Project Plan

NCR Medical Surge Initiative

Patient Tracking System – Full Implementation

Contact Information

Contact name: Nona Ogunsula

Title: Project Manager

Organization affiliation: Prince Georges County Health Department

Jurisdiction: Prince Georges County

E-mail address: nogunsula@co.pg.md.us

Phone number: 301-883-6121

Facsimile number: 301-883-7890

Mailing address: 1701 McCormick Drive, Suite 200, Largo Maryland 20774

Project Information: NCR Medical Surge Initiative Patient Tracking System Full Implementation

Period of Performance: 2 June 2006 through 31 January 2008

Grant Award: $1,100,000; Fiscal Year 2006

Related Documents:

I. Project Summary

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, 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.

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 Interoperability Committee (NCRIP), 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 (esp., hospitals). The partnership has also selected a vendor to implement a 12-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. H&MTWG has encouraged daily use of the Patient Tracking System (PTS) among EMS and hospital partners in order to increase system use and ensure effectiveness when the need arose to respond to and manage mass casualty incidents. Once deployed, the system will:

- *Assign a Unique Numeric Identifier to each individual/incident entered into the system*
- *Improve communications between NCR first responders (Emergency Medical Services) and first receivers (Hospitals)*
- *Provide HIPAA compliant repository/database(s) to track individuals, medical treatment, and medications; includes tracking medical care provided in non-traditional settings (e.g., Mass Prophylaxis, Mass Sheltering, etc.)*
- *Enable real-time or near real-time access to critical information via public safety intranet (NCRNet) or secure internet connection*
- *Assist persons tasked with providing info on the whereabouts of loved ones (I.e., Family Reunification)*

II. Project Background and Goals

A. Project Background

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.

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 NCRIP. 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.

Project Goal

1. Perform gap analysis of FY'05 Patient Tracking System Pilot in four major areas:
    - Ability to meet the functional requirements of Key Users:
        - EMS
        - Hospitals
        - Public Health
        - Family Assistance
    - Feasibility for Everyday Use
    - Ability to integrate the Patient Tracking Software with existing processes & systems of EMS, Hospitals and Public Health
    - Ease of use
2. Incorporate lessons learned from pilot program into technical specifications/requirements;
3. Expand pilot to full implementation or issue Request For Proposal for NCR-wide solution
4. Coordinate with NCRIP to extend Microwave Enhancement to NCR Hospitals as feasible

Project Outcomes—Program team will publish findings in the following documents and establish best practices for project implementation and utilization.

- PTS Architecture Technical Requirements and Guidelines
    a. Gather detailed requirements of end-user group's (e.g., EMS) requirements (e.g., documentation and reporting)
- PTS Implementation Plan
- Release Request For Proposals for PTS System or expand implementation of the pilot program after modifications to PTS pilot system based on input from PTS Architecture Technical Requirements and Guidelines (document) and PTS Implementation Plan (lessons learned from pilot program)
- Phased roll-out of PTS system across NCR
    a. Alpha Test
    b. Beta Test
    c. Training
    d. Full Implementation

List the NCR Strategic Initiatives and DHS Target Capabilities and performance measures that your project supports. You can find a list of each found at http://www.mwcog.org/committee/committee/login.asp

NCR Strategic Initiatives	DHS Target Capabilities & Performance Measures
• 3.1.3 Develop and implement an integrated plan related to health surveillance, detection and mitigation functions between NCR Partners	Target Capabilities: • Information sharing and dissemination capabilities are necessary tools to enable efficient prevention, protection, response, and recovery activities. • The goals of information sharing and dissemination are to facilitate the distribution of relevant, actionable, timely, and preferably declassified and unclassified information and/or intelligence that is updated frequently to the consumers that need it. • The goal is to get the right information to the right people in a timely manner, i.e., in response to a major incident, the ability to identify , locate and tract patients, victims or evacuees affected by the incident and to reunify them with their family. Performance Measures • All pertinent stakeholders across disciplines are identified and incorporated into the information flow through a clearly defined information sharing system. • 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. • Information flows across disciplines (among fire departments, EMS (Emergency Management System) units, public works, the private sector, etc) at all level and across jurisdictions in a timely and efficient manner.

B. Goals and Outcomes

Describe your project goals and the outcomes for each in the table below. We've added an example; please delete it before you add yours.

