

Capability Definition

This capability is the foundation on which all other capabilities are developed and enhanced. Specifically, all hazards planning is a mechanism to develop, validate, and maintain plans, policies and procedures describing how the Federal, State, local and Tribal governments will prioritize, coordinate, manage, and support personnel, information, equipment and resources to prevent, protect, respond to and recover from incidents such as those described in the National Planning Scenarios.

Capability Outcome

The planning capability ensures the ability to prevent, protect against, respond to, and recover from acts of terrorism, natural disasters, and other emergencies. The planning process and the resultant plans incorporate an accurate hazard analysis and risk assessment.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The adequacy of the planning process for statewide homeland security programs and processes.
- The sufficiency of staff to manage planning efforts.
- Updates of all hazards plans, policies, and procedures, as well as frequency of the review of documentation and whether these updates and reviews are consistent with recommendations to update – at least annually.
- Mutual aid agreements and regional collaboration efforts in place to coordinate planning effectively across jurisdictions and/or regions.
- Additional planning needed to achieve goals identified in the NCR/UASI strategy.
- The sufficiency or insufficiency of the current planning staff. Consider reasons why or why not to hire additional full time or part time planers.
- Plans in place to ensure connectivity with other efforts, such as hazard mitigation,
- Centers for Disease Control and Prevention, Health Resources and Services Administration etc.

NCR Discussion Results on Planning

Resource	S/W	Comments
People	S	• We have qualified, experienced subject matter experts. (2) • Health and hospitals have great plans and collaboration processes. (3) • All jurisdictions have planners. • Have ETOP exercise training oversight panel
	W	• Need more planners to address regional issues. (10) • Need to have discipline (law/fire/public health) integration. (5) • Need subject matter experts to be funded to participate in various planning processes such as exercises and drills. (4) • Need to incorporate experts into planning process. (3) • Need to integrate traffic management systems with operating procedures. (2) • ESSF8/Public Health is continually confronted with new threats. To combat this, there needs to be augmentation planning, training, and management personnel from public health in the NCR. • Need to develop an NCR plan coordination committee.

Resource	S/W	Comments
		• Need to designate planning staff to support operational functions. Cannot write plans by committee. • Need an organizational structure to apply specialists. • Need better agreement between Feds, states, and local governments to operate together. • Do not have designated regional planners for fire. • Need a process to decide what plan is needed during an emergency. • Lack of health personnel on planning panel. • Need to integrate non-profits and private sectors.
Equipment	S	• Inventory of assists deployment methods • These meetings helps organize and gather ideas to use equipment for multiple projects
	W	• Need inventory management system in the region that reflects what critical assets exist (5) • Need dedicated planning equipment for NCR; need computer databases scenario driven programs connected to critical infrastructure (4) • Need to validate effectiveness of first responders PPE (4) • Need to improve communications (2) • Need video conferences and other tools to bring people together • There need to be tools available to aid in the response that all agencies can share • Need continued funding for *Essence* to enable downloading of exercises • Debris equipment usually not considered essential in planning/UASI process; first responders dominate all discussions of equipment • Standardization of specifications of detection equipment • Need online infrastructure that can support training and credentialing/tracking of all ESF 8 responders (hospital, public health, MRC, EMS, private physicians)
Training	S	• Training can be funded by DHS • Training in RICCS and virtual J/C (VJIC) • NCR does an excellent job of training
	W	• Cross ESF training opportunities • Coordination of training to respond to after action items from events, exercises • Unlike other responder groups, ESF 8 does not have a training curriculum, academy, nor can make use of overtime or backfill. ESF 8 is forming a steering committee and work group to set regionally standard curriculum and leverage online trainings, but need personnel (planning, training, technology) and technology equipment to support this. → not all needed courses currently available • No coordinated NCR training for planning exists that is consistent across all region • Training on plans, continuous effort to include follow up on daily basis to include other disciplines • Capacity of disciplines to train and keep people abreast on changes. • Need to better define the goals to establish training that will facilitate exercises. (need connection between training and exercises). Evaluation should lead to new planning exercises. • No methods for "work place" training exercises • Lack of "feedback" methods to change • Need training on planning • Need to conduct trainings on regional energy emergency plan for emergency liaison officers • New training modalities to enable health participation • Development of resources and materials for implementing emergency transportation – plans/procedures • When coordinated – complete plans are developed, the regional partners will need training • If/when training – what plans are you training to? • Have not developed a plan to train field-level personnel • Development of resources and materials for implementing emergency transportation plans and procedures • Training of fire/police related to hazard detection devises. • Need integration of health in to training of other ESFs → need higher level training on health,

Resource	S/W	Comments
		medical and behavioral health
Exercises/Evaluation	S	• UASI '05 funds being used to develop a debris-specific tabletop exercise • Continued funding for ESSENCE that will enable system evolution and exercises • Training can be funded by DHS • Individual agencies have their plans and discipline; specific planning seems to be in-place • Standardization of template for exercises to include all disciplines • Plans are well integrated within individual jurisdictions • Development of health subject matter • Coordinated regional medical prophylaxis exercises and real-life experiences • New delivery methods of exercise for using own "workplace" exercises
	W	• Greater integration of health and medical agencies into exercises (including participation of health matter experts) (3) o Health and hospitals need membership on ETOP o Participation of health matter experts • Lack effective incorporation and implementation of lessons learned from exercises (3) o System to track action items from After Action Reports, including tracking solutions and resolutions o Accountability for making certain gaps and weaknesses are fixed o Corrective action program needs to be managed more effectively at regional level • Exercises and plans do not comprise the entire NCR and all functional disciplines (3) • Testing of jurisdictional assumptions to identify gaps (i.e., signal timing strategies) (2) • Integrate RESF-15 into all exercises (2) • Incorporate all ESFs (including 6, 14, and 15) and nonprofit and business sectors (2) • More training with media (2) • No capacity of people or support adequately to integrate plans across jurisdictions (2) • Debris removal not included in most exercises • Sharing of best practices • Funding needed • Real-life events as case studies • Need regional exercise to test the regional energy emergency plan • Federal involvement in all exercises • Joint exercises on planning and response, similar to events like the inaugural • Objectives need to be thoroughly defined and matched to training
Plans, Policies and Procedures	S	• Good health care plans in place- ESSANCE will help with continued function of this plan. (3) • The NCR has a strategic plan. (2) • Individual agencies have their plans in place. (2) • Have local mutual aid agreements for fire.
	W	• Need to integrate plans cross-jurisdictionally and cross-disciplinarily. (8) • Need to establish a plan/ procedure for regional NCR. (8) • Lack of overall integration plan architecture. (3) • Need new ESF15 planning. (3) • Need new ESF14 planning. (3) • Need ESF6-wide planning. (2) • Need ESF11 planning. (2) • Need an integration of all regional transportation plans and the incident management plan and procedure. (2) • Need to integrate ESF15 into pandemic flu plan. (2) • Unclear how NCR strategic plan will be integrated. (2) • Need decreased disconnect between federal, state and local needs. (2) • Need more plans to communicate with SNPs. (2) • Need help developing mutual aid agreements for public works department. (2) • Need cross ESF planning. • Need to develop strategic plan for emergency preparedness training.

Resource	S/W	Comments
		• Identify what plans are needed. • Assign ownership to plans so someone/ some organization is responsible for development and maintenance. • Need development of "clearinghouse for tools." • Need to update the regional emergency energy plan on a regular basis. • Need to better consider recovery plans (and debris function) in other plans. • Need more local-to-local sharing of exercises, trainings, and best practices. • Need to refine COOP plan. • Need adequate plan for first responders' families whose family is on extended work hours. • Need regional logistics maintenance plan. • Need plan to go beyond ESF to include NIMS. • Need new planning for community engagement working group. • Health needs to be included in multi-disciplinary exercises.

NCR Concept Papers and Initiative Plans

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

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Project Title:	**Continuation of COG Professional, Technical, and Secretariat Support**	**Estimated Grant Amount**	$960,000
NCR Strategic Goal Alignment:	COG supports the four goals and each of the objectives listed under the goals in the NCR Strategic Plan. Goals and objectives that COG supports are listed under "Allowability".	**Allowability**	Goals and Objectives supported by COG are attached for your consideration.
Estimated Timeline	February 1, 2007 through February 1, 2008	**Dependencies and Cost Factors:**	COG staff works with more than 50 different committees to address challenges associated with the 37 Target Capabilities and other matters identified by the committees.

Problem Statement/Project Description:

The Metropolitan Washington Council of Governments (COG) proposes under the Urban Area Security Initiative (UASI) to continue to provide Professional, Technical, and Secretariat Support to include Program Coordination for the National Capital Region Emergency Preparedness Council (NCRPEC), for the Chief Administrative Officers (CAO) Committee in its UASI support and oversight role, and the supporting of the COG Committee/Regional Emergency Support Function structure serving as the lead for UASI funding process. The Professional, Technical, and Secretariat Support provided by COG assist the Senior Policy

Group with ensuring that preparedness planning efforts across the NCR are fully coordinated and appropriately integrated so that activities are consistent, non-duplicative, efficient and effective. COG will perform these services by providing a forum to convene, record, and support the coordination of regional preparedness efforts across the National Capital Region. Also, COG will provide program support for certain UASI activities approved by the CAOs. This includes working with COG committees/regional emergency support functions to solicit concept papers, to develop projects, to present grant applications to CAO's, and to execute approved grants when appropriate.

COG has a long and distinguished history of facilitating regional agreements and plans, with a special focus on emergency planning and program coordination. Prior to September 11, 2001, more than twenty major regional agreements and plans had been adopted through COG, addressing problems related to snowstorms, water supply and drought, bioterrorism, transportation, energy, and other areas. These agreements and plans have been of great benefit to the region when responding to emergencies over the past two decades. Since September 11, 2001, COG has assisted the region in its greatly enhanced effort to prepare for and respond to regional emergencies by providing Professional, Technical, and Secretariat Support under its FY 2003, FY 2004, and FY 2005 UASI grants.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Coordinate, schedule & staff NCR EPC meetings to address National and NCR priorities to include UASI matters	COG Board, State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support EPC in decision making & in tracking and addressing action items	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
2. Coordinate, schedule, & staff CAO's Committee meetings to address National and NCR priorities to include UASI matters	MD, VA, & DC CAO's meet with State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support CAO's in tracking & addressing action items; assist w/priorities/decisions	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
3. Coordinate, schedule, & staff Emergency Managers (EM) Committee (R-ESF#5) meetings to address National and NCR priorities to include UASI matters	Local EM Directors from MD, VA, and DC meet with other R-ESFs, officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support EM Committee in tracking and addressing action items; support decision making & priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
4. Coordinate, schedule, & staff the Fire Chiefs Committee (R-ESF#4, 9, 10) meetings to address National and NCR priorities to include UASI matters	Local Fire Chiefs from MD, VA, & DC meet with subcommittee chairs, State and local officials and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support Fire Chiefs in tracking and addressing action items; support decision making and priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
5. Coordinate, schedule, & staff the Health Officials Committee (R-ESF#8) meetings to address National and NCR priorities to include UASI matters	Local Health Officers from MD, VA, & DC meet with subcommittees, State and local officials and federal partners as well as private, non-profit, and other organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support Health Officials Committee in tracking & addressing action items/priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance

6. Coordinate, schedule, & staff the Police Chiefs Committee (R-ESF#13) meetings to address National and NCR priorities to include UASI matters	Police Chiefs from MD, VA, & DC meet with subcommittees, State and local officials and federal partners as well as private, non-profit, and other organizations	Prepare meeting notes, research documents & action items addressing regional priorities; support Police Chiefs in tracking and addressing action items & priority setting	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
7. Coordinate, schedule, & staff the R-ESF and Regional Program Working Groups (RPWG) meetings to address National and NCR priorities to include UASI matters	All RPWG's brief the 15 R-ESFs and State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	Prepare meeting notes, research documents and action items addressing regional priorities; support leads in tracking and addressing action items; assist in priority setting & decision making	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance
8. COG maintains data bases that enable the NCR EPC, CAO's, SAA, and others to distribute information to and receive information from the R-ESFs	The data bases are maintained by R-ESF for State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	COG can deliver documents to representatives on all R-ESFs in a relatively short period of time and it can receive and compile requested input in a timely manner; + COG web site	Data bases are accurately maintained & records of documents sent and received are recorded in the data base by COG staff and are available to authorized individuals upon request
9. COG assist the SAA in setting up and administering the UASI process and in working with the R-ESFs to develop and execute initiatives	State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations are included in the UASI process	COG works with R-ESFs and others to develop Concept Papers and other documents IAW established timelines established by the SAA or his representative; COG supports the UASI decision making process	COG will place Concept Papers and other documents on the COG web site and prepare notebooks containing these documents for the review process IAW with established timelines
10. Coordinate, schedule, & staff other support R-ESFs: Transportation (R-ESF#1), Communications (R-ESF#2), Water & Debris Mgt (R-ESF#3), Mass Care (R-ESF#6), Resource Support (R-ESF#7), Food (R-ESF#11), Energy (R-ESF#12), Media & Outreach (R-ESF#14),Donations & Vol Mgt (RESF#15), Correctional Chiefs Committee, & others to address priorities	Support R-ESFs representatives from local jurisdictions in MD, VA, and DC State and local officials from MD, VA, and DC and federal partners as well as private, for profit, non-profit, and volunteer organizations	For each of the additional 9 Support R-ESFs and others COG prepares meeting notes, research documents and action items addressing regional priorities; supports tracking and addressing action items; supports decision making; supports priority setting; and supports the R-ESFs in maintaining accountability	Meeting notes are normally prepared and distributed within 14 days of the meetings and action items are tracked and addressed IAW Chair guidance

Project Performance Measures	**Baseline Value**	**Target Value**
1. Meet the needs of the NCR EPC Chair and its members in scheduling and staffing meetings and addressing action items (National and Regional priorities) and assist in maintaining accountability	90%	100%

2. Meet the needs of the Chair of the CAO's and its members in scheduling and staffing meetings and addressing action items (National and Regional priorities) and assist in maintaining accountability	90%	100%
3. Meet the needs of the Chairs of each of the 15 R-ESFs/others and their members in scheduling and staffing meetings and addressing action items (National and Regional priorities) and assist in maintaining accountability	90%	100%
4. Work with R-ESFs to prepare Concept Papers that they desire to develop to address identified Target Capability weakness and other items in accordance with established timeline (National and Regional Priorities)	90 %	100%
5. Maintain a data base for R-ESFs/Committees so that information can be distributed in a timely manner when requested by the a chair	90%	100%
6. Prepare and submit monthly financial reports and quarterly program reports in accordance with guidance from the SAA's office	90%	100%

INITIATIVE PLAN

Continuation of COG Professional, Technical, and Secretariat Support

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.

Continuation of COG Professional, Technical, and Secretariat Support. COG supports the COG Board of Directors, NCR EPC, CAO's Committee, R-ESFs 1-15/Committees and others in a very broad mission. UASI funds are used to address Homeland Security and emergency preparedness activities to include priority needs and strengths identified through the program and capability evaluation. COG provides assistance to the SAA's representative in the prioritization analysis. COG works with R-ESFs and others to develop Concept Papers/Initiative Plan Templates to address selected priority needs and strengths in the NCR and supports the SAA's representative throughout the UASI process to include assisting with Investment Justification. Once ODP approves projects, COG becomes the project manager for selected projects, provides support to R-ESFs/Committees and others in administering other projects, and provides coordination/communication link between R-ESFs/Committees/others and the SAA's representative and others. COG also works with private, non-profit, for profit and other organizations to address priority needs and strengths identified through the program and capability evaluation.

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

COG supports the 18 jurisdictions that make up the National Capital Region and works with them to address regional program and capability needs. COG promotes regional coordination and cooperation in emergency planning and preparedness. COG coordinates the regional collection of jurisdictional data for emergency preparedness projects. COG provides regional promotion and awareness of upcoming emergency preparedness events. COG promotes cross-disciplinary emergency preparedness communications. COG provides timely dissemination of emergency preparedness communications from the COG Board, SAA, SPG, and CAO's to R-ESFs and Technical committees. COG provides planning support to the R-ESFs/Committees. COG collaborates with the SAA's representative to develop strategic guidance for the NCR.

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.

COG has been existence for almost 50 years. It has a long, distinguished record of providing leadership and support for programs throughout the region. Fortunately, COG has most of the resources, processes, and tools in place to provide for the continuation of support to the NCR. In fact, COG is ideally suited to provide needed support to the region. COG has professional, trained staffs who already work with the 15 R-ESFs/Committees as well as a number of technical committees. The primary effort of most of these groups is focused on the enhancement of Homeland Security in the NCR. They have and continue to set up special groups to address specific Homeland Security matters. The processes are well established at COG to provide the needed support. For example, the SAA's representative recently needed a consultant to do facilitation and the COG staff was able to have the contract in place in less than three days. In the area of tools, COG has exceptional meeting room space with all the needed support equipment. The facility is centrally located on the Metro and is used on a continuing basis to support Homeland Security meetings. Finally, the resources, processes, and tools available at COG make it ideally suited to provide needed support in the NCR. Funding is necessary to continue and to enhance the current level of support to the region.

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

COG is led by David Robertson, Executive Director. He works for the COG Board of Directors made up of appointed and elected officials from throughout the region. All activities at COG come under the direction of the Board of Directors. COG has the Emergency Preparedness Council (EPC), made up of elected, appointed, and other local, state, and federal officials plus private and volunteer organizations that provides leadership and policy guidance in the emergency preparedness area. Also, COG has the Chief Administrative Officer's Committee that is made up of Chief Administrative Officers (CAO's) from jurisdictions thought the region. The Committee provides leadership and direction for Homeland Security and emergency preparedness in the region. It provides supervision, guidance, and direction to the 15 R-ESFs/Committees. The CAO's, Senior Policy Group (SPG), and the State Administrative Agent (SAA) work together to lead and implement the Urban Area Security Initiative in the NCR. COG also coordinates with Office of National Capitol Region Coordination on the NCR Strategic Plan and other matters.

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

Calvin Smith is the UASI Program Manager and Dave McMillion is the Project Manager for UASI at COG. They work as a team to support Homeland Security in the NCR and to help incorporate the three Overarching National Priorities in the NCR. Mr. Smith works with the COG Board, NCR Emergency Preparedness Council, the CAO's Committee, and the SAA's representative to further NCR Homeland Security Goals and Objectives and to help incorporate the three Overarching National priorities in the NCR. Mr. McMillion works in coordination with Mr. Smith and COG staff members who work with each of the 15 R-ESFs/Committees, the SAA's representative, and the Regional Program Working Groups to support Homeland Security and help incorporate the three Overarching National Priorities. COG staff members who work with all the R-ESFs/Committees and sub-

committees contribute significantly to the enhancement of the Homeland Security Program as they work with the Chairs of the R-ESFs/Committees to incorporate the three overarching National Priorities and others in their activities. Finally, Program Management is provided by Calvin Smith and Dave McMillion under the supervision of David Robertson, Executive Director of COG. Monthly reports on priority activities are provided to the SAA in accordance with established guidelines.

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 27, 2006</td></tr>
<tr><td colspan="2">RESF #3 (Debris)
Solid Waste Managers Group
Tom Smith, Chairman
Solid Waste Division Chief
Prince William County
Grant recipient TBA.</td></tr>
<tr><td colspan="2">John Snarr,
Principal Environmental Planner
MWCOG
777 N. Capitol St., NE
Suite 300
Washington, DC 20002
202-962-3359
jsnarr@mwcog.org</td></tr>
<tr><td>Project Title:</td><td>Hazardous Materials Management Coordination Plan</td><td>Estimated Grant Amount</td><td>$85,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Meets the National Priority of strengthening WMD/Hazardous Materials Response and Decontamination. Addresses a weakness of lack of coordination and communication.

Meets the Following NCR Goal:
<u>Planning and Decision Making</u>
Creates plan for coordination among R-ESF 3, R-ESF 10, R-ESF 8, and others.

<u>Prevention and Mitigation</u>
Establishes channels of communication and command.
<u>Response and Recovery</u>
Provides matrix for response and recovery from incident.</td><td>Allowability</td><td>This is allowable in accordance with UASI guidelines.</td></tr>
<tr><td>Estimated Timeline</td><td>July 2006 – December 2007</td><td>Dependencies and Cost Factors:</td><td>Requires R-ESF 10 and R-ESF 8 involvement</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
This initiative seeks to plan better coordination between R-ESF 3 Debris, R-ESF 10 Hazardous Waste, R-ESF 8 Health, and other R-ESFs potentially involved in the management of hazardous material. Local fire departments have principal control of these incidents in most area jurisdictions. Public works officials usually deal with the management of non-hazardous debris. Obviously, since the hazardous nature of debris is not always immediately known, it is important for public works, fire, and health disciplines to have a well designed working relationship. It is also important to know when responsibilities for managing debris would fall to the FBI or the U.S. Environmental Protection Agency.
The capability session in January on CBNRE and WMD illuminated the fact that, while fire departments have a clear mission in this area,
1. The various players mentioned above have not made clear their expectations for assistance from each other in hazmat incidents, and</td></tr>
</table>

2. The local government-based response teams do not have a workable system in place to rapidly communicate with each other about the nature of simultaneous incidents across multiple jurisdictions.

Since terrorist incidents of this nature are key motivating factor for the homeland security program in the region, it is paramount to ensure that the region is best coordinating its assets.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Establish operational concepts for managing CBRN contaminated debris	RESF 10, RESF 3 Debris, RESF 8	Set vision for optimal operation.	10/06
2. Provide organizational structure, guidance, and standardized procedures for the removal, and disposal of CBRN contaminated debris.	RESF 10, RESF 3 Debris, RESF 8	Assess current structures and adjust them to match vision of operations.	2/07
3. Establish health and safety procedures to be followed by local, state, and federal first responders and follow-on debris removal and disposal personnel.	RESF 10, RESF 3 Debris, RESF 8	CBRN Contaminated Debris Management Response and Recovery Procedures and Guidance Manual	6/07
4. Coordinate partnering relationships through communications and pre-planning with local, state, and federal agencies involved with CBRN contaminated debris management responsibilities.	RESF 10, RESF 3 Debris, RESF 8	Establish relationships in writing between partners explaining what is expected of each other in various scenarios.	9/07
5. Implement and coordinate private sector CBRN contaminated debris decontamination, removal and disposal contracts to maximize clean-up efficiencies.	RESF 10, RESF 3 Debris, RESF 8	Review available contracts and implement new ones as necessary.	12/07

Project Performance Measures	Baseline Value	Target Value
1. All parties realize what is expected of them in different scenarios.	No	Yes
2. Parties are able to quickly relay information about developing incidents.	No	Yes
3. Hazardous debris disposal options are well known.	No	Yes

INITIATIVE PLAN

Hazardous Materials Management Coordination 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.**

   Hazardous Materials Management Coordination Plan

   Responds to National Capability priority "WMD/Hazardous Materials Response and Decontamination." Addresses numerous weaknesses identified in the analysis session related to communication and coordination including:
   - "Need more regional coordination of training, response, and equipment purchase"
   - "The current decision making model does not allow for quick, cross-jurisdictional decisions during hazmat incidents"
   - "Outside of law enforcement few L.E.O. are properly trained in hazmat response"
   - "Need more coordination between federal and state government agencies"

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

   Applies to local, state, and federal partners in the NCR.

