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# Project Plan

## Mass Care Bundling

### Contact Information

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### Project Information

Period of Performance: 19 months – Equipment delivered in 9 Months  
Grant Award: \$3,500,000.00 Scaled -\$5,000,000.00 (FY06)  
Related Documents: Bundling Paper

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## I. Project Summary

Initiative:

The following concept papers were submitted for UASI '06 consideration under the area of Mass Care/Shelter Planning & Preparedness. Each is focused on ensuring that there are appropriate provisions to provide Mass Care, including sheltering, to the residents of the NCR. There appears to be elements of duplication and the resulting consolidation can provide better and more cost effective services.

- Mass Care Equipment (American Red Cross of the National Capital Area on behalf of the Washington Metropolitan Consortium of Red Cross Chapters) - \$25,000,000
- National Capital Region Shelter Planning (DC Emergency Management Agency) - \$750,000
- NCR Regional Emergency Planning for Sheltering Companion Animals (Fairfax County Police Department) - \$231,750
- District ESF-6 Mass Care Needs (DC Department of Human Services) \$2,000,000

Approach:

The participants on the conference call agreed that four of the proposals could be bundled for consideration under auspices of the ESF-6 Committee. Additionally, they agreed that the total bundle would be reduced from the original estimate of just under \$28 million to a total of \$5 million, per the maximum allocation agreed to by the Senior Policy Group and the NCR Chief Administrative Officers in their February 15<sup>th</sup> meeting for the Mass Care Capability.

Benefits:

- Availability and Provision of bulk Mass Care equipment, (cots, blankets and feeding supplies) in the event of a natural or man made disaster.
- Develop an Animal Care Plan in conjunction with the existing Sheltering Plan
- Training of shelter personnel
- Better Developed partnerships between Stakeholders
- Document defining common public information message and a campaign about people/animal sheltering options

## II. Project Background and Goals

### A. Project Background

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.

To better prepare the region to handle such a wide scale emergency, the region needs to:

- Dramatically increase our supply of mass care equipment
- Develop detailed plans for each shelter including identification of how to handle populations with special needs
- Plan for sheltering of companion animals
- Train additional shelter staff

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.

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 shelter have changed many new regulations/requirements have been added, including executive orders requiring special needs accessibility in general purpose shelters.

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. 44% of those who did not evacuate for hurricane Katrina indicated that they did not evacuate because they did not have a place for their pets to evacuate.

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.

<b>NCR Strategic Initiatives</b>	<b>DHS Target Capabilities &amp; Performance Measures</b>
1.1.1 Develop and periodically update the strategic Plan and related processes.	Res.C.3 4.1.1 Assess need for emergency feeding and sheltering activities.
4.1.1 Establish a corrective action program to modify plans by addressing gaps identified in analysis, exercises and events.	Res.C.3 4.2.1 Activate emergency shelters.
4.3.1 Develop a regional resource management system for deployment and utilization of resources.	Assess need for mass feeding services.
4.4.2 Align public, private and NGO resources with identified needs for response and recovery.	Conduct mass feeding services.
	Res.C.3 4.2.1.1 Provide shelter guidance to agencies responsible for special needs populations care.

## **B. Goals and Outcomes**

<b>Goal</b>	<b>Outcomes</b>
Provide sufficient equipment in the NCR to provide to shelter 12,500 people and feed 18,000 people, and provide emergency bulk distribution supplies to 4,500 households in a sustained capacity to respond to and recover from a catastrophic NCR event.	<ol style="list-style-type: none"> <li>1. Shelter supplies to shelter 12,500 people</li> <li>2. Feeding supplies to feed 18,000 people</li> <li>3. Shelf stable food and water to feed 18,000 people for 2 days</li> <li>4. Bulk Distribution supplies for up to 4500 Homes damaged or destroyed</li> </ol>
Ensure that the NCR has a complete list of available shelters, with current shelter surveys/plans to ensure that the NCR can open sufficient sheltering capacity compliant with current regulations & requirements.	<ol style="list-style-type: none"> <li>1. A list of most major designated shelter locations in the NCR</li> <li>2. A profile for each shelter on the list documenting most key aspects of that shelter</li> <li>3. An action plan for each shelter on the list detailing how that shelter will be opened, including how the shelter will accommodate special needs clients</li> <li>4. Training 1500 NCR Human Services staff as shelter workers/managers</li> </ol>
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.	<ol style="list-style-type: none"> <li>1. A listing of all NCR animal care partners, their roles and responsibilities</li> <li>2. Documenting best practices for emergency animal protection in the NCR</li> <li>3. Documenting standards for emergency animal care in the NCR</li> <li>4. Emergency Animal Care Concept of Operations for NCR-wide Response</li> <li>5. Document listing potential locations for sheltering pets</li> <li>6. Document defining common public information message and a campaign about people/animal sheltering options</li> <li>7. NCR Emergency Animal Care Exercise Plan</li> </ol>

Goal	Outcomes
Enhance the total cadre of trained shelter staff in the NCR	1. Training 1500 NCR Human Services staff as shelter workers/managers

### C. Project Managers

Project Director Charles Blake – American Red Cross of the National Capital Area

Project Manager Elliot Harkavy – Harkavy & Associates

Asst Project Manager Jessica Adams – ARC/NCR – Shelter Planning and Training

Asst Project Manager Colin Chaperon – ARC Arlington County Chapter – Procurement

Asst Project Manager Donald Owens – Fairfax Police Department –Animal Sheltering

### D. Project Assumptions & Scalability

#### 1. Project Assumptions

Number	Description	Notes
1.	There will be appropriate facilities in the NCR to store the majority of this equipment	If not, we will work with vendors to provide a vendor managed inventory for as much of these supplies as feasible
2.	The equipment quotes included in the budget remain effective, 7 months after they were originally requested	Should still be effective. If not, we will work with the vendors to ensure that they are met.