Goal	Outcomes
1. *Perform gap analysis of FY'05 Patient Tracking System Pilot in four major areas:* ♦ Ability to meet the functional requirements of Key Users: o EMS o Hospitals o Public Health o Family Assistance ♦ Feasibility for Everyday Use ♦ Ability to integrate the Patient Tracking Software with existing processes & systems of EMS, Hospitals and Public Health ♦ Ease of use	▪ PTS Architecture Technical Requirements and Guidelines
2. *Incorporate lessons learned from pilot program into technical specifications/requirements*	♦ PTS Architecture Technical Requirements and Guidelines ♦ PTS Implementation Plan
3. Expand pilot to full implementation or issue Request For Proposal for NCR-wide solution	♦ Phased roll-out of PTS system across NCR ♦ Alpha Test ♦ Beta Test ♦ Training ♦ Full Implementation
4. *Coordinate with NCRIP to extend Microwave Enhancement to NCR Hospitals as feasible*	♦ Communications links from NCRNet to NCR hospitals

Other discussion you may choose to cover includes relevant portions of your Concept Paper

C. Project Managers

Let us know who has responsibility for ensuring the goals and objectives of this project are met. Please list them using the following format:

Name V. Nona Ogunsula, Program Manager, Prince George's County Health Department

Health & Medical Technology Working Group—provides oversight and guidance

First Name	Last Name	Expertise	Jurisdiction
James	Burke	EMS	Alexandria
John	Clizbe	Preparedness	Alexandria
Gabriela	Gonzalez	EMS	District of Columbia
Erik	Johnson	EMS	District of Columbia
Chris	Zervas	EMS	District of Columbia
Chevelle	Glymph	Epidemiology	District of Columbia
Linda	Arapian	Hospitals	District of Columbia
Dahyu	Patel	IT	NCR Executive Interoperability Committee
Dan	Hanfling	Hospitals	Inova Fairfax Hospital
Melinda	Duncan	EMS	Northern Virginia EMS Council
Roland	Berg	EMS	Prince Geoge's County
Gwen	Clerkley	Health Department	Prince Geoge's County
Nona	Ogunsula	Health Department	Prince Geoge's County
Monica	Whitaker	Health Department	Prince Geoge's County
Barry	Contee	EMS	Prince George's County
John	Donohue, Committee Chair	Preparedness	State of Maryland
Clark	Beil	Preparedness	Virginia Department of Health
Kathy	DeSnyder	Epidemiology	Virginia Department of Health
Mary	Coburn	EMS	Washington Adventist Hospital
Ella	Dade	Hospitals	Washington Hospital Center

D. Project Assumptions

In order to fully implement the proposed project, the fully assumption apply:

Item Number	Description	Notes
1	Key users from EMS, Hospitals, and Public Health from a minimum of four NCR jurisdictions, and the NCR Family Assistance Center participate in the PTS pilot program	Requires commitment from agency/organizations and jurisdictions; confirm commitment with CAO & agency leadership
2	Technical staff resources are available to gather and document system requirements	Confirmed with SAA; based on project funding
3	Consultant/System Integrator acquired in FY '05 to conduct pilot evaluation	

1. Scalability

Keeping in mind that the allocated project funding is 40 percent of the requested funding, we need to understand the scalability of your project: Can you still partially mitigate the threat if you receive partial funding, or must the project be funded in total to achieve any value.

Yes. Based on projected funding, program team can accomplish the following:

- Perform Gap Analysis of PTS Pilot
- Document requirements in PTS Architecture Technical Requirements and Guidelines
- Document evaluation and pilot gap analysis in PTS Implementation Plan
- Purchase equipment for pilot expansion to 3 EMS (4-5 units) organizations with NCR
- Make system modifications in pilot program for EMS user group to test end-to-end electronic submission of all data/forms required for pre-hospital care
- Release Request For Proposal for Full Implementation
- Implement Alpha and Beta Test

III. Project Approach

Now that we know what you want to accomplish, we'd like to understand in greater detail how you'll accomplish the project. Effectively completing this section will likely determine whether you succeed; it's also the section we most closely scrutinize before issuing sub-grants.

A. Activities

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	Same as 1 Above and	Field Implementation to	24 months post award

Roll –Out	Selected Jurisdictions	cover at least 40% of the population in the region	
7. Conclude Region wide Implementation if future grant periods	Same as Above and Remaining Jurisdictions	Full Field Implementation	36 Months Post Award

B. Resources

Tell us about the resources you'll need: People, facilities, and equipment. (Budget is included in the next section.) For each resource, complete the adjacent columns in the same row.