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.**

   R-ESF 10, 3, and 8 committees are well established in the NCR. Communication tools such as RICCS and Web EOC already exist for information sharing.

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

   This initiative will be governed by the R-ESF 10, 3, and 8 committees in the NCR structure.

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

   The initiative will expand regional collaboration, which is one of the Overarching National Priorities. It applies to the NCR Strategic Plan goals of Planning and Decision Making, Prevention and Mitigation, and Response and Recovery by creating a plan for coordination among R-ESF 3, R-ESF 10, R-ESF 8, and others.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

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MD State Highway Administration

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Project Title:	**National Capital Region Interoperable Communications Study**	**Estimated Grant Amount**	$200,000
NCR Strategic Goal Alignment:	Goal 3: Prevent and Mitigate Threats and Events Goal 4: Respond and Recover from Events	**Allowability**	
Estimated Timeline	12 Months from receipt of grant	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

The District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT) are responsible for performing a variety of essential support functions in the National Capital Region (NCR) during terrorist attacks, major disasters, or emergency incidents. These tasks include evacuation traffic management, first responder incident support, debris removal, maintaining critical transportation infrastructure assets, and performing restoration and recovery operations. In the NCR, it is essential that these activities be closely coordinated across multi-jurisdictional boundaries with a variety of supporting agencies. These include federal and local law enforcement, fire and emergency response, governmental agencies, regional emergency operations centers, and jurisdictional transportation departments. A critical component of these agencies abilities to perform these essential functions effectively is the ability to conduct voice and data communications across jurisdictional boundaries with other first responding agencies.

This project involves employing the services of a specialized communications engineering consulting firm to coordinate, study, and offer recommendations regarding how transportation agencies can cooperate to enhance and improve multi-disciplinary and multi-jurisdictional interoperable communications. This effort includes reviewing efforts underway independently to ensure the compatibility of new systems, architecture, and network equipment to provide regional interoperable communications and reduce unnecessary duplication of effort. The project also includes developing shared protocols and procedures for conducting interoperable emergency communications in the event of a terrorist attack, major disaster, or other emergency event. The effort will enhance the ability of regional transportation agencies to cooperatively succeed in developing interoperable communications systems and architecture. This is critical as aging communications systems are replaced by new technologies capable of conducting communications on designated 700 and 800 MHz public safety emergency channel frequencies.

Lessons learned from the 9-11 incidents in New York City and Hurricane Katrina indicate that interoperable communications between front line emergency managers is critical to the effectiveness of responding to and coordinating emergency operations during terrorist incidents and emergency events. Failure to install the system in a timely manner would affect the ability of regional transportation agencies to adequately coordinate operations with other responding agencies during severe events resulting in the potential for loss of life, additional property damage, interruption to interstate commerce, environmental damage, and could significantly affect public safety.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Retain Consultant Engineering Services	DDOT, SHA, VDOT	Contractual Consulting Services	3 Months After Start
2. Interoperable Communications Study	DDOT, SHA, VDOT, Contractor	Action Report	10 Months After Start
3. DOT Review	DDOT, SHA, VDOT, Contractor	Final Report	12 Months After Start

Project Performance Measures	Baseline Value	Target Value
1. Multi-Jurisdictional Interoperable Voice and Data Communications	0 %	100 %

INITIATIVE PLAN

National Capital Region
Interoperable Communications Study

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.

The name of this initiative is "*National Capital Region - Interoperable Communications Study"*. The Department of Homeland Security (DHS) has identified the lack of interoperable wireless communication systems as an issue that continues to affect public safety agencies in communities across the country. Interoperable communications, the ability to provide an uninterrupted flow of critical real-time information among responding multi-disciplinary and multi-jurisdictional agencies at all levels of government before, during, and after an event, has been identified as a capability specific priority. The Metropolitan Washington Council of Governments (MWCOG) has further identified interoperable communications as one of the regions 14 priority capabilities. This includes supporting efforts to engineer, design, and construct critical communications networks, supporting equipment, and regionally redundant voice and data communications systems.

The proposal provides for the coordination of efforts to plan, design, and develop interoperable communications system under consideration by the District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT). The study includes coordinating independent interoperable communication improvement projects, establishing uniform regional operating protocols and procedures, and cross-jurisdictional sharing of lessons learned and new technologies. The project would be a joint effort and would ensure that jurisdictional transportation agencies acquire the ability to conduct essential interoperable voice and data communications with other responding agencies and departments.

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

The project would provide the District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT) with the ability to conduct interoperable communications across multi-disciplinary and multi-jurisdictional boundaries. It would provide the capability to ensure the uniform development of interoperable communications across National Public Safety Planning Advisory Committee (NPSPAC) 800 MHz Call and Tactical radio channels. This would provide transportation agencies with the ability to directly communicate real-time voice and data with first responding law enforcement, fire and emergency, and public works personnel including direct communication links to established emergency operations centers. By coordinating these efforts regionally, transportation agencies can prevent duplication of effort and enhance interoperable communications throughout the NCR.

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.

The District of Columbia Department of Transportation (DDOT), Maryland Department of Transportation (MDOT) State Highway Administration (SHA), and Virginia Department of Transportation (VDOT) currently own, maintain, or lease communications towers and equipment throughout the National Capital Region (NCR). This project will expand upon these resources to ensure the development of a comprehensive regional interoperable communications system. This joint effort will allow agencies to share costs, leverage existing and new technologies, and develop consistent, unified operating protocols and procedures. The project will also encourage the sharing and dissemination of lessons learned and best practices between agencies.

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

Management and oversight of the project will be the responsibility of the Maryland Department of Transportation (MDOT) State Highway Administration (SHA). SHA will be responsible for reporting the status and final recommendations of the project final report to the Metropolitan Washington Council of Governments (MWCOG) Management Operations and Intelligent Transportation Systems (MOITS) committee on a regular basis. SHA will assemble a team of supporting management representatives, systems engineers, and information technology specialists from SHA, DDOT, and VDOT, to support, oversee, and manage the project. The effort will be closely coordinated with other regional interoperable communications projects under design or development. Project meetings will be conducted to keep stakeholders informed of the progress of the study. The agencies will closely cooperate and support the effort so that results can be shared and implemented across jurisdictional boundaries.

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

The initiative supports current homeland security efforts in the District of Columbia, Maryland, and Virginia to ensure responding agencies have the capability to conduct real-time interoperable voice and data communications necessary to share critical information and support emergency operations.

Communications interoperability underpins the ability of Federal, State, Regional, and Local entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergency events. By supporting these efforts, the initiative serves to improve public safety and provides redundant communications systems and consistent shared systems architecture to provide interoperable voice and data emergency communications throughout the NCR.

CONCEPT PAPER

Preliminary Document – Presented for Review and Discussion

December 6, 2005

Natalie JonesBest
Emergency Preparedness and Risk Manager
District Department of Transportation

2000 14th Street NW, 5th Floor
Washington, DC 20009

Project Title:	**Evacuation Time Estimates – How much time do we need?**	**Estimated Grant Amount**	$500,000
NCR Strategic Goal Alignment:	Goal 4 Objective: 2	**Allowability**	
Estimated Timeline	1 year	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

Based on regional evacuation plans and current evacuation protocols and policies develop evacuation time estimates to assist regional transportation agencies in answering: how long would it take to evacuate the entire District of Columbia and population within the Beltway? And how long would it take to evacuate part of the District of Columbia and part of the population within the Beltway?

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Data Collection. Divide the District and the area jurisdictions within the beltway into emergency planning zones (EPZ). This could be done using an existing zonal structure or developing a new structure. The zones should take into account at a minimum geographic and demographic data. Geographic and demographic data should be gathered from existing census, tax and other data services available. Once completed, a gap analysis should be conducted to look at missing data for the model implementation. For instance a survey conducted to review where and how many mandatory zonal to zonal trips would be necessary before a person left the District (leave work to pickup family, or elderly parent lives across the District and needs a ride). The data collection should also look a the residential versus transient populations as some evacuation orders may require a shut down of services but not a closure of residential establishments	Primary DDOT Supporting: MDOT, VDOT, WMATA, EMA	A hard and electronic document detailing zonal information	3 months
2. Scenario Using the All-Hazard approach, develop different emergency scenarios that would require a zonal evacuation. These hazardous scenarios should also include time of day, weather conditions, and any District event information (i.e. Nationals game, Folklife festival). These scenarios should not only look at hazards that would directly affect a zone (plume cloud) but zones that would be evacuated due political decision making and public concern (shadow evacuation).	Primary DDOT Supporting: MDOT, VDOT, WMATA, EMA	A hard and electronic document detailing scenario information for each zone	1 month

3. Impact Analysis Based on Task 2 develop a time estimate for how long each zone has before being effected in some manner by the proposed scenario. Identify, at a minimum, the time on target, and how much of the population per zone is effected. This task basically establishes a baseline for how long each zone has before being impacted by a hazard.	Primary DDOT Supporting: MDOT, VDOT, WMATA, EMA	A hard and electronic copy detailing the results of the Impact analysis for each zone	2 months
4. Evacuation Time Estimate Based on Task 1 and Task 2 develop evacuation time estimate for each zone based on the scenarios drafted. The evacuation time estimate should take into consideration, notification, population response time, traffic considerations, and first responder capability.	Primary DDOT Supporting: MDOT, VDOT, WMATA, EMA	A hard and electronic copy detailing the results of the evacuation time estimate	12 months
5. Evacuation Analysis Based on the results from Task 3 and Task 4 develop an analysis of current conditions and recommendations for improvement.	Primary DDOT Supporting: MDOT, VDOT, WMATA, EMA	A hard and electronic document detailing recommendations for improving evacuation times	1 months

INITIATIVE PLAN

Evacuation Time Estimates – how much time do we need?

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.

The name of this initiative is Evacuation Time Estimates – how much time do we need? This initiative will: divide up the National Capital Region (NCR) that is within the I-495 beltway into unique geographical zones, identify the location and different population groups within each zone, and through a simulation model, determine the time it would take to clear that particular zone. There are two goals for this initiative, first, to provide senior leadership with a better understanding on the estimated clearance time for each zone, so that they are better prepared to understand the possible time period they are working with when ordering an evacuation, and second, a baseline of information, in which new strategies can be created to either lengthen or shorten the time period needed to safely evacuate a particular zone.

Evacuation planning was identified as a need by many of the NCR stakeholders during a target capabilities workshop. Specific target capabilities mentioned regarding evacuation planning included interoperable communication, citizen's awareness, and planning. These target capabilities addressed weaknesses that included a lack of regional preparedness in transportation plans and a viable

evacuation plan. This initiative will be a significant tool in determining and understanding the Districts, and more importantly the NCR's, current state-of-the-practice for evacuation preparedness.

There will be two deliverables for this initiative. The first will be a map with supporting documentation that illustrates each evacuation zone created for this project with the expected evacuation times labeled in each zone. There will be multiple evacuation times for each zone based on if the population need to move to either the adjoining zone, or if it needs to move a further distance. The second deliverable will be a document that provides transportation-related recommendations to NCR agencies, based on a select number of public emergency scenarios that either increase or decrease the clearance time for each evacuation zone. Some public emergencies may require an immediate clearance time, while others may not. Proper management of the population during an evacuation order will be critical to the response of the public emergency. This will ultimately become a tool for NCR Senior management to better manage first responder resources and public information.

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

This initiative will affect each of the three jurisdictions within the NCR. The modeling area where the time estimate would be developed would only include the population within the National Beltway (I-495), however, the regional transportation network could be extended beyond the beltway if it is determined necessary for an accurate time estimate. This initiative will be conducted through the District Department of Transportation, and supported by regional department of transportation's and MWCOG working groups.

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.

To accomplish this initiative, a majority of the data requirements will be gathered from preexisting data resources. Regional coordination groups charged with developing regional transportation models may be requested to provide parts of their data sets to support this initiative to limit the possibility in redundancy of effort. The same would be done for population information. A consulting firm with strong transportation modeling expertise would be needed to successfully implement this initiative.

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

This initiative will be developed through DDOT with strong support from the regional State and Local department of transportations. Oversight in regards to the management of the grant will be provided from the SAA Office. Subject matter expertise and guidance will also be requested from regional committees such as Management, Operations and Intelligent Transportation Systems Policy & Technical Task Forces (MOITS) and RESF#1 and RECP committees at the Metropolitan Council of Governments.

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 initiative deals directly with emergency transportation planning with an emphasis on evacuation understanding. By better understanding the requirements and the thresholds needed for implementing an evacuation the stronger it will be as a protective action.

This initiative directly correlates with the National priority for increasing regional coordination and many of the identified State target capability priorities. This initiative by crossing multiple jurisdictions will ensure regional coordination is not only taking place but working together with a common goal.

CONCEPT PAPER

Emergency Transportation Annex - Testing, Exercising, and Resource Development

Presented for Review and Discussion December 6, 2005

Natalie JonesBest
Emergency Preparedness and Risk Manager
District Department of Transportation
2000 14th Street NW, 5th Floor
Washington, DC 20009

Estimated Grant Amount $250,000
NCR Strategic Goal Alignment: Goal 4 Objective 1.2
Estimated Timeline 1-year

Problem Statement/Project Description:
As part of the responsibility for ESF#1, DDOT is actively completing its Emergency Transportation Annex (ETA) which is a supplement to the District Response Plan. This annex, which has been developed with support from multiple District agencies and regional jurisdictions, outlines the command and control requirement needed during a public emergency affecting the transportation sector, which includes evacuation. This annex identifies such data needs as primary and secondary evacuation routes, critical intersection, variable message board locations, and current planned sheltering locations. The ETA is currently in draft form and requires initial funding to finalize and to develop required operational tools.

While the ETA is a District based document, its policies and protocols stretch to affect the entire regional transportation network. The operational tools developed within this project will be done so with close coordination with MDOT, VDOT, and WMATA. This project is critical for the National Capital Region to ensure that regional transportation evacuation planning is adequate and effective.

Preliminary Project Plan (Tasks, Resources, Deliverables, Collaborating Partners, etc.)			
Tasks	**Collaborating Partners**	**Deliverables**	**Target Date**
1. Project Plan Development. Based on a document review of the ETA and the after-action report from Operation Fast Forward, develop a work plan for this grant. The work plan should include but not be limited to strategies for completing	Primary DDOT Supporting MDOT, VDOT, WMATA,	Project Plan	1 months

the ETA , identification of needed local and regional operational procedures for implementing the ETA, and traditional and out-side-the-box exercise and training materials.	DCEMA, MPD, FEMS		
2. Resource Development. Based on Task 1, the final graphical and data needs will be implemented into the ETA for submission to DCEMA for insertion into the formal DRP review.	Primary DDOT Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS	Hard (color copy) and electronic format of finalized ETA.	12 Months
3. Standard Operating Procedures and Materials. Based on Task 1, ETA based material such as quick reference cards, checklists, and other materials could be used by multiple agencies to implement the ETA . This task will also develop agency specific and cross agency/jurisdictional operating procedures. Procedures that are developed but require a policy/legal shift will have the needed draft MOU/MOA attached and ready for the approval process prior to implementation of the specific procedure.	Primary DDOT Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS	Various Materials which will be identified in the initial work plan	12 Months
4. Test/ Exercise. Based on Task 2 and Task 3conducted various training exercises directly related to the ETA. These are to be local and regional specific exercises.	Primary DDOT Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS	Development of exercises and after-action reports.	12 months
5. Recommendations Report. Based on Tasks 1-4 develop a summary and findings for the entire project. This report should be prepared with the understanding that it could be presented to the DC Council and/or Federal Government for proving current emergency transportation preparedness	Primary DDOT Supporting MDOT, VDOT, WMATA, DCEMA, MPD, FEMS	Hard (color copy) and electronic format of finalized findings paper.	1 month

INITIATIVE PLAN

Emergency Transportation Annex (ETA) –
Testing, Exercising, and Resource Development

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.**

   The name of this initiative is Emergency Transportation Annex (ETA) – Testing, Exercising, and Resource Development. This initiative has been established to ensure public safety agencies, including transportation departments within the National Capital Region (NCR), are prepared when requested to activate an emergency evacuation. DDOT, as lead agency for ESF#1 – Transportation, is responsible for maintaining the ETA. The ETA is a supplement within the District Response Plan and focuses on the command and control and transportation operations required during a public emergency where the appropriate protective action is evacuation.

   Evacuation planning was identified as a need by many of the NCR stakeholders during a target capabilities workshop. Specific target capabilities mentioned regarding evacuation planning included interoperable communication, citizen's awareness, and planning. These target capabilities addressed weaknesses that included a lack of regional preparedness in transportation plans and a viable evacuation plan. The ETA beginnings to address many of the concerns identified in the target capabilities but it needs to be taken to the next level.

   The final deliverable for this initiative will be an updated version of the ETA document which includes a graphical redesign, and updated data information based on gaps discovered during everyday operations and several planned exercises. Other deliverables include: developing quick reference material to ensure proper execution of the ETA, development of MOU/MOA's that are needed, and small item equipment needed to properly implement the ETA.

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

   This initiative will be based within the District Department of Transportation (DDOT) and address a DDOT/District specific document. However, many of the tasks identified in the concept paper can only be done with strong coordination from the National Capital Region partners. What is developed within this initiative, while District oriented in nature will have regional impacts; one area can not initiate an evacuation until certain the adjoining jurisdictions are prepared and more importantly understand the impact of that decision. What gets developed within this initiative will require other jurisdictions to update their evacuation plans.

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.**

   Many of the resources needed for conducting an evacuation already exist within the District of Columbia and the surrounding jurisdictions. However, the assets to ensure the effective deployment of

those resources do not and that is the purpose of the ETA. This initiative, based on the current ETA, will develop the necessary tools needed for the proper implementation of an evacuation from within the NCR. Through contract support, items such as quick reference booklets, senior leadership checklists and an updated ETA will be developed. Exercises and training programs will also be needed to identify and fill gaps. This initiative is focused at finding short term solutions too a major problem.

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

   This initiative will be developed through DDOT. Oversight in regards to the management of the grant will be provided from the SAA Office and subject matter expertise provided by regional committees such as Management, Operations and Intelligent Transportation Systems Policy & Technical Task Forces (MOITS) and RESF#1 and RECP committees at the Metropolitan Council of Governments. Also the District EPC panel would also receive updates and recommendations as well.

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 initiative deals directly with emergency transportation planning with an emphasis on evacuation management. Two of the national priorities will be addressed within this initiative, implementation of the National Incident Management System, and increased regional coordination. This initiative will ensure as protocols and procedures are developed they are NIMS compliant and issues requiring regional jurisdiction has been addressed.

<table>
<tr><td colspan="2" rowspan="3">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 20, 2006</td></tr>
<tr><td colspan="2">Daryl Louder, Deputy Chief
Fairfax County Fire and Rescue Department</td></tr>
<tr><td colspan="2">4100 Chain Bridge Road
Fairfax, VA 22020
703-246-2823
daryl.louder@fairfaxcounty.gov</td></tr>
<tr><td>Project Title:</td><td>Regional Fire and Rescue Homeland Security Staff</td><td>Estimated Grant Amount</td><td>$1,323,125</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>#1 – Planning and Decision Making

#3 – Prevention and Mitigation

#4 – Response and Recovery</td><td>Allowability</td><td>State and local entities may use grant funding to cover the salary of newly hired personnel that are undertaking allowable ODP program activities.</td></tr>
<tr><td>Estimated Timeline</td><td>October 2006 – September 2008</td><td>Dependencies and Cost Factors:</td><td>[Attach via separate sheet if necessary]</td></tr>
</table>

Problem Statement/Project Description:

The National Capital Region (NCR) Fire Services seek to improve the overall ability of the region to effectively manage, administratively support, and implement the UASI grant process and identified initiatives. Project staffing, (i.e. project manager, planning/preparedness, training, NIMS implementation, and logistical support) is required to ensure the regional initiatives are implemented in an effective and timely manner. Adequate and efficient project management will help to ensure that project milestones and objectives are attained. In order to successfully attain the target capabilities of interoperable communications, CBRNE detection, explosive device response, WMD hazardous materials response, citizen protection, resource logistics and distribution, planning, and mass care, plans/procedures must be developed, personnel must be trained, equipment must be purchased and maintained, and incident command principles must be utilized. Additionally, these positions are necessary to ensure compliance with all requirements established by the Department of Homeland Security and to remain eligible to receive future UASI funding.

One of the most important goals coming out of this initiative is to increase the preparedness and to improve the response and recovery of the Region's fire and emergency medical services. The effort will enhance the ability of the regional fire and rescue services to respond to one or more significant incidents with common plans, an understanding of regional standard operating procedures, and utilization of a robust mutual aid system.

Regional Fire and Rescue Homeland Security Coordinator:
Responsible for managing and coordinating the multitude of initiatives and administrative requirements of the Urban Area Security Initiative programs and grants process. The coordinator will manage the day-to-day activities of the staff positions listed below. Additionally, he/she will ensure that program objectives, performance measures, benchmarks, documentation, and reporting requirements are met.

Planning and Preparedness Officer:
Responsible for updating and maintaining regional plans and providing technical advice/assistance to the COG Public Safety Planner assigned to the COG Fire Chiefs Committees and their subcommittees. Additionally, this officer will be responsible for incorporating new resources purchased by UASI funding, and new procedures into the regional plans. He/she will also coordinate new requirements demonstrated in the National Capitol Region's Mutual Aid Agreement to ensure compliance to that agreement.

National Incident Management System (NIMS) Compliance Officer:
Homeland Security Presidential Directive #5 requires adoption and implementation of NIMS. Award of the UASI grants is predicated on compliance with this requirement. The NIMS compliance officer will be responsible coordinating incident command system (ICS) training/exercises for the region, resource typing for planning/preparedness, regional coordination with components of the National Response Plan (NRP), and all of the necessary documentation.

Training Coordinator:
The NCR has implemented many initiatives to expand regional collaboration and to strengthen the detection, response, and decontamination capabilities for chemical, biological, radiological, nuclear and explosive (CBRNE) events. Each of these initiatives has generated a requirement for responders to be trained on new policies/procedures and equipment. This training will address topical areas such as: WMD operations, Metro operations, tunnel rescue, mass decontamination, mass casualty response, etc. The training officer will be responsible for coordination of curriculum development, course delivery, continuing education and documentation for the region.

Logistic Coordinator:

The region has purchased and continues to purchase a considerable amount of equipment and resources with UASI grants. These resources are necessary to respond to CBRNE incidents in a safe, effective, and standardized manner throughout the region. The logistics officer is responsible for coordinating the purchase, storage, distribution, on-going maintenance, and documentation for resources purchased through UASI grants.

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. Rewrite Fire Mutual Aid Plan	COG Fire Chiefs Committee		
2. Create regional master resource list	COG Fire Chiefs Committee		
3. Develop WMD response protocols	COG Fire Chiefs Committee		
4. Coordinate NIMS ICS training	COG Fire Chiefs Committee		
5. Audit regional NIMS compliance	COG Fire Chiefs Committee		
6. Develop and deliver regional WMD training	COG Fire Chiefs Committee		
7. Coordinate regional simulations and exercises	COG Fire Chiefs Committee		
8. Manage regional equipment acquisition and distribution	COG Fire Chiefs Committee		
9. Coordinate maintenance of regional caches	COG Fire Chiefs Committee		

INITIATIVE PLAN

Regional Fire and Rescue Homeland Security Staff

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.