#### 2. Scalability

Resulting from the dramatically reduced DHS UASI Award total for the region, and as part of an effort by the Human Services Regional Working Group and the ESF Communities to fund multiple projects and efforts, the new scaled back effort totals **\$ 3,500,000 (Scaled)**.

**If this amount were increased to \$5,000,000, the amount of people being served would increase to:**

- Shelter supplies to shelter 20,000 people
- Feeding supplies to feed 32,000 people
- Shelf stable food and water to feed 32,000 people for 2 days
- Bulk Distribution supplies for up to 8000 Homes damaged or destroyed

If this amount were reduced to \$2,000,000, the amount of people being served would decrease to less than:

- Shelter supplies to shelter 4800 people
- Feeding supplies to feed 2,000 people
- Shelf stable food and water to feed 2,000 people for 2 days
- Bulk Distribution supplies for up to 500 Homes damaged or destroyed

### III. Project Approach

#### A. Activities

- Purchase Equipment
- Training Volunteer and Paid Human Services Staff
- Distribute bulk Mass Care Supply Caches strategically throughout the NCR
- List most major designated Shelter Locations
- Detailed plans for these designated shelter locations including plans on how to accommodate those with non-medical special needs
- Draft Emergency Animal Care Concept of Operations Policy for NCR-wide Response
- Draft document defining common public information message concerning people/animal sheltering options across the NCR.
- Design and run Exercises

#### B. Resources

Resource Name	Type	Responsibility	Duration
Human Services Regional Programmatic Working Group	Committee Members	Project Oversight, Program management and Overall Project Guidance	24 Months
ESF-6 Committee	Staff	Planning – Project oversight, input and guidance	19 Months
ESF-5 Committee	Staff	Coordinate with ESF_6 Committee and Red Cross re: shelter planning and mass care equipment purchase & storage	
American Red Cross of the National Capital Region	Staff	Project Management, Coordinate with Emergency Management re: Shelter Planning, Conduct Shelter Planning, Conduct Shelter Staff Training	19 Months
D.C. Emergency Management Agency	Staff	Coordinate with Red Cross and other Emergency Managers re: Shelter Planning	19 Months
Fairfax County Police, Animal	Staff	Coordinate with ESF-6 Committee	19 Months

Control		and Animal Control/Protection Partners across NCR in planning for Sheltering Companion Animals	
National Organization On Disability	Staff	Provide support to Shelter Planning Efforts re: Special Needs Planning	19 Months

### C. Deliverables

Deliverable	Delivery Date	Estimated Cost
Shelter supplies to shelter 12,500people	12 months	\$2,001,546
Feeding supplies to feed 18,000 people	12 months	\$96,000
Shelf stable food and water to feed 18,000 people for 2 days	12 months	\$325,417
Bulk Distribution supplies for up to 4,500 Homes damaged or destroyed	24 months	\$323,973
list of most designated shelter locations in the NCR	18 months	\$25,000
Profile for each shelter documenting most key aspects of that shelter	18 months	\$150,000
Action plan for each shelter detailing how that shelter will be opened and accommodate Special Needs	24 months	\$325,000
Training 1500 NCR Human Services staff as shelter workers/managers	12 months	\$75,000
List of all NCR animal care partners, their roles and responsibilities	12 months	\$20,000
Documenting best practices for emergency animal protection in the NCR	12 months	\$22,500
Documenting standards for emergency animal care in the NCR	6 months	\$35,000
Emergency Animal Care Concept of Operations for NCR-wide Response	24 months	\$60,000
Document listing potential locations for sheltering pets	18 months	\$22,500
Document defining common public information message and a campaign about people/animal sheltering options	18 months	\$25,000
NCR Emergency Animal Care Exercise Plan	24 months	\$21,321

### D. Next Steps

<i>Project Performance Measures</i>	<i>Baseline Value</i>	<i>Target Value</i>
1. Have the items required to provide shelter 12,500 people and feed	Preliminary	Yes

18,000 people, and provide emergency bulk distribution supplies to 4,500 households in a sustained capacity to respond to and recover from a catastrophic NCR event been identified?	lists exist, but these lists have yet to be vetted by all key stakeholders	
2. Have vendors been identified for the equipment and services?	Not formally	Yes
<i>Project Performance Measures</i>	<i>Baseline Value</i>	<i>Target Value</i>
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 12,500 people and feed 18,000 people, and provide emergency bulk distribution supplies to 4,500 households in a sustained capacity to respond to and recover from a catastrophic NCR event?	No	Yes

## IV. Project Methodology

### A. Project Dependencies

*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

Question	Yes or No (If yes, please describe how)
There will be appropriate facilities in the NCR to store the majority of this equipment	If not, we will work with vendors to provide a vendor managed inventory for as much of these supplies as feasible
The equipment quotes included in the budget remain effective, 7 months after they were originally requested	Should still be effective. If not, we will work with the vendors to ensure that they are met.