Resource Name	Type	Responsibility	Duration
Program Manager	Human	Program Administration	Duration of the project
Technical/System Architect	Human	PTS requirements and implementation	Duration of project
Communications/Network Engineer	Human	Microwave Network Design and implementation	Duration of project
Project Administrative Specialist	Human	Meeting Logistics; Reporting and correspondence with stakeholders;	Duration of project
Training/Technical Writer	Human	Train NCR End-Users; develop NCR training material and end-users manuals	Pilot Expansion
Equipment—PC's and wireless communications	Equipment	PTS end-user devices	Duration of Project
Conference Facilities	Facilities	Hosts meetings for NCR Stakeholders	Duration of Project

Organization charts are an effective way to convey how you project team is organized.

C. Deliverables

Include a list that identifies each deliverable, a description, and the estimated cost. Again, we've included a table to make your life easier:

Deliverable	Delivery Date	Estimated Cost
♦ PTS Architecture Technical Requirements and Guidelines	3 months post award	200,000

PTS Implementation Plan	4months post award	$100,000
Request For Proposals (or system medications of Pilot program application)	7 months post award	$35,000
Alpha Test	4 months post RFP award	365,000
Beta Test	10 months post RFP award	400,000

Ensure you include all deliverables promised in your Concept Paper, grant application, and other commitments from stakeholders and sponsors.

Monthly status reports are required by terms and conditions in the award of the funding.

D. Next Steps

If appropriate, spell out next steps following the completion of the project. For example, you may want to set expectations for acquiring additional funding, or presenting the findings or outcome of the project to a specific group, or a media campaign to announce the project completion.

IV. Project Methodology

Next Steps:

- Design Proposal for incorporating Hospitals into NCRNet
- Perform Evaluation of PTS Pilot
- Document requirements in PTS Architecture Technical Requirements and Guidelines
- Document evaluation and pilot gap analysis in PTS Implementation Plan

A. Project Dependencies

Thinking about dependencies, like the examples below, will identify where the availability of resources could affect your success. Example: financial or human assets that support your project.

Question	**Yes or No (If yes, please describe how)**
Does this project conflict or compete for resources with any other project?	Yes, end-users of PTS must be given time from daily responsibilities to attend meetings, provide input, and train on the PTS system.
Does any other project depend on this project?	
Are there any other important dependencies that will affect this project?	Yes, identified jurisdictions must fully support pilot program and provide feedback

Question	Yes or No (If yes, please describe how)

Project Asset - defines the resources – financial and human - required to support the successful execution of the plan, along with a high-level estimate of the resources and costs for implementing the project

Project Plan

Project Title ***Mobile Access to Tactical Response Data Project***

Contact Information	
Contact name:	Mark Wheatley
Title:	Asst. Chief
Organization affiliation:	Fairfax County Fire and Rescue Dept
Jurisdiction:	Fairfax County - Virginia
E-mail address:	Mark.wheatley@Fairfaxcounty.gov
Phone number:	703 246 3957
Facsimile number:	703 273 4830
Mailing address:	4000 Chain Bridge Rd Fairfax Va. 22030
Project Information:	
Period of Performance:	18 Months
Grant Award: (Fiscal year XX)	$3,000,000.00
Related Documents:	UASI Proposal for Mobile Access to Tactical Response Data Project - Submitted April 2006
	2005 Technology Assessment Plan prepared for NOVA Fire Chiefs (Available upon request)

V. Project Summary

Currently, site-specific preplans are in paper form and typically carried on the 1st due apparatus; other critical facility information may not be carried at all due to space limitations. Because of call volume, units, which carry the preplans, may be responding to another emergency incident during a multi-jurisdictional response. If the 1st due unit is not on the scene, vital information is not readily available to command officers. Not only is tactical interoperability between operating units limited, the command officer's ability to make strategic decisions are crippled, and firefighter safety is hampered, particularly if a firefighter is lost or trapped. Building floor plans are vitally important for assessing the location of a lost or trapped firefighter. Such information is used by the Rapid Intervention Teams (RIT) to first pinpoint the location of the firefighter and next determine the best route to his/her location. When a building occupant or firefighter is trapped, instant access to information, detailing the building lay out and physical features saves precious time in search and rescue operations

Projected cost for this revised request (Phase 1) is a**pproximately 25% of the original cost**. A major funding component in the initial proposal was to purchase computers for each of the NCR jurisdictions who currently do not have this capability already installed in their emergency vehicles. This revised request focuses on providing the software to those jurisdictions that already have mobile computers in their vehicles. By eliminating the purchase of computers and reductions in other items this request has been reduced from $**6,648,152** to **$1,439,000**

In order to bring remaining jurisdictions in the NCR up to the desired capability, this program will require funding from future grants or residual funds from existing grants. Estimated cost for the remaining jurisdictions is $5,209,000.