The National Capital Region (NCR) Fire Services seek to improve the overall ability of the region to effectively manage, administratively support, and implement the UASI grant process and identified initiatives. Project staffing, (i.e. project manager, planning/preparedness, training, NIMS implementation, and logistical support) is required to ensure the regional initiatives are implemented in an effective and timely manner. Adequate and efficient project management will help to ensure that project milestones and objectives are attained. In order to successfully attain the target capabilities of interoperable communications, CBRNE detection, explosive device response, WMD hazardous materials response, citizen protection, resource logistics and distribution, planning, and mass care, plans/procedures must be developed, personnel must be trained, equipment must be purchased and

maintained, and incident command principles must be utilized. Additionally, these positions are necessary to ensure compliance with all requirements established by the Department of Homeland Security and to remain eligible to receive future UASI funding.

One of the most important goals coming out of this initiative is to increase the preparedness and to improve the response and recovery of the Region's fire and emergency medical services. The effort will enhance the ability of the regional fire and rescue services to respond to one or more significant incidents with common plans, an understanding of regional standard operating procedures, and utilization of a robust mutual aid system.

Due to the life cycle of updating/enhancing planning documents, continuing education and training requirements for new responders, the need for continued logistical support, and on-going NIMS requirements, it is expected that these positions will be required for the foreseeable future.

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

The Fire/Rescue Regional Homeland Security staff is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments and the National Capital Region. Staff members will address and work on initiatives that encompass the entire NCR/COG region.

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.

Currently, adequate resources do not exist to provide the planning, training, and logistical support and oversight that is necessary for the region. Dedicated staffing is necessary to ensure that critical UASI initiatives are implemented, managed, evaluated, and documented in an effective and efficient manner.

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

The COG Fire Chiefs Committee is the sponsoring organization for the Homeland Security staff initiative. This is a multi-jurisdictional committee that will have direct oversight over the coordinator and staff. Adequate supervision by the committee will ensure that project objectives, milestones, and deliverables are attained.

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.

The Homeland security Staff initiative is closely aligned with and complements all three of the National Priorities.

Implement National Incident Management System and National Response Plan:
Homeland Security Presidential Directive #5 requires adoption and implementation of NIMS. Award of the UASI grants is predicated on compliance with this requirement. The NIMS compliance officer

will be responsible coordinating incident command system (ICS) training/exercises for the region, resource typing for planning/preparedness, regional coordination with components of the National Response Plan (NRP), and all of the necessary documentation

Expand Regional Collaboration:
The Fire and Rescue Homeland Security staff is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the National Capital Region and the Metropolitan Washington Council of Governments.

Implement the Interim National Infrastructure Protection Plan:
Effective regional planning, training, logistical support and management of UASI initiatives facilitates protection of critical infrastructure and minimizing the adverse impact of an incident.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 24, 2006

Chris Voss
District of Columbia Emergency Management Agency

2000 14th Street NW, Suite 800
Washingt5on, DC 20009
Chris.voss@dc.gov</td></tr>
<tr><td>Project Title:</td><td>“NCR Planning Initiative”</td><td>Estimated Grant Amount</td><td>$4,350,000 – 3,000,000 (depending on the number of dedicated planners</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>Goal 2:

A collaborative Culture of Planning, Decision-making and implementation across the NCR.</td><td>Allowability</td><td>The National Capital Region is the Washington, D.C. Urban Area as set forth in 10 U.S.C. 2674(f)(2). It includes 19 separate political jurisdictions.</td></tr>
<tr><td>Estimated Timeline</td><td>Start: May 31, 2006
Complete: December 31, 2007</td><td>Dependencies and Cost Factors</td><td>Project success depends upon cooperation across the region.</td></tr>
<tr><td colspan="4">Problem Statement/Project Description:
The NCR has several Planning needs to support both the state and local operational plans and the coordination of plans across the region. As identified within the capability review, the primary gaps in planning were:
1. Coordination of Plans across the region
2. Use of subject matter experts in the development of plans
3. Dedicated personnel to support the planning process
4. Plan sharing tools
5. Resources to take large plans and develop targeted checklists and pocket guides for personnel who need to implement different aspects of the plan
6. The training and Exercising of plans (this gap will be addressed in a separate concept paper)
7. The corrective action and improvement plan support to make plans better</td></tr>
</table>

Dedicated Planners - The key to making a good plan is to utilize professional planners who work in the NCR and partner them with subject matter expertise in the specific discipline. Although contractor have been utilized in the past to develop many plans, a small group of dedicated planners with contractor support working with "detailed" personnel from a specific discipline can assure that the plan is consistent with other plans in the state or locality and has the subject matter expertise needed. Personnel hires will include _____ personnel with focus on State and local operational plan development and coordination. These persons would act as the planning exerts, plan writers, project managers, corrective action managers and plan reviewers for plans supporting large-scale events in the region. (_____ per year. This cost would be continued each year for the next 5). This group will focus on the plans considered the highest priority each year, reviewing and ensuring models such as emergency management assessment program are complied with. The short term plans this group will focus on improving are:

1. Mass Care Planning
2. Evacuation Planning
3. Planning for persons with special needs
4. Developing decision-making planning tools
5. Donations and volunteer management plans
6. NCR resources tracking plans
7. Bioterrorism and Strategic National Stockpile Plans
8. Hazardous Material response plans
9. IED Response SOPs

All plans will also be supported by SOPs and checklists to improve implementation.

Contractor support for the Dedicated Planners will be utilized as the primary writers and researchers for plans where the above mentioned writers and "detailed subject matter experts" can not develop the plan in a timely manner. Contractor will also be used to supplement the dedicated personnel when necessary. Contractors working with the dedicated planners and detailed subject matter experts will also develop planning checklists and pocket-guides for plans targeted for persons required to implement aspects of that plan. (1,700,000 first year and 900,000 each additional year). The contractor working with the dedicated planners and the Exercise and Training Over-site Panel will ensure corrective action regarding plans are implemented.

Detailing support for subject matter experts – the proposal requests funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans. (650,000 first year and 400,000 each additional year for 5 years.

Plan Sharing tool – the region will leverage the council of government or another web-site with password protection to support sharing. The dedicated planners will support this and no funding will be required for website support.

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. **Plans:**	All federal, state, district, county, city agencies and Public, private and charter schools.	Significant review or development of 3 – 5 plans per year across the region (In some instances, the planning group may create several plans, one for each jurisdiction all with similar processes to improve operational coordination). Minor review and update of 1 – 3 plans.	**Start:** 5/31/06 **Complete:** 11/31/07 **Duration:** 18 Months
2. **Print and distribute:** Print and Distribute plans across the region	All federal, state, district, county, city agencies and Public, private and charter	Depending on the Plan, electronic to 1000's of copies may be warranted	**Start:** 5/31/06 **Complete:** 11/31/07

and place on regional website as appropriate	schools.		**Duration:** 18 Months
3. **Planning Support Tools:** develop planning checklists, standard operating procedures and pocket-guides	All federal, state, district, county, city agencies and the business and organizations throughout the NCR.	Depending on the plans, several different tools may be produced for a single plan to target a different user. 1000s are anticipated to be developed for major plans such as Mass Care	**Start:** 5/31/06 **Complete:** 11/31/07 **Duration:** 18 Months

INITIATIVE PLAN

NCR Planning Initiative

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.

Initiative Title: "NCR Planning Initiative"

Address Needs & Priorities: The NCR has several Planning needs to support both the state and local operational plans and the coordination of plans across the region. As identified within the capability review, the primary gaps in planning were:

8. Coordination of Plans across the region
9. Use of subject matter experts in the development of plans
10. Dedicated personnel to support the planning process
11. Plan sharing tools
12. Resources to take large plans and develop targeted checklists and pocket guides for personnel who need to implement different aspects of the plan
13. The training and Exercising of plans *(this gap will be addressed in a separate concept paper)*
14. The corrective action and improvement plan support to make plans better

Dedicated Planners - The key to making a good plan is to utilize professional planners who work in the NCR and partner them with subject matter expertise in the specific discipline. Although contractor have been utilized in the past to develop many plans, a small group of dedicated planners with contractor support working with detailed personnel from a specific discipline can assure that the plan is consistent with other plans in the state or locality and has the subject matter expertise needed. Personnel hires will include _____ personnel with focus on State and local operational plan development and coordination. These persons would act as the planning exerts, plan writers, project managers, corrective action managers and plan reviewers for plans supporting large-scale events in the region. (_____ per year. This cost would be continued each year for the next 5). This group will focus on the plans considered the highest priority each year, reviewing and ensuring models such as emergency management assessment program are complied with. The short term plans this group will focus on improving are:

1. Mass Care Planning
2. Evacuation Planning
3. Planning for persons with special needs

4. Developing decision-making planning tools
5. Donations and volunteer management plans
6. NCR resources tracking plans
7. Bioterrorism and Strategic National Stockpile Plans
8. Hazardous Material response plans
9. IED Response SOPs

All plans will also be supported by SOPs and checklists to improve implementation.

Contractor support for the Dedicated Planners will be utilized as the primary writers and researchers for plans where the above mentioned writers and "detailed subject matter experts" can not develop the plan in a timely manner. Contractor will also be used to supplement the dedicated personnel when necessary. Contractors working with the dedicated planners and detailed subject matter experts will also develop planning checklists and pocket-guides for plans targeted for persons required to implement aspects of that plan. (1,700,000 first year and 900,000 each additional year). The contractor working with the dedicated planners and the Exercise and Training Over-site Panel will ensure corrective action regarding plans that are being implemented.

Detailing support for subject matter experts – the proposal requests funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans. (650,000 first year and 400,000 each additional year for 5 years.

1. **Plan Sharing tool** – the region will leverage the council of government or another web-site with password protection to support sharing. The dedicated planners will support this and no funding will be required for website support.

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

   Geographic Area: This Initiative involves all local jurisdictions within the NCR. The contract will be managed through a single jurisdiction, but coordinated through the regional Emergency Managers committee.

   It allows for a centralized approach across multiple operational entities. The plans would also allow consistency with large regional response incidents.

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.**

   Resources & Tools: This initiative will require funding for a several Planners working with the Emergency Managers supporting the region, contractors, contractor funding to support the development of plans, develop planning tools and to print these tools plans and tools as needed. Groups that would be leveraged would include the current regional emergency management community, the regional planners, the council of governments and proactive groups across the region including the board of trade.

Contractors would require a significant portion of resources to support the development of plans, develop planning tools and checklists.

The final resource required in addition to the personnel support and contractor support is funding to backfill subject matter experts for a length of time in a similar fashion that first responders are backfilled from their positions when they attend training. The result would allow persons to support planning without the program losing personnel for the months required to develop plans.

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

High-Level Governance: Members of COG R-ESF 5 Committees will be invited to participate directly in a project advisory committee that will review the technical and administrative progress and direction of the Initiative. Presentations on the Initiative's progress will also be presented at regular COG R-ESF 5 committee to obtain additional feedback and suggestions.

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.**

Expand Regional Collaboration: The Initiative supports this National Priority by coordinating the planning process across the region. The concept promotes regional collaboration by developing regional processes for various response organizations across the NCR.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 15, 2006 Mark Penn, Emergency Management Coordinator, City of Alexandria on behalf of the MWCOG Emergency Management Committee 900 Second St. Alexandria, VA 22314 (703) 706-3940 ext. 283 mark.penn@alexandriava.gov	
Project Title:	**National Capital Region Emergency Operations and Coordination Planning**	**Estimated Grant Amount**	$5,000,000.
NCR Strategic Goal Alignment:	1.Planning and Decision making 2. Enhance and adapt regional planning and decision making 3. Prevention and Mitigation Develop and sustain multi-disciplinary plans to prevent and mitigate all threats. 4.Response and Recovery Develop integrated plans, policies and standards to facilitate response and recovery.	**Allowability**	This is allowable in accordance with UASI guidelines for planning activities.
Estimated	Continually Ongoing effort	**Dependenci**	This project will be heavily

Timeline		**es and Cost Factors:**	dependant upon the timely hiring of the additional staff and the procurement process for contract support. In addition the completion of the plans will be dependant upon each jurisdiction's ability to support the planning efforts.

Problem Statement/Project Description:

This initiative will provide planning staff to assist the local governments in creating, updating and coordinating plans within the National Capital Region. Current plans have been assessed several different ways including the completion of a regional EMAP assessment and exercise and evaluations. Plans both local and regional need to be updated in several specific areas as well as generally. The planning staff will be primarily utilized to work on the following priorities not necessarily in order:

6. Ensuring EMAP compliance where applicable
7. Evacuation Planning
8. Mass Care/Sheltering planning including animals and host centers and agreements
9. Regional Coordination Planning
10. Regional Response Planning
11. Continuity of Government planning
12. Continuity of Operations Planning
13. Recovery planning

This planning initiative will involve the NCR as defined by Federal legislation. Planning staff is proposed as follows:

District of Columbia: 1 position
Prince Georges County: 2 positions (to include City and Towns within)
Montgomery County: 2 positions (to include City and Towns within)
Prince William County: 2 positions (to include City and Towns within)
Loudoun County: 1 position
Fairfax County: 2 positions (to include City and Towns within)
Arlington County: 1 position
City of Alexandria: 1 position
City of Falls Church: 1 position

Additional funds are included to purchase contract support to assist in the planning efforts. These funds will be allocated by the COG Emergency Manager's Committee to support EMAP compliance, RECP update and other regional planning processes.

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. Ensuring EMAP compliance where applicable	All NCR Jurisdictions and ESFs	Updated plans to meet EMAP standards	Updated local and regional plans within 18 months of final award
2. Evacuation Planning	All NCR Jurisdictions and ESFs	Local and regional evacuation plans including host shelters, mass care and animal provisions	Updated local and regional plans within 18 months of final award
Mass Care/Sheltering planning including animals and host centers and agreements 3.	All NCR Jurisdictions and ESFs	Local and regional shelter and mass care plans including host shelters, mass care and animal provisions	Updated local and regional plans within 18 months of final award
4. Regional Coordination	All NCR Jurisdictions and	Update the RECP to reflect	Updated regional plans

Planning	ESFs	lessons learned and changes n the National Response plan and implementation of NIMS	within 18 months of final award
5. Regional Response Planning	All NCR Jurisdictions and ESFs	Develop local and regional response plans as appropriate	Final local and regional plans within 18 months of final award
6. Continuity of Government planning	All NCR Jurisdictions and ESFs	Develop local and regional continuity of Government plans	Final local and regional plans within 18 months of final award
7. Continuity of Operations Planning	All NCR Jurisdictions and ESFs	Develop local and regional continuity of operations plans	Final local and regional plans within 18 months of final award
8. Recovery planning	All NCR Jurisdictions and ESFs	Develop local and regional recovery plans	Final plans within 18 months of final award.

Project Performance Measures	**Baseline Value**	**Target Value**
1. Ensuring EMAP compliance where applicable	Current EMAP assessment	EMAP Compliance
2. Updated RECP	Current RECP	Updated RECP
3. Development of local and regional plans that strengthen the response, recovery, mitigation and prevention activities in the NCR	Current plans	Updated plans

INITIATIVE PLAN

National Capital Region Emergency Operations and Coordination Planning

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.**
   Planning: This initiative will provide planning staff and contract support to assist the local governments in creating, updating and coordinating plans within the National Capital Region. Current plans have been assessed several different ways including the completion of a regional EMAP assessment and exercise and evaluations. Plans both local and regional need to be updated in several specific areas as well as generally. The planning staff will be primarily utilized to work on the following priorities not necessarily in order:
   14. Ensuring EMAP compliance where applicable
   15. Evacuation Planning
   16. Mass Care/Sheltering planning including animals and host centers and agreements
   17. Regional Coordination Planning
   18. Regional Response Planning
   19. Continuity of Government planning
   20. Continuity of Operations Planning
   21. Recovery planning

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**
   This planning initiative will involve the NCR as defined by Federal legislation. Planning staff is proposed as follows:

District of Columbia: 1 position
Prince Georges County: 2 positions (to include City and Towns within)
Montgomery County: 2 positions (to include City and Towns within)
Prince William County: 2 positions (to include City and Towns within)
Loudoun County: 1 position
Fairfax County: 2 positions (to include City and Towns within)
Arlington County: 1 position
City of Alexandria: 1 position
City of Falls Church: 1 position

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.**

   Each local government has personnel in place to work on planning issues related to homeland security. Currently these staff members are over extended keeping individual jurisdiction plans up to date and relevant. Additional planning staff will allow a regional planning group to be formed to accomplish the tasks mentioned in #1. Additionally a pool of additional money will be allocated to purchase contract support if needed to complete the tasks.

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

   The existing Council of Governments Emergency Management Committee will govern this initiative. Every jurisdiction and additional Federal partners are members of this committee. Plans will be developed and sent to all relevant ESF committees for review if applicable. The Chief Administrative Officer's Committee at COG will approve regional plans.

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.**

   Planning is the foundation on which all capabilities are developed and enhanced. Planning is a mechanism to develop, validate, and maintain plans, policies, and procedures describing how the entire response spectrum will coordinate and manage resources to prevent, protect, respond to and recover from all disasters. Planning processes incorporate hazard analysis and risk assessment.

   Planning supports all of the Emergency Support Functions and all response agencies including Federal, State and local assets. Planning ensures implementation of the National Incident Management System, coordinates with the National Response Plan and develops regional capabilities.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 15, 2006 Mark Penn, Emergency Management Coordinator, City of Alexandria on behalf of the MWCOG Emergency Management Committee 900 Second St. Alexandria, VA 22314 (703) 706-3940 ext. 283 mark.penn@alexandriava.gov	
Project Title:	**National Capital Region Exercises and Training**	**Estimated Grant Amount**	$3,000,000.00
NCR Strategic Goal Alignment:	1.Planning and Decision Making Through exercises provides feedback on strengths, weaknesses, gaps regarding plans, procedures and operational readiness to develop strategic plans and facilitate decision-making. 2.Community Engagement Provides training to community members in all emergency preparedness activities. 3. Prevention and Mitigation Provides trained personnel to support the prevention and mitigation efforts. 4.Response and Recovery Provides trained personnel to support response and recovery efforts.	**Allowability**	This is allowable in accordance with UASI guidelines for planning activities.
Estimated Timeline	Continually Ongoing effort	**Dependencies and Cost Factors:**	This project is a continuation of previous funding for this purpose.

Problem Statement/Project Description:

This initiative will continue the projects previously funded to train, and exercise all ESFs and disciplines.

This initiative will involve the NCR as defined by Federal legislation

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Maintain a training and exercise calendar for the NCR	All NCR Jurisdictions and ESFs, and the ETOP.	Regional Calendar posted on the COG website	Continue to update the current calendar
2. Provide training opportunities for all ESFs and disciplines	All NCR Jurisdictions and ESFs, ETOP.	Trained responders and others.	Continue to provide training for all responders and ESFs.
3. Exercise, design and development	All NCR Jurisdictions and ESFs, ETOP	Regional exercises designed to evaluate specific objectives developed by the emergency	Hold three regional exercises within the grant period.

		preparedness community.	
4. After action review and improvement plan monitoring.	All NCR Jurisdictions and ESFs, ETOP	Review all after action reports from funded exercises. Recommend improvement plan items and monitor improvement plan progress and report to the SPG and CAOs.	Continue to evaluate exercises and training and continually update the SPG and CAOs on needed improvements.

Project Performance Measures	Baseline Value	Target Value
1. Training provided	Current number of trained personnel	25% increase
2. Exercise and Training Calendar	Current calendar	Up to date calendar
3. Exercise development.	Past exercises	Three additional exercises.
4. After Action and Improvement Plans monitoring	Current improvement plans	Monitor all improvement plans and newly developed ones and report gaps, strengths and weaknesses to the SPG and CAOs for decision making.

INITIATIVE PLAN

Regional Training and Exercises

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.

Regional Training and Exercises. This initiative is a continuation of funding available for training and exercises to evaluate the NCRs response, recovery, mitigation and prevention of all potential disasters.

Training is essential to ensuring all persons involved in the response, recovery, mitigation and prevention activities are proficient in all of the tasks necessary to meet the target capabilities.

Exercises validate both training and plans and procedures. Exercises are an essential part of the analysis process that defines the strengths and weaknesses of our efforts.

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

This initiative will essentially provide funding to the exercise and training oversight panel (ETOP) to be utilized for regional training and exercise activities. The training and exercises will be for the entire NCR region as defined by law.

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.**

   The NCR ETOP consists of representatives of the three states and other selected representatives. Its mission is to develop training and exercise programs for the NCR and to evaluate all exercises and monitor improvement plans. Additional existing staff throughout the Emergency Management discipline provides resources to this effort. This is a continuation of a previously funded program that has purchased assets to assist in the delivery of these programs including upcoming exercise equipment caches.

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

   This initiative will be governed by the ETOP who reports to the Senior Policy Group and the Chief Administrative Officer's Committee.

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.**

   Training provides the knowledge necessary to carry out the missions identified in the strategic plan for the NCR including prevention, mitigation, response and recovery. All members of the community need to be trained on their role in the safety and security of the NCR. Training is necessary to fully implement the National Incident Management System and to coordinate regional plans and procedures.

   Exercises help to identify, strengths gaps and weakness across all capabilities, all tasks, all disciplines and all missions. The after action reports are essential to strategic planning and decision making ultimately leading to our operational readiness.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 27, 2006 Ruby Brown, Ph.D., Grant Lead, Arlington County Department of Social Services 703.228.4789 rbrown@arlingtonva.us	
Project Title:	**UASI NCR Family Assistance/Reunification Center.**	**Estimated Grant Amount**	$2,000,000
NCR Strategic Goal Alignment:	1. Planning & Decision Making, 2. Community Engagement, 4. Response & Recovery.	**Allowability**	*N/A*
Estimated Timeline	June 01, 2006-June 01,-2007	**Dependencies and Cost Factors:**	*N/A*

Problem Statement/Project Description:

Immediately following a terrorist attack or significant emergency/incident in the National Capitol Region (NCR), affected individuals must be notified quickly and provided access to information and services, all of which must be victim sensitive and easily accessible. Effective response to victims' families is dependent upon prior planning and coordination, and can be provided via an established vehicle, such as the Family Assistance/Reunification Center (FAC).

- A **Family Assistance Center** is a vehicle that is designed to assist communities by providing a centralized location for services and resource referrals for unmet needs following a disaster.
- The **National Capital Region Family Assistance Center Plan** (**NCR FAC**) is a template for the requirements and services necessary in "standing up" a FAC.

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. Training & Educational Outreach	Dr. Brown & The NCR	Training Modules, Training Classes, Symposiums, NCR FAC Plan Regional Conference, Other.	June 2006-June 2007
2. Continuation of Equipment Procurement	Dr. Brown & The NCR	A universal Capability available via the utilization of technology.	June 2006-June 2007
3. Virtual Aspects of NCR FAC	Dr. Brown & The NCR	NCR FAC Website, Call Center Model, Virtual Exercise.	June 2006-June 2007
4. Additional Plan Exercises	Dr. Brown & The NCR	Modified NCR FAC Plan.	January 2007-June 2007
5. Regional Connectivity Exercises	Dr. Brown & The NCR	Regional Connectivity Vehicles.	June 2006-June 2007

INITIATIVE PLAN

UASI NCR Family Assistance/Reunification Center

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.

National Capital Region Family Assistance Center Initiative (NCR FAC Initiative)

Providing Immediate Assistance & Information—Formulating & Solidifying the Communications Channels: Family Assistance Center & Roam Secure

Immediately following a terrorist attack or other significant emergency incident in the National Capital Region, it is imperative that those affected by the referenced emergency are provided with the needed services. Immediate assistance, immediate information, and immediate coordination between the agencies and organizations providing the information/services is needed and warranted.

- Immediate Assistance: The Family Assistance Center.

The National Capital Region Family Assistance Center is a vehicle that is designed to assist affected communities and their residents by providing a centralized location for services and resource referrals for unmet needs following a disaster. Throughout the course of history, Family Assistance Centers (FACs) have been established to provide various services to those in need. Most recently, these referenced centers were established to address specific emergencies and catastrophes, such as natural disasters (Hurricanes & Earthquakes), oil spills, terrorist attacks, and etceteras. For example, following the Terrorist Attacks occurring on 11 September 2001, FACs were created to assist those directly affected by the attacks—providing information, providing support, providing food, and other. The functions of a FAC are quite modular in nature—providing various services, as warranted by the given disaster or emergency. With the utilization of technology, many of the FAC's functions can be delivered, assessed, or moderated via the use of the Internet, Telephones (traditional, cell, other), and Internet/Telephonic enabled devices. With the mobilization of society, it is imperative that the response be one of a mobilized nature—being available and accessible to all in need. Although the theoretical concepts of a FAC may be constructed, developed, and finalized, the formation of the FAC and the operations of the FAC require intense planning, coordination between 'vested' agencies and organizations, and community engagement. A mere plan is not sufficient, for it will not provide the needed services, the needed communication channels, the needed information, nor the needed assistance. In fact, the plan is the starting point—providing valuable insight into what, in fact, the response and the assistance should be, as well as how to provide the referenced response and the assistance. Although the plan is a starting point, additional team-building (agency and organizational coordination, collaboration, and corroboration); an aggressive communications campaign—one that engages the community, possible/probable FAC consumers; and training for those staffing the FAC and managing its operations is warranted and needed, before the occurrence of an incident.

- Immediate Information: Roam Secure

During a major crisis (natural disaster, terrorism, other), Family Reunification (one of the services that can be offered/coordinated by the FAC) becomes a significant issue. As Hurricane Katrina, the London Bombings, and Tsunami disasters illustrated, those affected by the disaster are often separated from spouses, children, and family members, and commence "Family Reunification" journeys/activities, in an attempt to find/communicate with their loved ones. Without immediate information and clear, precise, & organized communication channels/processes, these "Reunification Activities" can become grueling and nightmarish. Additionally, workers providing various services to those in need can become inundated (requests for information, information gathering, information management, and etceteras). Immediate information, coordinated and or provided by the FAC, is needed, and the communication channels and vehicles should be constructed and in place prior to the occurrence of an incident.

The Family Assistance Center Initiative will allow for, and assist in, the continuance of the following:

a. **Planning**: effective planning prior to the occurrence of an incident, as well as the formation of contingency plans & risk mitigation plans.

b. **Agency/Organization Coordination**: the continued coordination efforts (involving all vested parties, those offering assistance to, or supporting the FAC's Operations).

c. **Community Engagement**: informing and involving probable consumers (those requiring assistance, following a significant emergency/incident), prior to the actual utilization of the services during the existence of a FAC, effectuating and solidifying organized processes—prior to the occurrence of an incident.

d. **Information Sharing**: the development of information sharing capabilities to be used by FAC consumers, and offered/coordinated by the FAC.

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

The Family Assistance Center Initiative expands across the National Capital Region, which includes the below. (Please see the below chart and map.)

	Jurisdiction	Estimated Population 2004
1	Arlington County, VA	186,117
2	District of Columbia (DC)	553,523
3	Fairfax County, VA	1,003,157
4	Frederick County, MD	217,653
5	Loudoun County, VA	239,156
6	Montgomery County, MD	921,690
7	Prince George's County, MD	842,967
8	Prince William County, VA	336,586
	Total Estimated Population 2004	**4,300,849**

Source: U.S. Census Bureau, 2004 Population Estimates, Census.

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.**

During FY '05, the following activities were commenced:

- Phase A: Plan Initiation & Development Phase: the research-based development of the referenced plan, facilitation of 'regional' discussions—guiding the plan development activities, and the formulation of the plan's conceptual foundation.

- Phase B: Plan Exercise: the exercising of the referenced plan, includes an interim exercise to assist in the plan's formation and finalization.

- Phase C: Plan Final Delivery Phase: the integration of lessons learned from the aforementioned exercise, COG-NCR approval activities, and the presentation of the plan to the State Authorizing Authority.

In the Upcoming Year, to sustain and continue the Family Assistance Initiative, the following shall be pursued:

- Training & Educational Outreach: those overseeing the FAC's Operations, those providing FAC services, other.
- Continuation of Equipment Procurement Activities
- Community Outreach/Communications Campaign: assisting jurisdictions in their quests to provide convey information to the public.

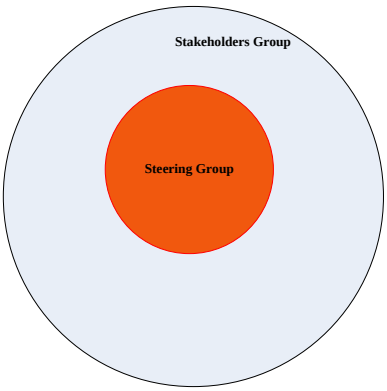
- Virtual Aspects: incorporating and addressing "virtual"options (internet, call centers, other).
- Additional Plan Exercises: practice sessions to assist in the preparation of a unified regional response—addressing the modularity of the referenced plan.
- Regional **Connectivity Activities**: activities to assist in (and foster) regional interoperability, regional cooperation, and regional 'connectivity.'

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

During the upcoming year, the Family Assistance Center Initiative will utilize the currently used Governance Structure, which appears below and can be accessed via the following link (Concept Of Operations, Involved Parties, Other Pertinent Information): http://ncrfacplan.us/SG%20Management%20Tools.htm.

A) **Stakeholders**: The Stakeholders Group is a rather **large** group comprised of multi-disciplinary representatives across the NCR. NCR Stakeholders shall be defined as those who appear in the following categories: Consumers of the FAC's services; Service Providers; Product Suppliers; Members of the Stakeholders' Community—including Offices of Emergency Management; and NGOs, as appropriate.

B) **Steering Group**: The Steering Group is comprised of a **small** group of regional stakeholders who will have direct input into the plan development. The primary objective of the Steering Group is to represent the various diverse interests and requirements, and provide guidance to the Project Manager and the NCR Plan Development Team. The Steering Group shall represent the needs of the National Capital Region's Stakeholders. *Notation: The members of the Expanded Steering Group have been identified and invited*



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.

The Family Assistance Center Initiative addresses the following Overarching National Priorities: Expanded & Regional Collaboration & Implementation of the National Incident Management System & National Response Plan (NIMS & NRP). Although the Family Assistance Center and its operations are not explicitly & specifically addressed in the referenced plans, the FAC's utilization and its operations are implicit, and are essentially embedded within the fabric of these documents.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		January 27, 2006 Fairfax County Police: Don Owens 4100 Chain Bridge Road Fairfax, VA 22030 Tel: 703-246-7525 Donald.owens@fairfaxcounty.gov	
Project Title:	**NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)**	**Estimated Grant Amount**	$231,750
NCR Strategic Goal Alignment:	Providing for "Animal Protection and Care" was a specific sub initiative under Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" This is also in alignment with the US DHS Target Capabilities for Mass Care, Citizen Protection: Evacuation and/or In-Place Protection, Planning and for implementing NIMS and the NRP	**Allowability**	This Planning effort is explicitly allowable under the UASI guidelines as it is tied to local and national homeland security strategic efforts, such as the NCR strategic plan and implementing the National Response Plan (NRP) and Target Capability List (TCL) in the NCR.
Estimated Timeline	May 2006 – October 2007	**Dependencies and Cost Factors:**	*Cost Factors include:* - Staff support to coordinate project and planning - Consultants to execute project and planning - Availability of 3rd party information on sheltering pets, including best practices and formal standards - Support from key stakeholders including o Emergency Management Offices o Offices of Animal Services o NCR Humane Societies and other Animal Care orgs o VOAD member agencies o Metro Coalition of Volunteer Centers o Nonprofit Emergency Preparedness Task Force

Problem Statement/Project Description:

Problem Statement:

It is estimated that approximately 60% of the NCR population has pets and one of the predominant reason for people ignoring evacuation orders is uncertainty over the availability and quality of pet sheltering.

Lessons from Hurricane Katrina concluded that a flawed policy that did not allow people to evacuate with their animals resulted in unnecessary suffering and additional burdens on disaster response operations. State and local jurisdictions in the NCR have indicated adequate shelter for people with animals is a priority because, if not addressed, animal situations will

create operational and political confusion and could result in additional loss of life (people in danger who refuse to leave their animals). Most NCR jurisdictions already have a policy of take your pets if you evacuate.

Weaknesses identified but not included in this program (training and volunteer/donation management) are being implemented with other funding, but coordinated with the same management team. Training will be offered by The Humane Society of the US (HSUS). Volunteer and donation management of animal-related offers are included in a regional project coordinated by the Points of Light Foundation funded by the United Parcel Service Foundation and The HSUS. The Volunteer Centers in the NCR are participating in this project.

There will be much work to make this happen, including documenting the best practices and lessons learned from response and recovery efforts from Hurricane Katrina, 9-11 and the 2004 Florida Hurricanes which showed that significant alignment is required in a major incident between traditional Mass Care /Response agencies and animal care agencies to protect the population that has companion animals.

The NCR has much to do to plan for pet sheltering to comply with the needs of the NCR Population, including.

- *Coordination of jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals
- * Identification of appropriate shelter and accommodations for people with animals
- *A common public information message and a campaign about people/animal sheltering options for public and private organizations to publicize
- *A regional inventory of resources, e.g. animal handling equipment, vehicles and emergency supplies and trained personnel
- Training in animal rescue and emergency animal sheltering
- Coordinated volunteer and donation management strategies and plans

(* indicates included in this proposal)

Project Goal:
Develop scalable & integrated plans, processes and procedures for effectively sheltering companion animals (pets) in a sustained capacity to prepare for, respond to and recover from a catastrophic NCR event, including terrorism.

Project Description:
The Metropolitan Washington Council of Government's Animal Services Disaster Sub Committee, in conjunction with the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:

- Document all key Animal Care partners and their emergency roles and capabilities.
- Document any standards for Emergency Animal Care which may exist across the US
- Assess existing Emergency Animal Care plans throughout region to ID gaps, issues and opportunities for integration across the plans
- Coordinate NCR jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals
- Identification of appropriate shelter and accommodations for people with animals
- A common public information message and a campaign about people/animal sheltering options for public and private organizations to publicize
- A regional inventory of resources, e.g. animal handling equipment, vehicles and emergency supplies and trained personnel
- Plan an exercise or series of exercises for the plans to analyze and improve the effectiveness of these plans.

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. Document all key Animal Care partners and their emergency roles & capabilities.	MWCOG Animal Services Disaster Subcommittee	Document defining the key players, their roles & capabilities	4th quarter of Calendar Year 2006 (4q06)
2. Assess any existing Emergency Animal Care plans across NCR to ID gaps, issues &opportunities for plan integration	MWCOG Animal Services Disaster Subcommittee	Document with conclusions from SWOT analysis of gaps and best practices in these plans throughout the region	1st quarter of Calendar Year 2007 (1q07)

3. Document any standards for Emergency Animal Care which may exist across the US	MWCOG Animal Services Disaster Subcommittee	Document defining Standards for Emergency Animal Care across the NCR	2nd quarter of Calendar Year 2007 (2q07)
4. Coordinate NCR jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals	MWCOG Animal Services Disaster Subcommittee	Emergency Animal Care Concept of Operations for Multi-Jurisdictional NCR Response	3rd quarter of Calendar Year 2007 (3q07)
5. Identification of appropriate shelter and accommodations for people with animals	MWCOG Animal Services Disaster Subcommittee	Document listing potential locations for sheltering pets	3rd quarter of Calendar Year 2007 (3q07)
6. Develop a common public information message and design a campaign about people/animal sheltering options for public and private organizations to publicize	MWCOG Animal Services Disaster Subcommittee	Document defining common public information message and a campaign about people/animal sheltering options	3rd quarter of Calendar Year 2007 (3q07)
7. Plan an exercise or series or exercises for the plans (Template & ConOps) to analyze and improve the effectiveness of these plans.	MWCOG Animal Services Disaster Subcommittee	NCR Emergency Animal Care Exercise Plan	4th quarter of Calendar Year 2007 (4q07)

Project Performance Measures	Baseline Value	Target Value
1. Have issues, opportunities and best practices for Emergency Animal Care across the NCR been identified	No	Yes
2. Do standards for Emergency Animal Care exist across the NCR	No	Yes
3. Is there an NCR Regional Concept of Operations for Emergency Animal Care	No	Yes
4. Is there a document listing NCR potential locations for sheltering pets?	No	Yes
5. Is there a plan to test these plans against the standards?	No	Yes
6. Is there a public information message and a campaign about people/animal sheltering options for a catastrophic incident in the NCR	No	Yes

INITIATIVE PLAN

NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)

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.**

   - Initiative Name: NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)
   - Sheltering and care for Companion Animal/Pets was explicitly raised as a weakness in the NCR Mass Care Capability Review Session and again in the NCR Evacuation and/or In-Place Protection Capability Review Session. This initiative explicitly addresses the weaknesses raised in those sessions, and will make these issues a strength, rather than a weakness

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**
   - This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
     - The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

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.**

   Jurisdictional animal services agencies and emergency management agencies will cooperate with animal humane organizations and interested community-based organizations to develop emergency/disaster plans and implement activities. Each participating agency and organization may contribute staff expertise, equipment and materials in a cooperative effort to standardize emergency and disaster plans and operational procedures. Private funding and “in kind” donations from The Humane Society of the US and other private sources (pet product stores) will supplement project funds.

   Gaps in needed equipment will be identified and additional support will be solicited for the highest priority equipment, not already available:
   - Document all key Emergency Animal Care partners and their roles and Capabilities.
     - Some of this may already exist, and what does exist will need to be leveraged to identify the remaining partners, along with their roles & capabilities.
   - Document any standards for Emergency Animal Care which may exist across the US:
     - The project partners are unaware of any specific standards which exist locally or nationally, but understand that some standards development may be in process.
     - The project partners will leverage any existing standards, along with their existing expertise to define key standards for the NCR.
   - Assess existing Emergency Animal Care plans throughout region to ID gaps, issues and opportunities for integration across the plans:

  - In this step the project partners will leverage any existing plans for Emergency Animal Care as the basis for the new plans to be developed.
- Coordinate NCR jurisdiction's disaster evacuation and emergency animal sheltering plans for people with animals:
  - While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and other appropriate sources.
- Identification of appropriate shelters & accommodations for people with animals:
  - While the project partners know that there will be items to leverage from existing plans, it is expected that these plans will need to be developed and refined, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and other appropriate sources.
- Develop a common public information message and a campaign about people/animal sheltering options for government and private organizations to publicize:
  - While the project partners know that there many examples of public "messages", it is expected that these messages will need to be reviewed, standardized, then negotiated with key agencies and organizations, utilizing the expertise from the MWCOG Animal Services Disaster Preparedness Subcommittee and public information officers.
- Plan an exercise or series of exercises for the plans to analyze and improve the effectiveness of these plans:
  - While the project partners hope that there will be exercise components to leverage from existing exercises, it is expected that these exercises will need to be developed from scratch, utilizing the expertise from MWCOG Animal Services Disaster Preparedness Subcommittee and local or state emergency managers.

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

Government animal services and emergency management will cooperate with humane and interested community-based organizations to develop emergency/disaster and implement activities. Each participating agency and organization will contribute staff expertise, equipment and materials in a cooperative effort to standardize emergency and disaster plans and operational procedures. Private funding and "in kind" donations from The Humane Society of the US and other private sources (e.g. pet product stores) will supplement project funds. Gaps in needed equipment will be identified and additional support will be solicited for the highest priority equipment, not already available.

- Daily Supervision and overall project management will be conducted by: Fairfax County Office of Animal Services in conjunction with the Fairfax County Office of Emergency Management. They will also provide for the administrative and reporting requirements of the grant/
- The Metropolitan Washington Council of Government's Animal Services Disaster Preparedness Sub Committee will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. They will provide other Project Coordination/Management support as required:
- A working group of the Animal Services Disaster Preparedness Sub Committee will be formed to review and advise on areas of specialization. This working will include participants from most key stakeholder parties (public & private).
- Proposed working group members include, but are not limited to:

Name	Jurisdiction	Agency	Sector
Mike Lucas	Fairfax County	Animal Services	
Becky McKinney	Fairfax County	OEM	
Rodney Taylor	Prince Georges County	Animal Services	
Peggy Keller	DC	DOH	Health
Russell Gardner	DC	EMA	
Paul Hibler	Montgomery County	Animal Services	
Kathy Talbott	Montgomery County		
Jay Kinney	Montgomery County	Dept of Aging	Sheltering
Sue Mahon/Cindy Causey	Commonwealth of Virginia	VDEM	
Steven Dickstein	MW COG	COG	
Oliver Davidson	All NCR Jurisdictions	Humane Society of the US	Disaster Services

- Key stakeholders include:
  - NCR Emergency Managers
  - NCR Offices of Animal Services
  - NCR Human Services Offices
  - NCR VOAD member agencies
  - NCR Humane Societies and other Animal Care organizations
  - Nonprofit Emergency Preparedness Task Force
  - Metro Coalition of Volunteer Centers
- Reports will be produced by working group to Jurisdictions as well as to the public.

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 initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as animal care was explicitly added to ESFs 6 and 11 in the National Response Plan.
- In order to fulfill this overarching priority, the NCR needs to conduct the specific planning defined by this initiative.
- This initiative also works toward the Priority Capability of "Expanded Regional Collaboration" as it will require the input and collaboration of partners through the region and its comprising jurisdictions.
- Providing for "Animal Protection and Care" was a specific sub initiative under Goal 1, Object 3, Initiative 2 – "Conduct gap analysis, develop recommendations and take appropriate actions" – in the NCR Strategic Plan, updated 11/18/05. During the Strategic planning process, it was determined that Animal Protection and Care was an identified Gap in the NCR overall preparedness and needed to be addressed ASAP. It is estimated that approximately 68% of the NCR population has pets and one of the predominant reason for people ignoring evacuation orders is uncertainty over the availability and quality of pet sheltering.

CONCEPT PAPER ***Final***	January 26, 2006 Nancy Fones, NoVA Regional Trainer, VDH 10777 Main St., Ste. 300, Fairfax, VA 22030 nancy.fones@vdh.virginia.gov

Project Title:	**Strategic Planning for a Health and Medical Core Curriculum**	**Estimated Grant Amount**	$ 150,000
NCR Strategic Goal Alignment:	*Strengthen Medical Surge & Mass Prophylaxis Capabilities*	**Allowability**	
Estimated Timeline	*One annual funding cycle*	**Dependencies and Cost Factors:**	

Problem Statement/Project Description:

Existing training programs and products are not systematically inventoried, consistently standardized, or similarly used. This project would render a consensus plan for how a unified core emergency curriculum could be ratified and implemented across the National Capitol Region.

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. Convene training steering committee	Health directors, training reps from disciplines	Attendance roster widely representative of disciplines	First quarter of project
2. Review existing gap analysis information	Training work group and academics/consultants	Summary of existing needs assessments, strategic plans, ETOP analyses	First quarter of project
3. Locate and inventory all educational programs & products	-- Same --	Database including developer info, format, duration, dates, content	Second quarter
4. Conduct roundtable discussions/demon-strations to judge quality of NCR educational options	-- Same --	Qualitative summative evaluation report of each option's strengths and weaknesses	Third quarter
5. Collaboratively deter-mine the standards, content, objectives, & formats for a unified, regional worker core curriculum in EP&R	-- Same, plus additional state, ETOP, COG official input/endorsement	Prioritized list of training that is widely applicable, replicable, user-friendly; (as possible) validated and ODP-approved	Third quarter
6. Develop an imple-mentation plan with any necessary academic/ consulting, R-ESF8 resources	-- Same, plus these additional partners	Plan to include credentialing options, tracking of mastery, timetable for course/module development, completion	Fourth quarter

Project Performance Measures	Baseline Value	Target Value
1. Roster of fully-representative training steering committee group members.	Recently commissioned by R-ESF8 health directors	Plan will be produced; will include measurable performance targets
2. Consolidated summary of training gap analyses, needs assessments, etc. with section on implications and recommendations.	Information not amassed	Summary will exist
3. Database of existing NCR continuing education programs and products.	Regional data-base does not exist	Database will be formatted; known items entered
4. Evaluation report of strengths/weaknesses per identified educational item.	Evaluation information unavailable	Evaluation results will be documented
5. Prioritized list of standardized trainings to be consistently offered regionally.	Unified list unavailable	Consolidated list will exist
6. Implementation plan for ratifying and instituting a core emergency curriculum.	Plan does not exist	Consensus plan will exist for R-ESF8 disciplines

INITIATIVE PLAN

Strategic Planning for a Health and Medical Core Curriculum

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.**

Name of Initiative: *Strategic Planning for a Health and Medical Core Curriculum*

A core curriculum in all-hazards emergency preparedness and response would meet requirements of the National Response Plan and

- build high-priority R-ESF8's medical surge and mass prophylaxis capabilities throughout the national capitol region by standardizing training regionally; and increasing and tracking worker competencies

- respond to weaknesses identified in the NCR capability review. The effectiveness and efficiency of continuing education programs and products in emergency preparedness for health and medical workers is unproven because learning opportunities are not always:
- standards-based
- consistent in content
- accessible in format
- synchronized with local, state, and federally-sponsored drills and exercises
- reflective of needs assessment and gap analysis findings from ETOP, state agencies, etc.

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

The project will serve all public health, medical, and pre-hospital emergency personnel throughout Virginia, Maryland, and the District of Columbia.

The resulting core curriculum plan would establish baseline awareness-level knowledge, skills, and abilities for workers within all R-ESF8 disciplines including (but not limited to) hospitals, EMS, Medical Reserve Corps, medical society, behavioral and mental health, public health, and private clinicians. Related educational programs and products (courses, modules, etc.) would be identified and prioritized; implementation/dissemination recommendations would be included.

Pg. 2, Strategic Planning for a Health and Medical Core Curriculum - N. Fones, 1/26/06

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.

By the end of the project:
1. All existing NCR educational programs in health and medical emergency preparedness would be identified and any need to develop additional offerings would be specified
2. Consolidation options would be considered
3. A core set of instruction would be prioritized
4. Dissemination formats would be determined
5. A draft implementation plan would be ready for ratification and subsequent field testing

Existing resources include:
- professional trainers are already employed within each of the NCR geographical areas
- current ETOP member expertise and results from their ongoing analyses are available
- web-based training infrastructure and development support through R-ESF8 resources exists, including The Washington Hospital Center and Virginia's learning management system

Resources to be acquired include:
- contractor and/or university partner(s) to help collect, display, describe, critique, and report on existing worker education through the region; and facilitate the roundtable forum
- rental of a site to conduct a roundtable forum during which existing educational materials would be displayed and discussed (including expenses for area stakeholders to attend)

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

The project will be conducted by the Training Steering Committee, recently commissioned by R-ESF8's regional health officials. It will include representation from all R-ESF8 disciplines.

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.

Presidential and state directives for area coordination and efficiency would be served by this project. UASI goals related to incident emergency prevention and mitigation would be furthered.

Additionally, the following **Overarching National Priorities** would be addressed:

- Regional information sharing and collaboration would be expanded because the amassed professional development items would be multi-disciplinary in nature and would be institutionalized in a multi-jurisdictional manner
- NIMS and CBRNE capabilities would be strengthened because required coursework would fall under umbrella topics including incident management and WMD
- Medical Surge and Mass Prophylaxis capabilities would be enhanced with the curriculum's inclusion of topics related to infection prevention and management (such as isolation/quarantine, disaster behavioral health interventions, special population requirements).

CONCEPT PAPER ***Final***		**January 27, 2006** **John A. Clizbe, Emergency Planner, Alexandria Health Department** **4480 King Street, Alexandria, VA 22314 703-838-4400 john.clizbe@vdh.virginia.gov**	
Project Title:	**Medical Prophylaxis and Surge Planning**	**Estimated Grant Amount**	**$1,125,000**
NCR Strategic Plan Goal Alignment: **National Overarching Priorities & Target Capabilities**	*1.3.2 Comparative Gap Analysis, 1.4.1 Identify Need, 2.2.1 Outreach, 2.4.1 Curriculum Development, 2.1.3 Special Needs, 3.1.2 Training, 3.1.3 Surveillance, 4.1.2 Integrate Response Plans, 4.4.1 Exercises* *Expanded Regional Collaboration; Implement the NIMS and NRP; Medical Prophylaxis; Medical Surge; Planning*	**Allowability**	**Confirmed**
Estimated Timeline	*May, 2006 through December 2007*	**Dependencies and Cost Factors:**	Ability to hire 9 qualified people

Problem Statement/Project Description:

In order to provide the necessary local and regional planning, coordination of trainings, exercises, and equipment and supply allocations, as stipulated by the National Capital Region Strategic Plan, the National Response Plan, and the Federally defined Target Capabilities for Medical Prophylaxis and Medical Surge, additional planners are required by the region's Public Health Departments. Remarkable progress has been made in Public Health Emergency Preparedness over the last three years, including substantial enhancements to mass prophylaxis plans to address a widespread anthrax release (CRI), improvements in communication protocols and interoperability, and implementation of trainings and exercises. However, increasingly demanding goals, expectations, and requirements – including constantly-emerging diseases and threats, interdisciplinary coordination of plans and exercises, interjurisdictional coordination of planning, training and exercises, incorporation of federal directives including NIMS and the NRP, procurement and management of equipment and supplies, and expansion of planning to include additional key target areas -- simply exceed the capacity of current staff.

Public Health in the National Capital Region has a severe shortage of people who can devote their time to conducting the necessary assessments, developing the plans and training, addressing the needs of the most vulnerable in our communities, integrating the planning efforts, and developing and overseeing the necessary drills and exercises.

Most jurisdictions have a single person responsible for health-related emergency planning and preparedness, training, exercising, inter-jurisdictional coordination and response, and in some instances, volunteer management. That one person has attended meetings inclusive of mass prophylaxis for CRI, pandemic, SARS, smallpox, isolation and quarantine, Medical Reserve Corps, personal protective equipment, regional communications, training, exercises, public communications, and a wealth of other topics. As a result, it becomes impossible to provide the adequate attention to all possible threat scenarios; gaps in plans cannot be addressed, the needs of special populations and cultural groups cannot receive the attention they deserve, comprehensive ESF8-wide planning does not occur as it should, the volume of exercises becomes consuming, training is postponed, and support for communication with the public is delayed. Additionally, current and future UASI projects will continue to require local and regional planning from staff resources that are already overburdened.

This project proposes hiring nine people, including one for each of the eight NCR local jurisdiction Health Departments and a ninth for Frederick County Health Dept., under the 10 mile UASI expansion allowance.

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

Task(s)	Task(s)	Task(s)	Task(s)
1. Recruit and Select People	Local jurisdictions	9 full time people hired	July 1, 2006
2. Assignments of responsibility	Local jurisdictions in coordination with BEPS	Job descriptions and responsibilities defined	August 1, 2006
3. Current staff reallocate duties	Local jurisdictions	Time reallocated to high priorities	September 1, 2006
4. Fill gaps in planning	Newly-hired personnel and current staff	Currently-incomplete elements of health planning are completed	March 1, 2007
5. ESF 8-wide planning	Newly-hired staff, ESF 8 and Health Officers Committee	Integrated ESF8 planning in place	September, 2007
6. Integrate local plans into region-wide collaboration	Newly-hired staff, BEPS Committee	All local plans reflect regional collaboration	September, 2007
7. NIMS compliance	Newly-hired staff	Assurance of NIMS compliance in all plans	September, 2007
8. Integrated Mass Prophylaxis and Medical Surge plans	Newly-hired staff	Mass Prophylaxis and Medical Surge plans are integrated region-wide	December, 2006
9. Support development of plans for Special Needs populations	Newly-hired staff	Assure plans address meeting needs of Special Needs populations	September, 2007
10. Support development of plans for cultural groups	Newly-hire staff	Assure plans address meeting needs of cultural groups	September, 2007

Project Performance Measures	Baseline Value	Target Value
1. Voids in plans eliminated	Current voids	No voids
2. Integrated ESF 8 plans	Incomplete	Completed
3. Collaborative agreements	Local focus	Regional focus
4. Exercises	Extensive	Prioritized
5. Training	Uncoordinated	Integrated across region

6. NIMS Compliance	Local in process	Region-wide
7. Plans for Special Needs and cultural sub-groups	Minimal	On-going

INITIATIVE PLAN

Medical Prophylaxis and Surge Planning

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.

Medical Prophylaxis and Surge Planning
The only way the Mass Prophylaxis and Medical Surge priorities can be met is if the necessary personnel are in place to create and implement the required plans and actions. Currently, there are insufficient human resources to do so. Additional expenditures on physical goods, without the necessary people-support, will be an inefficient investment at best.

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

This proposal will support the entire National Capital Region by providing one additional planner per Health Department in the NCR as well as a planner for Frederick County to improve regional coordination with and response from an essential neighboring jurisdiction.

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.

Public Health Emergency Planners and Epidemiologists currently exist in local jurisdictions and some parts of the Region. As a result of their work, many processes and tools are currently in place – in fact, to date, more emphasis has been placed on "tools" and equipment than on the people necessary to implement the processes and utilize the tools. Public Health also has the primary responsibility for Mass Prophylaxis and much responsibility for Medical and Public Health Surge – two of the highest priorities for the Region. Additional human resources are sorely needed to support and expand these efforts, especially in light of the increasing demands for additional planning with the Cities Readiness Initiative. An additional nine planners will have a substantial impact and improvement on the processes, and an enhanced ability to use the tools needed to meet the goals, objectives, and priorities.

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

Staffing selections would be made by each local Health Department to augment existing personnel capabilities. Overarching governance will be provided by the Health Officers Committee, with the support of the CAO and SPG committees.

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 initiative explicitly is directed toward making it possible to meet the requirements of the overall State(s) homeland security program(s), and to help incorporate all of the Overarching National Priorities into the Public Health venue.

<table>
<tr><td colspan="2">CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion</td><td colspan="2">January 23, 2006

Metropolitan Washington Council of Governments
Energy Policy Advisory Committee
James Gorby, Chair
Fairfax County

George L. Nichols
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<tr><td>Project Title:</td><td>Regional Energy Emergency Exercise and Emergency Liaison Officers Training Program</td><td>Estimated Grant Amount</td><td>$400,000</td></tr>
<tr><td>NCR Strategic Goal Alignment:</td><td>NCR Goal 2: An informed and prepared community who live, work, and visit in the region, engaged in safety and security of the NCR.

Objectives:
• Deliver timely, coordinated and targeted emergency information across the NCR before, during, and after emergencies.
• Raise the level of preparedness across the NCR by utilizing and enhancing public awareness and education campaigns.
• Strengthen public-private-NGO partnerships and communication through increased sharing of information and resources, and expanded participation in preparedness planning across the NCR.
• Engage those who live, work and visit within the region in emergency preparedness across the NCR.

NCR Goal 4: A sustained capacity to respond to and recover from “all hazards” events across the NCR

Objectives:</td><td>Allowability</td><td>This is allowable in accordance with UASI guidelines for planning and training activities.</td></tr>
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	• Develop, adopt and implement integrated plans, policies, and standards to facilitate response and recovery. • Ensure the capacity to operate multi-level coordinated response and recovery. • Ensure adequate and effective sharing of resources • Comprehensively identify long-term recovery issues.		
Estimated Timeline	18 months from award	**Dependencies and Cost Factors:**	This is a continuation of a previously funded District of Columbia training, incorporating all NCR local governments.

Problem Statement/Project Description:

Since 2001, the country has experienced international terrorist attacks and natural disasters that have had devastating consequences. Our responses and recovery efforts have been put to the test by these events. Natural disasters like Hurricanes Isabel and Katrina have underscored the gaps and shortfalls in our response and recovery efforts in the energy infrastructure.

This project would develop a regional energy emergency functional exercise that will incorporate energy related lessons from Hurricane Katrina and Isabel and test the recently updated Regional Energy Emergency Plan. The project will focus on developing effective regional coordination and communication among public managers and energy liaison officers to respond to energy emergencies that propose to have a regional impact or threat.

All major energy sources would be incorporated into the scenario planning and training. This plan will address how public and private parties can coordinate their plans to accomplish timely and effective response and restoration operations. Existing energy emergency procedures and techniques would be tested. It will provide a forum for ESF #12 ELOs to discuss what resources each agency has and under what conditions those resources will be mobilized and will also provide an opportunity to further familiarize themselves with each other. A after action report will also be prepared. Information and BMPs obtained from alternative energy systems technology project would be incorporated into scenarios and responses.

COG recently completed the regional energy plan. One of our objectives is to validate the policy and procedures outlined. One of the policy recommendations is to develop an Energy emergency exercise and training plan for the region. Additionally, the District of Columbia Energy Office and the Department of Public Works conducted an emergency function exercise to test their emergency plans, titled Golden Egret 05. The Golden Egret exercise highlighted two major gaps:

1) The need for additional energy emergency trainings so that DCEO 'S ELOs are able to function effectively and efficiently during energy emergencies.
2) ESF #12 ELOs were not always clear about the type of resources available from each support agency, and under what emergency conditions those resources will be mobilized.

Based on these identified gaps this project will also design a training program for ESF#12 ELO's within the NCR. The ELO Training Curriculum that has been developed by the DCEO will be used as a guide as it identifies key knowledge and skill capabilities that are essential for ESF#12 ELO's to respond to and manage energy emergencies. The Training Program will also include in-depth discussions on the energy emergency plans and the ELO standard operating guidelines within each jurisdiction.

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. Review lessons learned from Hurricane Katrina	All NCR Jurisdictions and ESF #12 ELOs	A list of missing components and set of matching solutions.	10%
2. Identify qualified and experienced energy emergency plan trainers or training opportunities	All NCR Jurisdictions and ESF #12 ELOs	Contract agreement(s) for training	5%
3. Prepare an outline of trainings that is tailored to the needs of ESF #12 ELO	Identified trainer	Training outline	5%
4. Conduct a succession of trainings per ELO over a 9 month period to maintain the knowledge and skills of ESF #12 ELOs	All ESF#12 ELOs		25 %
5. Identified qualified trainer and/or facilitator of tabletop scenario exercise		Contract agreement(s) for training	5%
6. Prepare an outline of tabletop scenario exercise	Identified trainer/facilitator	Tabletop exercise outline	5%
7. Select presenters from each of ESF#12's support agencies (including all NCR jurisdictions, Federal, and Private agencies) to discuss the resources they have available and under what circumstances those resources will be mobilized	All NCR Jurisdictions and ESF #12 ELOs	Presentation outlines from each ESF#12 agency	10%
8. Conduct tabletop scenario exercise	All NCR Jurisdictions, and ESF #12 ELOs, Federal, and private agencies		20%
9. Develop After Action Report		Meeting Report	15%

Project Performance Measures	Baseline Value	Target Value
Input Measures:		
1. Number of ESF #12 ELOs attending the Energy Emergency Plan seminar		All ELOs under ESF #12
2. Key Energy Emergency managers (public and private) to review existing energy contingency plans		All energy managers under ESF #12 and private sector personnel from utilities, etc.
Output Measures:		
1. ESF #12 ELOs have a complete understanding of the energy emergency plan and the standard operating guideline.		A post training survey will be administered.
2. ESF #12 ELOs and other key personnel have a complete understanding of the resources available in each agency under ESF #12 and under the conditions these resources will be mobilized		A post training survey will be administered.
3. Tabletop Exercise		A report will show how well the exercise was completed.

INITIATIVE PLAN

Regional Energy Emergency Exercise and Training Program

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.

Regional Energy Emergency Exercise and Training Program

Energy is, unarguably, the "critical path" to most other critical infrastructures. Hurricane Katrina is the most visible and recent example of what can happen during an emergency coupled with shortages of energy supplies. The ability to effectively respond to energy emergencies hinges on a systematic approach, well trained personnel, good communication and coordination, and a set of procedures that are previously defined and tested prior to an emergency.

The program and capability evaluation identified gaps in communication and coordination between the public and private sector energy planners and professionals, energy emergency responders across jurisdictional lines, and training for ESF #12 ELOs. Throughout the capability review a number of key elements in the program were highlighted. They are:

- *A critical look at lessons learned from Hurricanes Katrina and Isabel is essential;*
- *The private sector must be included in the scenario planning exercise;*
- *Identification of key personnel, roles and responsibilities, and communication flow should be outlined;*

- *Specific training for ELOs is necessary for them to function effectively and efficiently in an energy emergency;*
- *A review of existing contingency plans for all energy sources is required, including electric, natural gas, and petroleum; and a*
- *Need standard operating procedures across jurisdictional*

This initiative will be implemented over a period of 18 months in two phases. Phase 1 will include, identification of key personnel (public and private), critical agencies, roles and responsibilities, ELO training, as well as a review and goal synthesis development existing energy contingency plans. During Phase 2 will include further clarification of key personnel, roles and responsibilities, and flow of communication, table top exercise, and final report.

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

This proposal will provide funding for training of ELOs in each jurisdiction and develop effective coordination and communication among public managers and the private sector across the metropolitan region.

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.

The initial planning effort also calls for the review and exercise of all energy sources including petroleum and natural gas. Previous exercises had focused primarily on the dominant energy source – electricity. Future exercises should be expanded to included natural gas and petroleum concerns.

The public sector is well represented in the energy emergency contingency process, starting from the local government to federal agencies. However, the private sector is under represented. It is our goal to work closely with the energy utilities to identify and recommend other energy professionals with in the energy industry (such as pipeline operators) to participate in the planning.

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

The existing Council of Governments Energy Policy Advisory Committee‘s ESF#12, in conjunction with the District of Columbia Energy Office will govern this initiative. The Committee consists of representation from the local governments, state energy and regulatory agencies, utilities, regulatory community, and energy distributors. The EPAC will have final approval over all project activities, including agenda development, identification of qualified trainers and development of final report. The EPAC reports to the Chief Administrative Officers Committee and the COG Board of Directors.

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.

Response, recovery and planning are essential elements of the homeland security program. This program will align and integrate each regional ESF plan across jurisdictions (including Federal partners) and other regional ESFs. Additionally, it will compare results of gap analysis and after action reports with existing plans, and modify plans accordingly

CONCEPT PAPER

Preliminary Document – Presented for Review and Discussion

1-27-06

Chuck Bean, Executive Director,
The Nonprofit Roundtable of Greater Washington[4]

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Project Title:	**NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation**	**Estimated Grant Amount**	*$250,000*
NCR Strategic Goal Alignment:	This supports Goal 4 of the draft NCR Strategic Homeland Security Plan which directs the NCR to develop "*A sustained capacity to respond to and recover from "all-hazards" events across the NCR.*" This is also in alignment with the US DHS Target Capability for Planning and for implementing NIMS and the NRP	**Allowability**	*This Planning effort is explicitly allowable under the UASI guidelines as it is tied to local and national homeland security strategic efforts, such as the NCR strategic plan and implementing the National Response Plan (NRP) and Target Capability List (TCL) in the NCR.*
Estimated Timeline	*May 2006 – October 2007*	**Dependencies and Cost Factors:**	*Cost Factors include:* - Staff support from the Nonprofit Roundtable to coordinate project and planning [1] - Consultants to execute project and planning - Availability of 3rd party information on Recovery & Mitigation, including best practices and formal standards - Support from key stakeholders including o New R-ESF-14 Committee o Emergency Management Offices o Human Services Offices o Housing Departments o VOAD member agencies o Nonprofit Emergency Preparedness Task Force

Problem Statement/Project Description:

Problem Statement:

The National Response Plan (NRP) created a new Emergency Support Function, the New ESF-14 – Recovery and Mitigation, which is not yet included in most NCR Emergency Operations or Coordination Plans. Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the TCL, this new ESF must be added to most, if not all of the NCR Emergency Operations and Coordination Plans, including the RECP.

[4] If another agency is better suited to manage this grant, the Roundtable would be willing to play a supporting role

There will be much work to make this happen, including documenting the best practices and lessons learned from Response and recovery efforts from Hurricane Katrina, 9-11 and Oklahoma City which showed that significant alignment is required in a major incident between Mass Care /Response agencies and long term Human Service Recovery agencies.

The NCR has much to do to plan for Recovery and Mitigation to comply with the federal guidelines.

Project Goal:
Develop scalable & integrated plans, processes and procedures for effectively coordinating Recovery and Mitigation in a sustained capacity to prepare for, respond to and recover from a catastrophic NCR event, including terrorism.

Project Description:
The Nonprofit Roundtable of Greater Washington, in conjunction with the soon to be formed ESF Committee for Recovery and Mitigation, the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:

- Document all key Recovery and Mitigation partners and their roles and responsibilities.
- Document any standards for Recovery and Mitigation which may exist across the NCR
- Assess any existing Recovery and Mitigation plans throughout region to ID gaps, issues and opportunities for integration across the plans
- Develop a Concept of Operations for Recovery and Mitigation for a multi-jurisdictional response, including terrorism
- Develop a plan template for each jurisdiction to adapt or adopt in ESF-14-Recovery and Mitigation congruent with the NRP
- Plan an exercise or series or exercises for the plans to analyze and improve the effectiveness of these plans.

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. Document all key Recovery & Mitigation partners and their roles and responsibilities.	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	Document defining the key players, their roles & responsibilities	4th quarter of Calendar Year 2006 (4q06)
2. Assess any existing Recovery & Mitigation plans throughout region to ID gaps, issues &opportunities for integration across the plans	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	Document with conclusions from SWOT analysis of gaps and best practices in these plans throughout the region	1st quarter of Calendar Year 2007 (1q07)
3. Document any standards for Recovery and Mitigation which may exist across the NCR	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	Document defining any Standards for Recovery and Mitigation across the NCR	2nd quarter of Calendar Year 2007 (2q07)
4. Develop a Concept of Operations for Recovery and Mitigation for a multi-jurisdictional response, including terrorism	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	NCR ESF-14 ConOps for Multi-Jurisdictional Response	3rd quarter of Calendar Year 2007 (3q07)
5. Develop a plan template for each jurisdiction to adapt or adopt in ESF-14 congruent with NRP	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	NCR ESF-14 Plan template	3rd quarter of Calendar Year 2007 (3q07)

6. Plan an exercise or series or exercises for the plans (Template & ConOps) to analyze and improve the effectiveness of these plans.	Nonprofit Roundtable of Greater Washington, in conjunction with NCR Emergency Managers and R-ESF-14 Committee	NCR ESF-14 Exercise Plan	4th quarter of Calendar Year 2007 (4q07)

Project Performance Measures	**Baseline Value**	**Target Value**
1. Have issues, opportunities and best practices for Recovery and Mitigation across the NCR been identified	No	Yes
2. Do standards for Recovery and Mitigation exist across the NCR	No	Yes
3. Is there a NCR Regional Concept of Operations for Recovery and Mitigation	No	Yes
4. Is there a standard plan template for Recovery and Mitigation in the NCR to guide jurisdictions in developing an effective plan?	No	Yes
5. Is there a plan to test these plans against the standards?	No	Yes
6. Does the new ESF-14 have defined & agreed upon plans processes & procedures to respond to a catastrophic incident in the NCR	No	Yes

INITIATIVE PLAN

NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation

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.

Initiative name: NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation

- The need to plan against the newly defined ESF-14, Long Term Community Recovery and Mitigation, was specifically brought up in the Capability review for planning, multiple times.
- The National Response Plan (NRP) created a new Emergency Support Function, the New ESF-14 – Recovery and Mitigation, which is not yet included in most NCR Emergency Operations or Coordination Plans. Accordingly, in order to be in compliance with NIMS, the NRP and the Planning Capability of the TCL, this new ESF must be added to most, if not all of the NCR Emergency Operations and Coordination Plans, including the RECP.

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

- This planning will be conducted across the National Capital Region, where Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
  - The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

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.**
    - The Nonprofit Roundtable of Greater Washington, in conjunction with the soon to be formed R-ESF Committee for Recovery and Mitigation, the NCR Emergency Managers and other key partners will complete the following objectives against the project goal to address the above problem statement:·
        - Document all key Recovery and Mitigation partners and their roles and responsibilities
            - Some of this may already exist, and what does exist will need to be leveraged to identify the remaining partners, along with their roles & responsibilities
        - Document any standards for Recovery and Mitigation which may exist across the NCR
            - The project partners are unaware of any specific standards which exist locally or nationally, but understand that some standards development may be in process
            - The project partners will leverage any existing standards, along with their existing expertise to define key standards for the NCR
        - Assess any existing Recovery and Mitigation plans throughout region to ID gaps, issues and opportunities for integration across the plans
            - In this step the project partners will leverage any existing plans for long term community recovery and mitigation as the basis for the new plans to be developed
        - Develop a Concept of Operations for Recovery and Mitigation for a multi-jurisdictional response, including terrorism
            - While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation
        - Develop a plan template for each jurisdiction to adapt or adopt in ESF-14-Recovery and Mitigation congruent with the NRP·
            - While the project partners hope that there will be items to leverage from existing plans, it is expected that these plans will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation
        - Plan an exercise or series or exercises for the plans to analyze and improve the effectiveness of these plans.
            - While the project partners hope that there will be items to leverage from existing plans, it is expected that these exercises will need to be developed from scratch, utilizing the expertise from the project partners and other key players in Recovery and Mitigation

4. **Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this Initiative.**
    - The Nonprofit Roundtable of Greater Washington[5] is slated to be the project manager for this project and will manage the project to the expected timeframes and deliverables stated in the

[5] If another agency is better suited to manage this grant, the Roundtable would be willing to play a supporting role

attached Concept Paper. The Roundtable has successfully managed an FY03 UASI grant to completion and is currently successfully managing an FY05 UASI grant as well

- The soon to be formed R-ESF Committee for Recovery and Mitigation and the Human Services working group will provide oversight of the project to ensure that the proper stakeholders are included and that progress is being made according to the plan. The R-ESF committee for Recovery and Mitigation should include representatives from most, if not all key stakeholder constituencies
- Key stakeholders already identified include:
    - NCR Emergency Managers
    - NCR Human Services Offices
    - NCR Housing Departments
    - NCR Public Works Departments
    - NCR VOAD member agencies
    - Nonprofit Emergency Preparedness Task Force

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 initiative is integral to the Overarching Priority of "Implement the National Incident Management System and National Response Plan" as one of the biggest changes from the Federal Response Plan to the National Response Plan is the creation of this new ESF for Long Term Community Recovery and Mitigation.
- In order to fulfill this overarching priority, the NCR needs to conduct the specific planning defined by this initiative.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 27, 2006

R. Earl Lewis, Jr.
Assistant Secretary
Maryland Department of Transportation.
(Representing the Regional Transit Security Working Group-RTSWG)

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Project Title:	**Regional Public/Private Bus Evacuation Coordination Planning**	**Estimated Grant Amount**	$400,000
NCR Strategic Goal Alignment:	Goal 2: Operationalize and leverage volunteer resources to meet preparedness needs. Goal 4: Develop a regional resource management system for deployment and utilization of resources. Goal 4: Align public, private and NGO resources with identified needs for response and recovery.	**Allowability**	[See instructions to confirm allowability; attach separate sheet if necessary]
Estimated Timeline	July 2006 to August 2007	**Dependencies and Cost Factors:**	[Attach via separate sheet if necessary]

Problem Statement/Project Description:

In response to Hurricanes Katrina and Rita along the Gulf Coast, the U.S. Congress issued H.R. 2360, Department of Homeland Security Appropriations Act, 2006 which states, in part: "It is imperative all States and Urban Area Security Initiative grantees ensure there are sufficient resources devoted to putting in place plans for the complete evacuation of residents, including special needs groups in hospitals and nursing homes, or residents without access to transportation, in advance of and after such an event,...". In response, it is proposed that the NCR region and the Baltimore Metro region should coordinate the availability of transportation resources by developing MOUs and concept of operation plans that will allow the region to leverage public and private bus and other transportation vehicles across the region. The Washington D.C. and Baltimore Metropolitan areas may have as many as 30%+ of their populations in need of transportation services in a mass evacuation situation.

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

Tasks	Collaborating Partners	Deliverables	Target Date
1. Develop ConOps			December 2006
2. Establish MOUs			June 2007
3. Integrate w/ EMAs			August 2007
4. Develop Exercise Process			August 2007
5. Develop Update Process			August 2007

Project Performance Measures	Baseline Value	Target Value
1. Exercise TableTop with Participating Public and Private Agencies		
2. Establish database of Participating Agency MOUs		

INITIATIVE PLAN

Regional Public/Private Bus Evacuation Coordination Planning

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.

In response to Hurricanes Katrina and Rita along the Gulf Coast, the U.S. Congress issued H.R. 2360, Department of Homeland Security Appropriations Act, 2006 which states, in part: "It is imperative all States and Urban Area Security Initiative grantees ensure there are sufficient resources devoted to putting in place plans for the complete evacuation of residents, including special needs groups in hospitals and nursing homes, or residents without access to transportation, in advance of and after such an event,…". In response, it is proposed that the NCR region and the Baltimore Metro region should coordinate the availability of transportation resources by developing MOUs and concept of operation plans that will allow the region to leverage public and private bus and other transportation vehicles across the region. The Washington D.C. and Baltimore Metropolitan areas may have as many as 30%+ of their populations in need of transport in a mass evacuation situation. By accomplishing the above we will address the following Capability Weaknesses:

1. **Citizen Protection- People**- Need more people across jurisdictions and disciplines to help develop evacuation plans.
2. **Citizen Protection- Equipment**- Accessible transportation for evacuation is lacking.
3. **Citizen Protection- Equipment**- Need fuel trucks to fuel busses and people who run out of fuel while evacuating.
4. **Citizen Protection-Training**- Need plan that is coordinated and fully accessible/universal as basis for training and practice.
5. **Citizen Protection-Training**- Insufficient attention/emphasis is placed on appropriately setting up evacuation and sheltering plans to be accessible before there is a problem.
6. **Citizen Protection- Training**- NCR first responders are not sufficiently trained to support mass evacuation-specifically transportation systems.
7. **Citizen Protection-Plans, Policies, Procedures**- Need a viable evacuation plan for regional evacuation including visitors and special populations.
8. **Planning-People**- Need to integrate non-profits and private sector.
9. **Planning- Training**- Development of resources and materials for implementing emergency transportation plans and procedures.
10. **Planning- Exercises/Evaluation**- No capacity of people or support to adequately integrate plans across jurisdictions.
11. **Planning-Plans/Policies/Procedures**- Need help developing mutual aid agreements.
12. **Planning-Plans/Policies/Procedures**- Need an integration of all regional transportation plans and the incident management plan and procedure.
13. **Critical Infrastructure-Equipment**- Need back-up systems to support critical transportation requirements.
14. **Critical Resource Logistics-People**- Need a plan for when people do not show up for work during an emergency.
15. **Critical Resource Logistics-Equipment**- Transportation sector does not know expectations or needs of the region.

16. **Critical Resource Logistics-Procedures**- Jurisdictions have little idea of other jurisdictions resources. There need to be mutual aid agreements in place.

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

The region of focus will include Northern Virginia, Washington, D.C, and Maryland. It will be necessary to integrate Southern Maryland, Frederick County and many of the jurisdictions around Baltimore and the greater Northern Virginia region to enhance the regional functionality of these resources during a mass evacuation situation when regional evacuation contingency plans will be of most value.

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.

State, Municipal, County, and Private (profit and non-profit) transit and Para-transit vehicles are distributed throughout the region. Several thousand of these vehicles operate daily. We will be able to enhance the ability to leverage large numbers of these vehicles during a mass evacuation event if we develop relationships, agreement, and widely communicated concepts of operations throughout the region as described above.

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

The project will be coordinated through the newly created ESF-1 Working Group and will involve the participation of State, Municipal, and County Transportation Departments, State Associations of Counties and Municipalities, and Private (profit and non-profit) Transit providers as well as others. It will require interfaces with Emergency Operations, Law Enforcement, and local education departments as well as regional government organizations such as COG and the Baltimore Metropolitan Council as examples.

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

The need to enhance the regions ability to manage evacuation scenarios was identified in DHS IB-197. This project will enhance the resources available across the region in an evacuation by involving multiple agencies in a collaborative process to identify resources, create agreements, and plan for contingencies in advance of an evacuation event. The results will be concept of operations related to the provision of evacuation related transportation that will be integrated with emergency management planning efforts consistent with NIMS.

Scoring Sheet

Planning

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper		Continuation of COG Professional, Technical, and Secretariat Support									
Related Target Capabilities:		Cross-Cutting									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Hazardous Materials Management Coordination Plan									
Related Target Capabilities:		WMD/Hazardous Materials Response and Decontamination									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		National Capital Region Interoperable Communications Study									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Evacuation Time Estimates – How much time do we need?										
Related Target Capabilities:	Citizen Protection: Evacuation and/or In-Place Protection										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Emergency Transportation Annex - Testing, Exercising, and Resource Development										
Related Target Capabilities:	Citizen Protection: Evacuation and/or In-Place Protection										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	Regional Fire and Rescue Homeland Security Staff										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	"NCR Planning Initiative"										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	National Capital Region Emergency Operations and Coordination Planning										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	National Capital Region Exercises and Training									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	UASI NCR Family Assistance/Reunification Center.									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Strategic Planning for a Health and Medical Core Curriculum									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Medical Prophylaxis and Surge Planning									
Related Target Capabilities:		Mass Prophylaxis									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Regional Energy Emergency Exercise and Emergency Liaison Officers Training Program									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation									
Related Target Capabilities:		Citizen Preparedness and Participation									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

	Concept Paper	Regional Public/Private Bus Evacuation Coordination Planning									
Related Target Capabilities:		Citizen Protection: Evacuation and/or In-Place Protection									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

14 WMD / Hazardous Materials Response and Decontamination

WMD/Hazardous Materials Response and Decontamination

Capability Definition

The capability to assess the incident, including: test and identify all likely hazardous substances on-site; provide protective clothing and equipment to responders; conduct rescue operations to remove affected victims from the hazardous environment; conduct geographical survey searches of suspected sources or contamination spreads and establish isolation perimeters; contain and fully decontaminate the incident site, victims, responders and equipment; manage site restoration operations, including collection of all hazardous substances; and implement standard evidence collection procedures.

Capability Outcome

Rapidly identify, contain, and mitigate a hazardous materials (HAZMAT) release; rescue, decontaminate and treat victims exposed to the hazard; limit and restore the affected area; and effectively protect responders and at-risk populations.

Capability Discussion Points

When discussing and analyzing the NCR's homeland security preparedness capabilities, stakeholder participants should consider the following:

- The status of HAZMAT plans and procedures in the NCR.
- Response times for: dispatch to first HAZMAT capable unit's arrival on scene; dispatch to full initial alarm assignment of HAZMAT capable teams; and, time to detect HAZMAT type and source.
- The ways in which the NCR has reduced its time in containing and controlling solids, liquids, vapors, and gases. If times have not been decreased, consider why and what future plans are in place to address, maintain, and/or improve HAZMAT response times.
- The status of the purchase and/or distribution of protective clothing and equipment. The determination of which first responders should receive WMD/HAZMAT equipment and training.
- The status of training and exercising WMD/HAZMAT response personnel.
- Plans in place to communicate information and conditions to appropriate authorities –including hospitals and other medical care facilities.
- The regional response plan/mutual aid agreements that have been established. If none have been established, explore plans to enter into these agreements.

NCR Discussion Results on WMD/Hazardous Materials Response and Decontamination

Resource	S/W	Comments
People	S	• We have well trained staff that can handle and decontamination. response. (5) • There are multiple levels of trained personnel for living casualties.
	W	• Need better coordination between field decontamination and hospital responders as well as better management of contaminated points. (3) • There is not enough staff to cover all shifts during a disaster. (3) • Need more Regional coordination of training, response, and equipment purchase. • Personnel shortfalls lead to weakness in ability to meet response targets • Need more NGO's and volunteer staff to conduct mass care response within WND incidents. • The current decision making model does not allow for quick, cross-jurisdictional decisions during hazmat incidents. • Need to train non-emergency staff of decontamination. • Need more decontamination. staff for human remains. • Can not act quickly: 1) rapid assessment teams do not meet the 15 minute window of response and 2) we are unable to deploy the Type II IMT team in less than two hours. • Need to invest more in staff for mass care activities. Specifically we need more behavioral health, and public information specialists while responding to and recovering from WMD incidents. • Outside of law enforcement few L.E.O. are properly trained in hazmat response. • There is a limited cadre of healthcare staff trained in decontamination. • Do not have adequate police personnel in NCR based on the required mission. • Need more coordination between federal and state governments.
Equipment	S	• Many hospitals have response trailers with decontamination equipment • Many hospitals funded for intelligence and decontamination equipment and PPE • Equipment available in house for response-refrigerators • Good to excellent equipment in the NCR • Each jurisdiction has HazMat response capabilities • Have structured level B PPE and A • Robust regional communications • Interoperable communication surge capacity • Through HRSA have purchased basic equipment • Fire and EMS has coordinated well on the regional level (not necessarily with the feds though)
	W	• Need Additional PPE Equipment (8) • Note enough decontamination equipment for sustained response (4) • Need additional storage space (3) • Need regional standards for equipment (3) • Mass care equipment and supplies (2) • Not enough detection equipment for sustained response (2) • Chemical antidote equipment • Unequal capabilities amongst healthcare facilities • Upgrades in equipment lacking • NCR needs better inventory and coordination of its equipment • Lack communication equipment between HazMat to mass care • Lack of towels blankets and clothes to receive and handle people coming from decontamination • Public notification and warning system • Not enough radiological detection capability • Inability to quickly determine release • Need long term breathing apparatus

Resource	S/W	Comments
		• Initial response complement unable to detect hazard (HazMat, CBRNE) • Ability to decontamination large numbers in cold weather • Sustaining current response capability • Ability to quickly triage during a mass casualty event • Mechanism to determine equipment priorities and interoperability • Bomb squads lack appropriate equipment to address explosive aspect WMD response and multiple WMD incident especially when combined with required times to contain, mitigate events and/or limit affected area. • Availability of equipment for mortuary surge • Not enough Mask I kits or treatment • Shelf life of many supplies and equipment –need for replacement/maintenance • Region has not fully identified the equipment and resources needed. • NCR emergency responders lack equipment to effectively respond to incidents in the metro system • Need more capacity and specialized equipment and coordinating resources • Need more focus on inventory and resources that are not used everyday
Training	S	• Medical training available in house and at conferences and institutes • Mechanism to deliver programs
	W	• Regional standardized training (8) • Training need for water and wastewater personnel • Training across RESFs to address decontamination expectations • Only minimal training of personnel • Not training with agencies • Training between ESF-10 and ESF-6/8 for post decontamination • Training for public on how detect hazmat situation • Insufficient training and awareness for first responders • Ability to maintain IMT • More training for handing off remains to mortuary responder • Financial assistance for training • Constant change of hospital staff • Training how to secure mass care facilities • Training for the public • Training for hospital staff on victims that self present • Uniformed metro system training • Need exercises show the gaps and deficiencies and the best to improve → we need more • More focus on recovery training • Need trained microbiologists
Exercises/Evaluation	S	• DC Medical Examiner conducts in-house exercises. • Some NCR exercises in CBRNE have been done.
	W	• Need more exercises that incorporate detection, decontamination, post-decontamination handoff, and mass care response. (8) • Need multiple ESF integration and coordination. (5) • Individual disciplines need to practice their responses and skill with equipment to reinforce lessons learned in training. (2) • Need to include Medical Examiner in exercises. (2) • No continuous regional exercise or evaluation process for the NCR (lack of consistency). (2) • Lack of funding for appropriate evaluation of routine training exercises. • Need to test emergency responders and mass transit employees' capability to respond to an incident involving the metro system. • Few staff have experience with PPE. • Need cross-jurisdictional exercises involving fire and hospitals. • Do not know what support will be needed from public works.
Plans, Policies and	S	• Have existing efforts in place to handle the mass casualty gap

Resource	S/W	Comments
Procedures	W	• While first responders have SOPs in place to indicate who's in charge, recovery procedures do not identify/define what is clean or who is in charge/lack of on the ground recovery plan/for NCR/WMD and HazMat operations plans/regional consistency particularly in dealing with jurisdictional issue. (7) • Must plan for dealing with contaminated water treatment systems and disposal of decontamination material and contaminated infrastructure./Integrated, standardized decontamination plans for recovery personnel at hospitals and in the field (7) • Lack of coordination with fire, rescue, state, and federal agencies/ MOUs between EMS and healthcare facilities/Medical Examiner/WMATA (6) • Protection response for general public/what to do in case of HazMat incident • Lack of protection in place/evacuation criteria in place • Incorporation of appropriate professional organizational planning • Plans to minimize panic/hysteria following CBRN incident and relative to reoccupancy/recovery operations planning • Death and WMD is a reality – dealing with this result needs to be part of planning for a response • Law enforcement need to establish mutual aid similar to Fire • Enhance timely communication with mass care leaders/law enforcement/EMS hospitals • No regional standard for detection capability

NCR Concept Papers and Initiative Plans

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 26, 2006

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Project Title:	**Mass Decontamination Program**	**Estimated Grant Amount**	$2,008,200.00
NCR Strategic Goal Alignment:	Goal 4 Response and Recovery - 4.1.1 – Modify Plans Based on Gap Analysis 4.1.2 – Integrate Plans Across Jurisdictions 4.1.3 – Long Term Decontamination Standards 4.3.1 – Close Gaps Identified in Gap Analysis 4.3.2 – Equipment Interoperability 4.4.1 – Model and Exercise 15 DHS Scenarios 4.4.2 – Align Resources With Identified Needs	**Allowability**	The planning funds requested in this grant application are allowable per FY 2006 page 22 Homeland Security Grant Guidance, December 2005. The training and exercise costs are allowable under page D-2 of the guidance. All equipment is allowable under the AEL8.1. 8.2 and 8.3.
Estimated Timeline	This program has been mapped out for the next five years. This portion of the program will initiate when awarded and	**Dependencies and Cost Factors:**	The cost factors are based on current labor rates, historical

	conclude within 18 months. All deliverable equipment can be completed in 9 months.		contracting costs and projected equipment costs.

Problem Statement/Project Description:

Problem Statement: Regional capability to perform mass decontamination of contaminated persons is insufficient to meet the projected scenarios as defined in the 15 Planning scenarios. The overarching problems are related to the technology limitations in producing warm water for decontamination operations, in maintaining and adequate supply of modesty clothing for persons being decontaminated and in the regional coordination of decontamination efforts between first responders and the expectations our hospital partners.

Project Description: This program capitalizes on the decontamination assets already held by our regional partners and provides a template for growth to the capabilities needed to provide the mass decontamination capabilities required of the region. The program represents a blend of the best existing practices and technologies available to meet the needs. The program also leverages existing projects and working groups to meet the overarching goal of increasing the regional mass decontamination capability.

This program will result in a regional decontamination protocol for first responders and a coordination of efforts with the NCR hospitals. This partnership will ultimately preserve the safety and integrity of our hospitals so that they can continue with their primary mission of treatment. These protocols and partnerships will be tested through a series of exercises. The exercises will meet the G & T guidance and the lessons learned from these exercises will provide the opportunity for evaluation and confirmation of our program.

The program will also provide the region the opportunity to push our needs to problem solving and technology development groups on a national level in order to improve our ability to provide mass decontamination in the future.

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
Purchase 21 Tent Decontamination Systems	COG Fire Logistics	21 Decontamination System	12 months
Purchase 25,000 Individual Redress Kits	COG Fire Logistics	25,000 Redress Kits	12 months
Survey NCR Hospitals to determine decontamination expectations and needs as the relate to the fire service	UASI NIMS Coordinator	Define Hospital Expectations	6 months
Training – UASI WMD Operations Training Program	UASI WMD Operations Program	Provide 33 Sessions of WMD Training	24 months
Planning – Develop deployment policies and procedures, evaluate the logistical needs to implement the policy	COG Hazardous Materials Committee	Regional Decontamination Policy	9 months
Research and Development –Coordinate product development capabilities as they relate to the NCR.	Program Manager	Define Scope of Warm Water Production Problem	18 months
Exercise – Field Mass Decontamination Exercises	COG HM Committee Contractor	Delivery of 1 regional and 2 local decon exercises per jurisdiction	18 months
Exercise – Hospital Based Mass Decontamination	COG HM Committee Contractor	Delivery of jurisdictional decon exercise with hospitals	24 months

Project Performance Measures	Baseline Value	Target Value
Equipment in place to perform Mass Decontamination of targeted capability of 4,100 patients per hour. This baseline starts at 1,900 patients per hour.	46%	100%
Equipment Deployed to Assure that a 2,000 per hour capacity is available	30%	100%

throughout the region in 1 hour from notification		
2 local decontamination exercises take place in each jurisdiction per year	undetermined	50%
1 local decontamination exercises with hospital take place in each jurisdiction per year	undetermined	75%
1 regional mass decontamination exercise per year	0%	100%
Establishment of Regional Decontamination Protocols and Procedures (Yes or No)	0%	Yes

INITIATIVE PLAN

Mass Decontamination Program

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.**

   This program will provide a coordinated regional expansion of existing mass decontamination capabilities by using the best available practices and equipment and by leveraging existing programs and working groups to ensure a unified effort. This program seeks to obtain the best value for the dollar while meeting the regional needs. Specifically this program will double the regional mass decontamination capacity and provide the opportunity for evaluation of the program. This evaluation will allow the examination of policy and practices to determine the best method for delivery of this capability. This program will also ensure that our regional capability is coordinated. It will be through this coordination that we close the decontamination gaps identified on the target capability list. This coordination of effort is similar to previous initiatives by the Fire Chiefs to close similar gaps. One of these programs, the WMD Operations Training program will be the delivery vehicle for decontamination training for the NCR first responders.

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

   This initiative will support operations in the National Capitol Region. The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

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.**

   The regional capability to provide mass decontamination is approximately half of what it needs to be in order to satisfy the strategic goals in the above identified plans. This program will leverage existing regional programs (UASI WMD Operations Training Program, COG Fire Logistics, COG HazMat Committee, and the UASI NIMS Coordinator) to ensure that this program stays on track and produces the best possible policies. This program is planned out over the next 5 years and provides the

opportunity for evaluation and modification through the exercise schedule. The equipment and practices involved in this project are the same or similar to existing programs; this will allow seamless integration into the existing capability.

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

The regional Fire Chief's have identified mass decontamination as specific weakness in their capability. They have already committed significant monetary resources to addressing this problem on the local level. This program will unite their efforts to make their initial investment more effective. The Fire Chief's have pledged to support this project through the existing regional programs (UASI WMD Operations Training Program, COG Fire Logistics, COG HazMat Committee, and the UASI NIMS Coordinator). This commitment of resources by the Fire Chief's allows the program to concentrate on policy issues and maintain a supervisory role only in the processes of equipment procurement and delivery of training.

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

As this relates to national and regional priorities the following specifics apply. 7 National Priorities: Of the three overarching National Priorities: Implementing of the National Incident Management System and National Response Plan, and Expanded Regional Collaboration are affected by Mass Decontamination. Effective Mass Decontamination is a necessary part of satisfying these priorities. Mass Decontamination is one of the main components of one of the remaining four National Priorities: Strengthen CBRNE Detection, Response and Decontamination Capabilities. This is spelled out in the Target Capability List. NCR Strategic Plan –Goal 4 Response and Recovery - 4.1.1 – Modify Plans Based on Gap Analysis, 4.1.2 – Integrate Plans Across Jurisdictions, 4.1.3 – Long Term Decontamination Standards, 4.3.1 – Close Gaps Identified in Gap Analysis, 4.3.2 – Equipment Interoperability, 4.4.1 – Model and Exercise 15 DHS Scenarios, and 4.4.2 – Align Resources With Identified Needs.

CONCEPT PAPER

Preliminary Document –
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January 23, 2006

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Project Title:	**RESF 4 – Metro Subway Security Strategic Initiative**	**Estimated Grant Amount**	*$ 5,324,860.00*
NCR Strategic Goal Alignment:	*Goal 1: Objectives 1, 2, 3, 4 and 6; Goal 3: Objectives 1 and 3; Goal 4: Objectives 1, 2 and 3*	**Allowability**	*The London cart, Rail access vehicle and the training program will require ODP approval.*
Estimated Timeline	*A three to five year time span with equipment and training to be prioritized in beginning of the grant period and ending with the large exercise*	**Dependencies and Cost Factors:**	*Same as above*

Problem Statement/Project Description: The COG Fire Chiefs Committee (RESF 4) created the COG Subway Tunnel Working Group to identify gaps in Fire's response to an incident in the WMATA Metro System. This working group was comprised of all the specialty disciplines within the Fire Service. This UASI request is the initial appeal is for a multi year plan to enhance the region's Fire Service's abilities to respond effectively to an incident involving the WMATA rail system. This initiative address's specific NCR weaknesses identified in the national priorities and severs to increase the priority capabilities of a WMD/Hazardous Materials Response and Decontamination, Law Enforcement, Investigation and Operations, CBRNE, Detection and Citizen Protection. The procurement of equipment items in this initiative would greatly expedite the mitigation tunnel rail incidents by creating efficiencies in the control and restoration effort. Thus responders would be able to implement hazardous materials detection, mitigation and decontamination techniques ensuring CBRNE and hazardous materials capabilities are realized. These items would subsequently reduce the impact of an attack by assisting workers in a quicker restoration of the infrastructure. New longer duration breathing apparatus for firefighters is critical in increasing responder effectiveness and safety detecting and controlling a hazardous materials chemical attack in the subway tunnels.

Emergency Tunnel Evacuation Carts (ETEC) (Type I) – The Passenger Rail Safety Sub-Committee (PRSSC) recommends augmenting current inventory of one additional Type I ETEC Cart in underground stations and tunnel portals were insufficient number now exist. Also we want to add to the inventory of Type I ETEC cart in Metro surface stations that located adjacent to a freight railroad tracks. This request is for 10 carts with a total of $90,000.

London Carts (Type II) - 2 motorized carts per NCR county, 2 for WMATA and 2 carts for DC. They will be stored in transport units of the jurisdiction's choice with equipment, personnel, etc. Purchase includes 2 spare batteries for each cart. One battery can support 35 total miles of transport. The Type II design will be similar to the ETEC Carts now in use. The Type II London Type will be a "wagon-like" design and be motorized. In the modification of the design, the second level would be removed. The Type II ETEC will have a load carrying capacity of 2000 lbs. The cart would be designed to allow rescuers to quickly facilitate evacuation in this fashion. The advantage to this type of ETEC Cart design is that it enables rescuers to transport more non-ambulatory victims. Cost will include specifications established with vendor for NCR region. Cost estimated at $20,000 each or for 18 units with a total cost of $360,000. ODP approval required.

Rapid Response Rail Access Vehicle - These vehicles would be dispatched to the incident, arrive at the entry point, positioned on the rails and transport rescuers to the incident location. At the same time, the vehicle could push and pull

other carts loaded with additional rescue equipment, and return to the safe environment with victims. These vehicles could additionally be used for incidents on railroad right-of-ways that have no or minimal access. . The cost includes the purchase of three rail modified Kawasaki Mule Diesel 4X4 drive vehicles at $34,000 each and $25,000 for each trailer, trailer modifications and maintenance agreements. The estimated cost is $175,000 ODP approval required.

Metrorail Training Program - The COG Fire Chiefs Passenger Rail Safety Subcommittee and WMATA's Safety office will work with a training/educational contractor to develop a multi year UASI request to produce and deliver a comprehensive Metro training program. The training programs would be state of the art with CD and DVD delivery platforms to facilitate delivery in the jurisdictional work sites as well as in training academy and WMATA facilities. This program would provide training materials for approximately 9200 career and volunteer firefighters and 15000 police officers, delivered in the jurisdictions by the jurisdictions personnel along with WMATA instructors and support.

The costs of $500,000 will include a contractor to develop the training program under the direction of the COG Fire Chiefs through the Passenger Rail Safety Subcommittee. ODP approval required. This comprehensive program would include the following levels of training:

- Initial Metro training for recruit firefighters and Metro awareness training for jurisdictional police services
- Ongoing refresher training for emergency responders.
- Company Officer training for responding to a Metro incident combined with a revised "Joint Supervisors" course
- Command Officer training for managing and command /control of a Metro incident
- A revised "Train the Trainer" program so that jurisdictions can deliver these programs internally

Multi-Disciplinary Operational Readiness Exercises - The National Capitol Region needs to conduct multiple large scale rail exercises to test the proficiency of the regional disaster plans. An exercise that would fit the bill would involve placing actual rail equipment in positions off the rails. The number of participating volunteers would exceed the number of responders. This event would necessitate the on-scene response of the medical community as well as federal assets. Leading up to this large scale exercise would be several table-top exercises and planning sessions. So that all jurisdictions could participate, adequate funding for back-fill and overtime need to be allocated. These exercises involve several sections. Training on rail operations procedures as well as hands-on training would be provided to firefighters and law enforcement within the region. The basic scenario would be a passenger train/WMATA railcar accident involving or caused by a WMD event. Several tabletop exercises would be conducted. They would be designed as follows:

1. The first table top would focus on access of incident scene and rail equipment through triage, treatment and removal of patients to final care by hospital staff.
2. The second table top would focus on law enforcement actions, from securing the scene through preserving evidence and crowd control.
3. The third table top would include federal assets and public health with local efforts working together
4. The fourth table top would combine all of the above.

The probable costs will be $2,750,000. This cost would include fund for two contractors to produce, facilitate and coordinate 4 table top exercises, 1 full scale exercise and after action reports for 19 jurisdictions. Additional costs would be participating railroads to locate, modify, and transport older rail equipment to the exercise site and place them in positions other than on the rails procurement of materials and supplies for the production of the exercise. etc); compensation to railroads to conduct hands-on training; backfill for fire department instructors and drill coordinators; backfill for drill evaluators. Additional funds will be needed to fund overtime and backfill positions.

Tunnel Emergency Equipment Cache - Purchase of safety and rescue equipment that would be stored in the Metro System Station Fire Equipment Cabinets. By storing this equipment at the stations, rescuers can enter the station wearing their personal protective equipment, arrive at the platform, retrieve the cached equipment and go to work. The plan is to cache this equipment in the 52 underground Metro System Stations.

One SKED for each front line apparatus (Engine, Truck and Squad) – 1154 apparatus' is a total of $577,000, Four SKED Rescue Stretchers per 52 underground stations for a total of 208 @ $500 ea, $104,000, 50, eight hour Light sticks per 52 underground stations – 2600 sticks @$1.60 = $4160. Five patient self-care kits per 52 underground stations @$100 = $26,000. (Will treat 250 walking wounded.) Total cost is estimated at $687,760

BG4 Self Contained Breathing Apparatus – There are 50 BG4 SCBA that were purchased by WMATA for the NCR; additionally there are 18 BG4 SCBA which are used by the airport authority located at Dulles Airport. Should an event occur in the Subway tunnels the BG4 SCBA could prove to be invaluable for protecting the NCR Emergency responders. To be certified to use the BG4 SCBA requires 8 hours of training 2 times annually at a cost of $100 per individual.

The Level II technicians who are trained to both use and maintain BG4 SCBA requires 16 hours of training at the initial cost of $550 per individual. A class totaling 8 personnel can be presented for a total of $1,800 per class.

To be able to change the BG4 SCBA out on the scene would require 20 additional O2 cylinders at $800 per cylinder. Further, a freezer large enough to accommodate 40 ice packs will be required to make 40 entries. One ice chest freezer for maintaining the ice packs which keeps the breathing air cool while in use. The following reflects the total operating costs for the BG-4 Program which includes 20 BG-4's, and Training of 200 Level 1 Operators and 30 Level 2 Technicians would be $762,100.

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**
Procure Equipment	NRC Entities & WMATA	Carts, BA4's & Equip. etc.	1 year after DHS approval

Project Performance Measures	Baseline Value	Target Value
Procure equipment, training program development; and perform an exercise in a year by year plan to be undertaken sequentially by operational priority.	To be determine	To be determined

INITIATIVE PLAN

Metro Subway Security Strategic 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.**

   Metro Subway Security Strategic Plan. This initiative will provide comprehensive cross-ESF training to current and future responders, a multi-disciplinary operational readiness exercise program, equipment, and personal protective equipment to address specific weaknesses identified in the WMD/Hazardous Materials Response and Decontamination, Critical Infrastructure, Law Enforcement Investigation and Operations, Interoperable Communications, CBRNE Detection, and Citizen Protection: Evacuation and/or In Place Protection components of the national priorities and capabilities.:

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

   The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

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.**

   ETEC Carts: Type I cart is already available, Type II Cart (Euro Version) already in use in London with demonstrated success under real-time conditions. Type II Cart (US Version) must be designed under US specifications, manufacturer identified and a purchase order developed.

Rapid Response Rail Access Vehicle: Prototype has been developed. Would require design under NCR specifications, a manufacturer identified and a purchase order developed.

Metrorail Training Program: Subject matter experts exist both in the NCR Fire Services and WMATA. Requires a training development contractor to develop the comprehensive program under subject matter direction/guidance and will require ODP approval. This program will require future funding to continue delivery to new cross-ESF responders.

Multi-Disciplinary Operational Readiness Exercises: Subject matter experts exist both in the NCR Fire Services and WMATA. Requires a operational exercise contractor to develop the comprehensive exercise program under subject matter direction/guidance.

Tunnel Emergency Equipment Cache: This equipment is readily available on existing markets and will require purchase, distribution, and training.

BG4 Self Contained Breathing Apparatus: BA is an existing asset. Training requires disposables that are readily available from the manufacturer.

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

This initiative will be overseen by its primary stakeholders ESF 4 (COG Fire Chiefs COMMITTEE) with collaboration from other ESF's (Police, Public Health, Transportation) and WMATA. The stakeholders will work thru the existing COG/NCR guidance and oversight process and the existing NCR ESF structure under the State Administrative Agent.

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 initiative supports and incorporates the three Overarching National Priorities by using strong regional collaboration amongst the NCR political jurisdictions as well as multiple Emergency Support Functions and other critical partners (WMATA); supports and incorporates the implementation of NIMS and the NRP thru comprehensive training and exercises involving all affected NCR jurisdictions, ESF's and WMATA; supports and incorporates the implementation of the National Infrastructure Protection Plan by utilizing a comprehensive plan enhancing the security of and mitigating the risks to the WMATA Subway System.

CONCEPT PAPER

Preliminary Document –
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January 17, 2006

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Project Title:	**National Capital Region – Type III Incident Management Team**	**Estimated Grant Amount**	**$875,550**
NCR Strategic Goal Alignment:	*#1 - Planning and Decision Making* *#3 – Prevention and Mitigation* *#4 – Response and Recovery*	**Allowability**	**ICS training is approved by the Office of Grants and Training**
Estimated Timeline	October 2006 – September 2007	**Dependencies and Cost Factors:**	*[Attach via separate sheet if necessary]*

Problem Statement/Project Description:

Homeland Security Presidential Directive # 5 (HSPD-5) directs local, state, and federal agencies to adopt and utilize the National Incident Management System (NIMS) to "prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity."

The incident management team (IMT) concept is a national model and is utilized extensively for command and control of large-scale/complex incidents. Effective command/control/coordination is applicable and necessary for virtually all of the target capabilities to be implemented and successful. Incident management of WMD/hazardous materials and explosive response operations, intelligence/information sharing, citizen protection, mass care, resource logistics and distribution, planning, critical infrastructure protection, etc. are all responsibilities of or functions of an incident management team.

A trained and certified incident management team is the pinnacle of the incident command system. The regional (Type III) incident management team for the National Capital Region (NCR) provides a cadre of highly trained, qualified, and experienced incident command officers and staff to support and complement the existing jurisdictional command staff during significant and long-term incidents. Activation of the NCR-IMT is applicable for any type of chemical, biological, radiological, nuclear, or explosive (CBRNE) terrorist attack The NCR-IMT functions under the premise of an "all-hazards" and unified command approach. As an added value, the NCR-IMT provides command and control at natural and/or man-made disasters such as severe weather events (hurricane, floods, tornados, etc.), hazardous materials releases, civil unrest, public health emergencies (managing medical surge needs, and mass prophylaxis distribution), etc. Hurricane Katrina/Rita demonstrated that IMTs are not only utilized for incident management, but also for EOC management, and management of mass care, (i.e. food/water/ice distribution, shelter management, etc.) Additionally, each team member receives a substantial amount of specialized training that can be utilized for day-to-day operations in their local jurisdictions.

No single public safety agency or jurisdiction has the ability to staff a full command and general staff structure and subordinate positions within an incident command system. Additionally, it is anticipated that this incident command system (ICS) structure must be sustained for long-term/multi-operational period incidents. The affected agency or jurisdiction is also expected to maintain adequate command staff for continuity of government/service for the unaffected portions of the community.

The NCR-IMT is a multi-disciplinary team that will eventually be comprised of 75 members from fire, emergency medical services (EMS), law enforcement, and public health from the participating National Capital Region (NCR) jurisdictions. Each team member has been trained and certified in a minimum of two command and general staff or support positions in order to provide depth and flexibility for the team.

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. Conduct 3-ICS-400 classes	IMT Steering Committee	All members will be ICS-400 certified.	
2. Conduct team continuing education on a quarterly basis	IMT Steering Committee	Maintain the KSA's of team members.	
3. Conduct position specific training for the Planning Section	IMT Steering Committee	Members rostered in the Planning section will receive in-depth/specific training	
4. Conduct position specific training for the Logistics Section	IMT Steering Committee	Members rostered in the Logistics section will receive in-depth/specific training	
5. Sponsor educational "shadowing" opportunities for team members.	IMT Steering Committee	Members monitor Type I/II IMTs on large/complex incidents to gain experience.	
6. Conduct team simulation training at the Nat'l Fire Acad.	IMT Steering Committee	Exercise the team through simulations to gain experience and maintain KSA's.	
7. Provide compensation for backfills and overtime	IMT Steering Committee	Compensate jurisdictions so members can participate in the IMT training.	

Project Performance Measures	**Baseline Value**	**Target Value**
1. Completion of quarterly continuing education sessions		
2. Completion of ICS-400 courses		
3. Completion of Planning Section position specific training course		
4. Completion of Logistics Section position specific training course		
5. Members participation in shadowing opportunities		
6. Completion of NFA incident simulation training		

INITIATIVE PLAN

National Capital Region Type III Incident Manangement Team - Training

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.

The incident management team (IMT) concept is a national model and is utilized extensively for command and control of large-scale/complex incidents. Effective command/control/coordination is applicable and necessary for all of the target capabilities to be implemented and successful. A trained and certified incident management team is the pinnacle of the incident command system. The regional (Type III) incident management team for the National Capital Region (NCR) provides a cadre of highly trained, qualified, and experienced incident command officers and staff to support and complement the existing jurisdictional command staff during significant and long-term incidents. Activation of the NCR-IMT is applicable for any type of chemical, biological, radiological, nuclear, or explosive (CBRNE) terrorist attack The NCR-IMT functions under the premise of an "all-hazards" and unified command approach. As an added value, the NCR-IMT provides command and control at natural and/or man-made disasters such as severe weather events (hurricane, floods, tornados, etc.), hazardous materials releases, civil unrest, public health emergencies, etc. Hurricane Katrina/Rita demonstrated that IMTs are not only utilized for incident management, but also for EOC management, and management of mass care, (i.e. food/water/ice distribution, shelter management, etc.) Additionally, each team member receives a substantial amount of specialized training that can be utilized for day-to-day operations in their local jurisdictions. The NCR-IMT is a standing regional asset that can be activated for significant incidents on a continuous basis. The IMT will continue to require continuing education, participation in simulations/exercises, shadowing opportunities, NIMS compliant training, and funding for backfills/overtime for the foreseeable future. Additionally, the team will need to conduct certification and position specific training in the future for new members due to attrition.

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

The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments. This is also a multi-disciplinary initiative that includes fire and rescue, law enforcement, and public health agencies.

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.

The NCR-IMT is a standing National Capital Region and COG asset. Currently there are 45 members with an additional certification class scheduled for spring 2006. This will add an additional 30 members to the team. Continuing training, specialized position specific training, shadowing/mentoring opportunities, and simulation exercises are necessary in order to maintain and enhance the capabilities and competency of the team.

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

The COG Fire Chiefs Committee is the sponsoring organization for the NCR-IMT initiative. This is a multi-jurisdictional/multi-agency effort that includes participation by law enforcement, public health agencies, and emergency management officials.

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.

The NCR-IMT initiative is closely aligned with and complements all three of the National Priorities.

Implement National Incident Management System and National Response Plan:
The incident management team subscribes to, strictly adheres to, and utilizes the concepts and principles outlined in National Incident Management System (NIMS) and the National Response Plan (NRP.)

Expand Regional Collaboration:
The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments. This is also a multi-disciplinary initiative that includes fire and rescue, law enforcement, and public health agencies.

Implement the Interim National Infrastructure Protection Plan:
Effective management of an emergency incident will focus on protecting critical infrastructure and minimizing the adverse impact of an incident. The NCR-IMT is a multi-discipline entity that will integrate the incident objectives/strategy/tactics necessary to protect infrastructure in a coordinated manner.

CONCEPT PAPER

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January 20, 2006

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Project Title:	**National Capital Region – Type III Incident Management Team (Equipment)**	Estimated Grant Amount	**$800,031**
NCR Strategic Goal Alignment:	#3 – Prevention and Mitigation #4 – Response and Recovery	Allowability	Requested equipment is on the ODP approved equipment list**.**
Estimated Timeline	October 2006 – September 2007	**Dependencies and Cost Factors:**	*[Attach via separate sheet if necessary]*

Problem Statement/Project Description:

The incident management team (IMT) concept is a national model and is utilized extensively for command and control of large-scale/complex incidents. Effective command/control/coordination is applicable and necessary for virtually all of the target capabilities to be implemented and successful. Incident management of WMD/hazardous materials and explosive response operations, intelligence/information sharing, citizen protection, mass care, resource logistics and distribution, planning, critical infrastructure protection, etc. are all responsibilities of or functions of an incident management team.

A trained, certified, and properly equipped incident management team is the pinnacle of the incident command system. The regional (Type III) incident management team for the National Capital Region (NCR) provides a cadre of highly trained, qualified, and experienced incident command officers and staff to support and complement the existing jurisdictional command staff during significant and long-term incidents. Activation of the NCR-IMT is applicable for any type of chemical, biological, radiological, nuclear, or explosive (CBRNE) terrorist attack The NCR-IMT functions under the premise of an "all-hazards" and unified command approach. As an added value, the NCR-IMT provides command and control at natural and/or man-made disasters such as severe weather events (hurricane, floods, tornados, etc.), hazardous materials releases, civil unrest, public health emergencies (managing medical surge needs, and mass prophylaxis distribution), etc. Hurricane Katrina/Rita demonstrated that IMTs are not only utilized for incident management, but also for EOC management, and management of mass care, (i.e. food/water/ice distribution, shelter management, etc.) Additionally, each team member receives a substantial amount of specialized training that can be utilized for day-to-day operations in their local jurisdictions.

The NCR-IMT is currently dependent on multiple regional mobile command units as a platform for operations. The NCR-IMT must develop a "stand-alone" equipment cache that allows the IMT to function in the field for extended operational periods. This capability will ensure that the necessary facilities are available when the IMT is activated. Additionally, a cache for the IMT will help to minimize the dependency and impact on the region's mobile field command units and allow some of them to return to service for other emergency incidents.

During the 2005 hurricane season, the NCR-IMT or components of the team were deployed to Mississippi, Florida, and Louisiana. Two large mobile command units had to be deployed to the Gulf region to support this endeavor. Although deployment out of the region was not the original intent of the IMT initiative, it does demonstrate that preparedness, response capability, and flexibility are necessary to respond to, and mitigate these large-scale/complex incidents.

The requested equipment will provide the capability to establish one very large incident command post facility, or operate a limited capability in two theaters. The equipment is divided into the following major categories:

- Facilities (tents, generators, heaters, etc.) - $190,332
- Communications (satellite phone, radios) - $153,600

- IT (computers, copiers, projectors, etc.) - $134,731
- Office Equipment - $28,080
- Safety Equipment - $24,858
- Transportation - $124,290

Total - $800,031

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. Provide adequate facilities for all major ICS sections and units	IMT Steering Committee	Deploy a "stand alone" platform for major incident operations.	
2. Provide communications equipment for the command post and staff	IMT Steering Committee	Deploy a "stand alone" platform for major incident operations.	
3. Provide information technology equipment for the command post and all major ICS sections	IMT Steering Committee	Deploy a "stand alone" platform for major incident operations.	
4. Provide transportation for the IMT equipment cache to the incident site(s)	IMT Steering Committee	Deploy a "stand alone" platform for major incident operations.	
5. Provide safety equipment necessary for the IMT staff and command facilities.	IMT Steering Committee	Deploy a "stand alone" platform for major incident operations.	

Project Performance Measures	Baseline Value	Target Value
1. Purchase a full IMT equipment cache and configure it for deployment in the region.		

INITIATIVE PLAN

National Capital Region Type III Incident Management Team – Incident Command Post Equipment

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.

The incident management team (IMT) concept is a national model and is utilized extensively for command and control of large-scale/complex incidents. Effective command/control is applicable and necessary for all of the target capabilities to be implemented and successful.

A trained, certified, and equipped incident management team is the pinnacle of the incident command system. The regional (Type III) incident management team for the National Capital Region (NCR) provides a cadre of highly trained, qualified, and experienced incident command officers and staff to support and complement the existing jurisdictional command staff during significant and long-term incidents. Activation of the NCR-IMT is applicable for any type of chemical, biological, radiological, nuclear, or explosive (CBRNE) terrorist attack The NCR-IMT functions under the premise of an "all-hazards" and unified command approach. As an added value, the NCR-IMT provides command and control at natural and/or man-made disasters such as severe weather events (hurricane, floods, tornados, etc.), hazardous materials releases, civil unrest, public health emergencies, etc. Hurricane Katrina/Rita demonstrated that IMTs are not only utilized for incident management, but also for EOC management, and management of mass care, (i.e. food/water/ice distribution, shelter management, etc.) Additionally, each team member receives a substantial amount of specialized training that can be utilized for day-to-day operations in their local jurisdictions.

The NCR-IMT is currently dependent on multiple regional mobile command units as a platform for operations. The NCR-IMT must develop a "stand-alone" equipment cache that allows the IMT to function in the field for extended operational periods. This capability will ensure that the necessary facilities are available when the IMT is activated. Additionally, a cache for the IMT will help to minimize the dependency and impact on the region's mobile field command units and allow some of them to return to service for other emergency incidents.

During the 2005 hurricane season, the NCR-IMT or components of the team were deployed to Mississippi, Florida, and Louisiana. Two large mobile command units had to be deployed to the Gulf region to support this endeavor. Although deployment out of the region was not the original intent of the IMT initiative, it does demonstrate that preparedness, response capability, and flexibility are necessary to respond to, and mitigate these large-scale/complex incidents. The requested equipment will provide the capability to establish one very large incident command post facility, or operate a limited capability in two theaters.

The NCR-IMT is a standing regional asset that can be activated for significant incidents on a continuous basis. The IMT will require continuing support for command post facilities, updated information technology and communications equipment, expendable items, software upgrades, routine maintenance and replacement of worn/damaged equipment for the foreseeable future.

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

The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia that are members of the Metropolitan Washington Council of Governments and the National Capital Region. This is also a multi-disciplinary initiative that includes fire and rescue, law enforcement, and public health agencies. The equipment cache is deployable to any location in the Metropolitan Washington region or as requested for mutual aid.

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.

The NCR-IMT is a standing NCR/COG asset. However, NCR-IMT is currently dependent on multiple regional mobile command units as a platform for operations. The NCR-IMT must develop a "stand-

alone" equipment cache that allows the IMT to function in the field for extended operational periods. This capability will ensure that the necessary facilities are available when the IMT is activated.

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

The COG Fire Chiefs Committee is the sponsoring organization for the NCR-IMT initiative. This is a multi-jurisdictional/multi-agency effort that includes participation by law enforcement, public health agencies, and emergency management officials.

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.

Implement National Incident Management System and National Response Plan:
The incident management team subscribes to, strictly adheres to, and utilizes the concepts and principles outlined in National Incident Management System (NIMS) and the National Response Plan (NRP.)

Expand Regional Collaboration:
The NCR-IMT is a regional endeavor that encompasses representatives from the District of Columbia, Maryland, and Virginia. This is also a multi-disciplinary initiative that includes fire and rescue, law enforcement, and public health agencies. As such joint command post facilities will be utilized by all of the disciplines and agencies.

Implement the Interim National Infrastructure Protection Plan:
Effective management of an emergency incident will focus on protecting critical infrastructure and minimizing the adverse impact of an incident. The NCR-IMT is a multi-discipline entity that will integrate the incident objectives/strategy/tactics necessary to protect infrastructure in a coordinated manner.

CONCEPT PAPER

Preliminary Document –
Presented for Review and Discussion

January 20, 2006

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Project Title:	**WMD Operations (Offensive) Training**	**Estimated Grant Amount**	$1,901,820.00
NCR Strategic Goal Alignment:	Strategic Goal 1: Objectives 1.1, 4.2, 6.1 and 6.3 Strategic Goal 3: Objectives 1.1, 1.2 and 2.1 Strategic Goal 4: Objectives 1.3, 2.2, 4.3 and 4.4	**Allowability**	The funds requested in this grant application are allowable per FY 2006 Homeland Security Grant Guidance, December 2005. Specifically, this training involves emergency preparedness and response training at G & T sponsored training for emergency response personnel. The reference is page D-2 of the guidance.
Estimated Timeline	November 2006 through August 2007	**Dependencies and Cost Factors:**	The costs identified are historically defined and represent $66,000 in non personnel services and $1,835,820 personnel services cost. These personnel services cost are allowable contractual overtime and backfill costs associated with sending responders to attend training.

Problem Statement/Project Description:

Problem Statement: There are approximately 10,000 Fire and EMS based first responders in the NCR. The NCR Strategic Goals define specific expectations of these first responders. The MWCOG Fire Chiefs, representing the NCR, determined that these first responders lack the requisite training and are therefore unprepared to meet these expectations as they relate to preparedness for, recognition of, response to, and recovery to from WMD incident. Related problems were discovered in this process. The first problem identified is that the UASI programs have been supplying a large quantity of equipment to these first responders. This equipment has been integrated into response plans, but will have more benefit if all personnel are trained in its use. A second problem identified is that during a large incident members of different jurisdictions must be able to work together, a lack of regional training opportunities contributes to this problem.

Program Description: In order to meet the expectations of the NCR Strategic Goals the Fire Chiefs determined that a

program to train all 10,000 responders by providing an in-depth look at domestic terrorism; an advanced level of chemical toxicology associated with industrial and military chemical warfare agents; biological toxicology associated with biological agents; and radiological toxicology associated with nuclear and radiological materials. The course examines the role of ordnance/explosive materials and devices that can be used in a terrorist attack, as well the presence of secondary devices targeted at the emergency responder. The hands-on training of Personal Protective Equipment (PPE Levels A/B and C/D), mass casualty triage, decontamination and advanced survey and monitoring equipment, take the course from defensive operational tasks to offensive operations as defined by OSHA.

This program will utilize the same PPE purchased through the UASI program in order to familiarize NCR first responders in the use and capabilities of this equipment. Additionally, the COG Fire Chiefs directed that each training session offered must include responders from around the region and that the training would be conducted at sites in all three political jurisdictions to promote regional responder cooperation, interoperability and familiarity.

The Fire Chiefs researched and identified an ODP certified and delivered program that satisfied the needs listed above. This program is the Technical Emergency Response Training (TERT), a 24 hour program delivered off site by the Center for Domestic Preparedness.

Through an award of a FY2005 UASI Grant the Fire Chiefs have begun delivery of this program to 650 first responders. This grant application seeks to continue and increase the scope of that program to 1200 responders and to continue this program until all 10000 responders have been trained.

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
See attached project file.			

Project Performance Measures	Baseline Value	Target Value
Percentage of Fire and EMS Responders Receiving WMD Offensive Level Training (assumption of 10,000 first responders)	6%	18%

INITIATIVE PLAN

WMD Operations (Offensive) Training

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.

WMD Operations (Offensive) Training – This initiative will provide a training program to train all 10,000 responders by providing an in-depth look at domestic terrorism; an advanced level of chemical toxicology associated with industrial and military chemical warfare agents; biological toxicology associated with biological agents; and radiological toxicology associated with nuclear and radiological materials. The course examines the role of ordnance/explosive materials and devices that can be used in a terrorist attack, as well the presence of secondary devices targeted at the emergency responder. The hands-on training of Personal Protective Equipment (PPE Levels A/B and C/D), mass casualty triage, decontamination and advanced survey and monitoring equipment, take the course from defensive operational tasks to offensive operations as defined by OSHA. This program will utilize the same PPE purchased through the UASI program in order to familiarize NCR first responders in the use and capabilities of this equipment. Additionally, the COG Fire Chiefs directed that each training session offered must include responders from around the region and that the training would be conducted at sites in all three political jurisdictions to promote regional responder cooperation,

interoperability and familiarity. This program elements listed above are identified as weakness during the CBRNE Detection and WMD/HazMat Response and Decontamination TCL Review sessions.

2. **Regional Construct: Briefly describe the geographical context of this Initiative.**
This initiative will support operations in the National Capitol Region. The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

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.**
There are 10,000 first responders in the NCR. This is our chief strength. Unfortunately, these responders are essentially untrained for WMD Incident Response. This initiative seeks to turn this liability into an asset by taking other strengths and using it to train these responders. The other strengths are WMD response equipment, as has been purchased through the UASI and SHSGP program and the existence of the ODP –Technical Emergency Response Training. The training program will be delivered over the course of five years to all 10,000 responders; this training will teach these responders to properly utilize the UASI and SHSGP WMD response equipment to advance these 10,000 responders into a coordinated WMD response force that can properly identify, respond to, mitigate and clean up from a WMD Incident.

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

This plan has the support and active direction from the COG Fire Chiefs. As this program is already in place though the award of FY2005 UASI Grant, the same governance structure that has made it successful will continue in that manner. The COG Fire Chief's represent each of the NCR jurisdictions and have committed to provide the space and logistical resources to hold the program and to ensure that each of their members is enrolled in the program. Continuing the success of this program will only require the extension and renewal of the activities and relationships currently functioning between the NCR jurisdictions.

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 initiative supports the Three Overarching National Priorities in three different ways. To ***Expand Regional Collaboration***, this initiative will provide a standardization of emergency response policies and procedures for the regions first responders. The second layer to this collaboration will foster the development of relationships between first responders to support the regions response. To ***Implement the National Incident Management System and National Response Plan***, this initiative provides introductory training in NIMS which will standardize the processes used to implement the NRP and provide the opportunity to exercise and practice these policies. To support the ***Implementation of the National Infrastructure Protection Plan,*** the initiative will provide methods and support to a regional

response to WMD attack and minimizing its damage, thus promoting shorter recovery periods for components of the national infrastructure through coordinated and seamless processes to support and perform decontamination. The NCR, Homeland Security Plan is supported by this initiative in the following manner. ***Strategic Goal #3, An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events;*** is by developing and sustaining common, multi-disciplinary standards for planning, equipping, training, operating, and (cross-jurisdictional) exercising to maximize the ability to provide identification, response, mitigation and decontamination abilities across the NCR. ***Strategic Goal #4, A sustained capacity to respond to and recover from "all-hazards" threats or events across the NCR.*** This requirement will be met by providing coordination between the local jurisdictions involved in WMD response. This initiative will allow the NCR to be prepared for situations that require large multi-jurisdictional, multi-agency; responses by ensuring similar training and knowledge throughout the NCR and providing large numbers of trained and knowledgeable first responders.

CONCEPT PAPER ***Preliminary Document – Presented for Review and Discussion***		1/20/2006 Victor Stagnaro, Major, Chair EMS Subcommittee, MWCOG Prince George's County Fire/EMS Department 6820 Webster Street Landover Hills, MD 20784 Ph: (301) 583-1860 Email: vstagnaro@co.pg.md.us	
Project Title:	**Emergency Incident Rehabilitation Units**	**Estimated Grant Amount**	$700,000
NCR Strategic Goal Alignment:	**Goal #4 Response and Recovery – Objective 3 Resource Sharing**	**Allowability**	Yes, per DHS G&T authorized equipment list under #9 Medical Supplies, #12 CBRNE Incident Response Vehicles, #19 CBRNE Logistical Support Equipment
Estimated Timeline	**24 months after award**	**Dependencies and Cost Factors:**	Finding suitable locations for placing Rehab units

Problem Statement/Project Description:

HSPD-8 establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a National Preparedness Goal; establishing mechanisms for improved delivery of federal preparedness assistance to state and local governments; and outlining actions to strengthen preparedness capabilities of federal, state, and local entities.

An often-overlooked component of a Department's preparedness plan is the rehabilitation of the first responders on a major incident. The National Capital Region (NCR) has experienced firsthand train crashes, airline crashes, METRO crashes, bus and other significant transportation collisions, workplace violence, terrorism, the attack on the Pentagon. In addition, the Washington Metropolitan Area frequently hosts mass gatherings and special events, from concerts to charity walks throughout the NCR, each drawing thousands of participants.

Each jurisdiction in the NCR has independently developed a rehabilitation procedure, which ranges from providing a water

cooler with cups to dispatching a ladies auxiliary unit to respond to the scene with food and drinks. Personnel are our most valuable resource and need to be properly cared for on emergency incidents. As with every other issue involving mutual aid, interoperability is paramount. Standardized units, standard inventory, and standard capability are vital to success.

The Emergency Incident Rehabilitation Units addresses the following national preparedness capabilities of the Target Capabilities List:

Critical Infrastructure Protection, Critical Resource Logistics and Distribution, WMD/Hazmat and Decontamination, Medical Surge, and Mass Care (Sheltering, Feeding, and Related Services)

As well as the NCR Goal #4 of Response and Recovery with regards to resource sharing and interoperability.

Purchase Nine (9) – Emergency Incident Rehabilitation Units. These will be deployed as follows: Maryland – 3; Northern Virginia – 5; Washington D.C. – 1. The units will be equipped with the necessary equipment to establish a rehabilitation area at a large scale incident. Equipment will include but not be limited to, tents, tarps, chairs, cooling fans, water coolers, BLS first aid supplies/equipment, liters, portable lights, and portable generators.

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. Develop list of equipment/supplies to carry on Rehab unit	MWCOG EMS Subcommittee members	List of equipment/supplies to carry on Rehab unit	2 months after grant award
2. Design specifications for Rehab vehicle	Major Victor Stagnaro & Lieutenant Roland Berg	Specifications for Rehab vehicle	4 months after grant award
3. Determine locations of Rehab units	MWCOG EMS Subcommittee members	Location of Rehab units	5 months after grant award
4. Create RFQs for equipment/supplies for Rehab unit	Major Victor Stagnaro & Lieutenant Roland Berg	RFQs for equipment/supplies for Rehab units	6 months after grant award
5. Create RFQs for Rehab vehicle	Major Victor Stagnaro & Lieutenant Roland Berg	RFQs for Rehab vehicle	6 months after grant award
6. Distribute RFQs to vendors	Major Victor Stagnaro & Lieutenant Roland Berg		7 months after grant award
7. Receive RFQs from vendors and evaluate	Major Victor Stagnaro & Lieutenant Roland Berg		9 months after grant award
8. Award contracts to vendors	Major Victor Stagnaro & Lieutenant Roland Berg		12 months after grant award
9. Receive vehicles from vendors and distribute to jurisdictions	Major Victor Stagnaro & Lieutenant Roland Berg		18 months after grant award
10. Receive equipment/supplies from vendors and distribute to jurisdictions	Major Victor Stagnaro & Lieutenant Roland Berg		18 months after grant award
11. Place Rehab units into service	MWCOG EMS Subcommittee members		22 months after grant award
12. Complete final report to MWCOG and awarding agency	Major Victor Stagnaro & Lieutenant Roland Berg	Final Report	24 months after grant

Project Performance Measures	Baseline Value	Target Value
1. Developing standardized equipment list for Rehab unit		
2. Designing specifications for Rehab unit		
3. Awarding contracts for Rehab unit and equipment/supplies		
4. Receiving delivery of Rehab units and equipment/supplies		
5. Placing Rehab units into service		

INITIATIVE PLAN

Emergency Incident Rehabilitation Units

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.

Initiative name: Emergency Incident Rehabilitation Units
An often-overlooked component of a Department's preparedness plans is the rehabilitation of the first responders that respond on a major incident or CBRNE event. The National Capital Region (NCR) has experienced firsthand train crashes, airline crashes, METRO crashes, bus and other significant transportation collisions, workplace violence, terrorism, the attack on the Pentagon. In addition, the Washington Metropolitan Area frequently hosts mass gatherings and special events, from concerts to charity walks, each drawing thousands of participants.
Each jurisdiction in the NCR has independently developed a rehabilitation procedure, which ranges from providing a water cooler with cups to dispatching a ladies auxiliary unit to respond to the scene with food and drinks. Personnel are our most valuable resource and need to be properly cared for on emergency incidents. As with every other issue involving mutual aid, interoperability is paramount. Standardized units, standard inventory, and standard capability are vital to success. This initiative will provide for a regionalized approach to conducting rehab on the scene of an emergency incident. The initiative addresses the following capabilities identified in the Target Capabilities List:

- **Critical Infrastructure Protection**
- **Critical Resource Logistics and Distribution**
- **WMD/Hazmat and Decontamination**
- **Medical Surge**
- **Mass Care (Sheltering, Feeding and Related Services)**

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

The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71). The Act defined the NCR as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudon, and Prince William Counties of Virginia; and all cities now or here after existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. Today, the NCR includes the

District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia. This initiative encompasses the entire NCR.

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.**

   No standardized vehicle or equipment exists in the NCR.

   Development of a standardized emergency incident rehabilitation unit would need to be created with a standard set of equipment and supplies.

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

   This initiative will be overseen by its primary stakeholders ESF-4 (COG Fire Chiefs Committee) with collaboration of the COG EMS Subcommittee. The stakeholders will work thru the existing COG/NCR guidance and oversight process and the existing NCR ESF structure under the State Administrative Agent. The stakeholders agree that emergency incident rehabilitation units are needed and their support ensures that all the units will be standardized and able to respond throughout the NCR.

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 initiative supports and incorporates the Overarching National Priorities by using strong regional collaboration amongst the NCR political jurisdictions; supports and incorporates the implementation of NIMS and the NRP thru the ability to use interoperable equipment.

   The initiative addresses the NCR's Goal #4 Response and Recovery Objective 3: Resource Sharing of standardized equipment to allow for interoperability, by utilizing a developed standard for Emergency Incident Rehabilitation Units.

   The Emergency Incident Rehabilitation Units will help to ensure that the NCR will be able to provide rehabilitation of first responders on a major incident. Whether from natural disasters, WMD/Biological, or Mass Care/Sheltering incidents the initiative will ensure that the NCR can provide a regional approach to responding to incidents by having a standardized plan for handling rehabilitation of providers.

   3-5 Year Plan:
   - Continue to make enhancements and upgrades to program to take advantage of changes in standards and technology.
   - Ongoing coordination with other jurisdictions to maintain interoperability and share resources during large scale incidents.
   - Maintain a state of readiness and sustain program through a regional collaborative approach.

Scoring Sheet

WMD/Hazardous Materials Response and Decontamination

Scoring Criteria: All candidate Concept Papers are to scored on the basis of compliance with the following 5 criteria. Each criteria is to be scored from 1 to 10 points, with 1 being lowest compliance and 10 being the highest.

Criteria #1: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 14 Priority Target Capabilities?

Criteria #2: How well does this Concept Paper/Initiative Plan address identified strengths and weaknesses of the 3 Overarching National Priorities?

Criteria #3: How appropriate is the funding requested with the deliverables proposed by the Concept Paper?

Criteria #4: How beneficial will this concept paper be in addressing regional needs?

Criteria #5: How important is it to implement this Concept Paper/Initiative Plan in FY 06?

Concept Paper	Mass Decontamination Program										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	RESF 4 – Metro Subway Security Strategic Initiative										
Related Target Capabilities:	CBRNE Detection, Law Enforcement Investigation and Operations, Explosive Device Response Operations										
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper	National Capital Region – Type III Incident Management Team										
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		National Capital Region – Type III Incident Management Team (Equipment)									
Related Target Capabilities:											
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		WMD Operations (Offensive) Training									
Related Target Capabilities:		CBRNE Detection, Law Enforcement Investigation and Operations, Explosive Device Response Operations									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Concept Paper		Emergency Incident Rehabilitation Units									
Related Target Capabilities:		Critical Resource Logistics and Distribution									
Score:	Criteria #1 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #2 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #3 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #4 (1-10)	1	2	3	4	5	6	7	8	9	10
	Criteria #5 (1-10)	1	2	3	4	5	6	7	8	9	10
	Total: (5-50)										

Master Scoring Sheet

Master Scoring Sheet

Concept Paper	Total Score
Establishment of a Fully Functional Regional Emergency Mobile Laboratory Program	
Radiation Detection Equipment for Solid Waste Disposal Facilities 12	
Radiological Truck Cargo Screening Feasibility Study I-95 & I-495 Truck Weigh Station	
Identify and coordinate transportation requirements for the special needs population.	
Continuity of Efforts regarding Volunteer Management Across the NCR and Continuity & enhancement of Citizen Corps Council membership and Citizen Corps Core Programs and affiliated programs and activities in the NCR	
Personal Preparedness Kits for NCR's Impoverished Population	
SPECIAL NEEDS POPULATIONS Emergency Response Inclusion	
Public Information Dissemination Campaign to Educate the Public on Mitigating the Impacts of Energy Emergencies in the National Capital Region	
Regional Marketing Campaign for the NCR's Alert and Notification Systems	
Extend community outreach for the "Be Ready. Make a Plan." campaign	
Implement the NCR's strategic communications plan by engaging the media	
Ensure Plans, Procedures and IT Systems for coordination between Emergency Management and 211 for Emergency Info and Referral	
Increasing Special Needs Involvement in NCR Disaster Preparedness: building sustainable capacity for sheltering-in-place, evacuation, and mass care	
National Capital Region Multimodal Traveler Information System	
Regional Real Time Transit Customer Information System	
Emergency Public Address System	
National Capitol Region Evacuation and Shelter in Place Coordination and Outreach to Community, Business and Special Populations providers	
Regional Evacuation Traffic Monitoring and Management Tool(s)	

Concept Paper	Total Score
National Capital Region Critical Infrastructure Resiliency Program	
Northern Virginia Transportation Management Program: Enhancements for Incident Response and Emergency Operations Command/Control and Information Sharing.	
WMATA Alternate Operations Control Center	
Critical Transportation Infrastructure Protection	
New Transportation Management Center at Anacostia Gateway	
Multifunctional Evacuation Dynamic Message Signs	
Critical Infrastructure Monitoring and Protection	
Expansion, Establishment and Operation of the Water Security Monitoring Network in the National Capital Region	
PipelineNet Water Distribution System Model Development for Water Utilities in the National Capital Region	
WMATA Communications Upgrade Continuation of the FY05 Project	
"Increasing Emergency Generation Reliability and Capability in the National Capital Region (NCR)"	
Clean, Reliable Back-Up Portable Generation for Critical Infrastructures within the National Capital Region	
Rapid Response Mobile Transformer	
Critical Infrastructure Protection Program	
Managing Metro Emergencies I (Awareness Level)	
Managing Metro Emergencies II (Operations Level)	
Establishment of an Emergency Drinking Water Production and Stockpile Capability in the National Capital Region	
Mass Casualty Support Unit Restocking Plan	
National Capitol Region Critical Resources Logistics Warehouse	
National Capital Region Critical Resource and Logistics Core Capability Improvement	

Concept Paper	Total Score
Space and storage/NCR inventory management system	
Law Enforcement Personal Protective Equipment Cache	
Warehousing for a Regional Cache of Equipment.	
Align public, private and NGO resources with identified needs for response and recovery	
MEGIN Regional Deployment	
Debris Removal Crane-Bodied Grapple Trucks	
National Capital Region Bomb Squad (Metrotech) Equipment and Regional Caches	
NCRWARN (National Capital Region Water Utility Response Network)	
NCR Medical Surge Initiative Patient Tracking System - Full implementation	
24-Hour Regional Staffing of the Homeland Security Operations Center	
Intelligence Analysts II	
National Capital Region Video Sharing Distribution System	
Interoperable Communications System Prince George's County	
Interoperable Communications System Montgomery County	
Reverse 911/Mass Notification	
National Capital Region Interoperability Program (NCRIP) Phase 2	
First/Critical Responder Credentialing	
National Capital Region Base MAP (NCRBM) – Regional GIS Base Map Development and Maintenance	
Emergency Video Information Sharing Network - EVISN	
Prince George's County Interoperable Radio Communications System	
Alternate Public Safety Communications Center (APSCC)	
Emergency Managers Technology Coordination Subcommittee	
NCR Secure Communications (NCRSC)	

Concept Paper	Total Score
Mobile AFIS / Facial Recognition	
National Capital Region – Law Enforcement Information Exchange (NCR-LInX)	
Regional Operational Multilayer Analysis(ROMA)	
Standardized training in terrorism prevention, detection and interdiction for Law Enforcement Entry Level and In Service Programs.	
Regional Expansion of the Terrorist Incident Prevention Program-TIPP	
Maritime Awareness NCR	
NCR Regional ESF-6 Equipment	
Establishment of a Food Safety and Protection Program for the National Capital Region's Mass Care Centers	
National Capital Region Shelter Planning (Shelter profiles and action plans)	
District ESF – 6 (Mass Care needs)	
The National Capital Region – Emergency Phase Food Storage and Relief Phase Food Storage and Distribution.	
Surge Capacity for Public Health: Medical Reserve Corps in the National Capitol Region	
National Capital Region Syndromic Surveillance Network (existing project)	
Regional Implementation of Computer-Assisted Telephone Interview Capacity (CATI)	
Gap Analysis for Health and Medical Readiness-Part 2, A Continuation Project	
Raising Public Awareness for Public Health Emergencies: Going Beyond Mass Media for Message Dissemination	
UASI FY 06 Medical Surge	
Hospital Disaster Life Support (HDLS)	
SiTEL On Demand	
Code Orange	
HICS, and NIMS: A Forum on Hospital Incident Command	

Concept Paper	Total Score
NCR HoPHEP	
Continuation of COG Professional, Technical, and Secretariat Support	
Hazardous Materials Management Coordination Plan	
National Capital Region Interoperable Communications Study	
Evacuation Time Estimates – How much time do we need?	
Emergency Transportation Annex - Testing, Exercising, and Resource Development	
Regional Fire and Rescue Homeland Security Staff	
"NCR Planning Initiative"	
National Capital Region Emergency Operations and Coordination Planning	
National Capital Region Exercises and Training	
UASI NCR Family Assistance/Reunification Center.	
NCR Regional Emergency Planning for Sheltering Companion Animals (Pets)	
Strategic Planning for a Health and Medical Core Curriculum	
Medical Prophylaxis and Surge Planning	
Regional Energy Emergency Exercise and Emergency Liaison Officers Training Program	
NCR Regional ESF-14 Planning – Long Term Community Recovery and Mitigation	
Regional Public/Private Bus Evacuation Coordination Planning	
Mass Decontamination Program	
RESF 4 – Metro Subway Security Strategic Initiative	
National Capital Region – Type III Incident Management Team	
National Capital Region – Type III Incident Management Team (Equipment)	
WMD Operations (Offensive) Training	
Emergency Incident Rehabilitation Units	

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