Although the NCR's Fire Chiefs have lead this initiative, members of the IT community including jurisdictional GIS directors have been included at key junctures. There have been two large presentations by Group 1, one in March and the other in May of 2005, that have included appropriate Fire personnel as well as a wide variety of jurisdictional IT professionals.

VI. Project Background and Goals

More than a year ago, the NCR's Fire Chiefs started investigating innovative ways to improve mutual aid in the region. Fire Departments throughout the National Capital Region have worked well together for more than 35 years building a regional culture of mutual response. Given the proliferation of advancements in information technology (IT), the Fire Chiefs began to explore how we could take advantage of IT advancements to provide solutions to our need for shared access to critical emergency response data.

To begin to answer this question, several details needed to be researched to develop a picture of where the region was regarding this data:

- Where is needed information stored (such as preplan drawings and GIS maps) -- how many agencies in each local government serve as repositories of the information?
- Is information gathered and stored in the same manner from jurisdiction to jurisdiction?
- Is current technology compatible from jurisdiction to jurisdiction?
- What is the current level-of-need for hardware and software technology upgrades in each jurisdiction?

During the research to address some of these issues, the NCR Fire Chiefs identified a new technology solution to enhance interoperability from Group 1 Solutions, Inc. (Group 1), an Atlanta, Georgia-based company. This solution, ***Remote Access***, is a mobile computer-based technology, which provides first responders with a unique, integrated software system for enterprise-wide remote access and sharing of information, map generation, emergency procedures and incident analysis.

The goal of this program is to provide the NCR fire and rescue first responders a shared, standardized system of quick access to critical facility and emergency response information including site plans, address maps, tactical database information, GIS and pictometry maps via in-vehicle mobile computers. As emergency response resources are shared across jurisdictional boundaries, access to tactical mapping and critical facility data specific to each jurisdiction is becoming increasingly important, and the lack of ready access to this information remains an emergency response system liability. It is envisioned that as this system is developed there will be practical uses for other agencies such as law enforcement and other first responder services

List the NCR Strategic Initiatives and DHS Target Capabilities and performance measures that your project supports. You can find a list of each found at http://www.mwcog.org/committee/committee/login.asp

NCR Strategic Initiatives	DHS Target Capabilities & Performance Measures
3.2.1	Develop common regional sharing and collaboration framework, to include determining roles, responsibilities and protocols
3.3.1	Conduct an inventory of complete CIP assessment in the region and develop a comprehensive regional list of critical infrastructure assets and recommended protective actions.
4.1.2	Align and integrate response plans across jurisdictions (including Federal partners), with emphasis on continuity of government operations and evacuation.
4.3.1	Develop a regional resource management system for deployment and utilization of resources.

A. Goals and Outcomes

Describe your project goals and the outcomes for each in the table below. We've added an example; please delete it before you add yours.

Goal	Outcomes
The goal of this program is to provide fire and rescue first responders in the NCR a shared, standardized system of quick access to critical facility and emergency response information (site plans, address maps, tactical database information, GIS maps and pictometry) using in-vehicle mobile laptop computers. **NOTE**: Phase 1 (this proposal) provides the above stated capability to seven of the NCR jurisdictions. Phase 2 (future funding request) will provide the same capability to the	Command and company officers will have immediate access to: ▪ building and site plans, ▪ address maps, ▪ tactical database information, ▪ GIS maps and related information ▪ Overheard aerial photographs (Pictometry)

Goal	Outcomes
remaining jurisdictions in the NCR.	
Information identified above can be shared between NCR jurisdiction's first responders including law enforcement and other entities.	Regardless of the location of the incident or the jurisdiction affiliation of the first responders, personnel and command officers will have quick access to critical facility and emergency response information.

B. Project Managers

Tom Owens Fire Chief - Fairfax City Fire and Rescue Department

Mark Wheatley Assistant Chief - Fairfax County Fire and Rescue Department

C. Project Assumptions & Scalability

1. Project Assumptions

It is appropriate to list assumptions your team is operating under which guide decision making, priorities, resource engagement, etc. The table below provides an example of assumptions a Team may make in the course of planning a project. The Team will periodically revisit the assumptions list to determine if the assumption is still valid and if there are any new items to include on the list.

Number	Description	Notes
1	This project does not rely on wireless technology. The software and companion data resides on the hard drive. Because this project does not include wireless, Updates to the hard rives will be minimal and will not require constant maintenance. IT staff and FRD personnel in each jurisdiction would coordinate with the outside vendor. Vendor will install, train, and provide technical support during and after installation.	Confirmed with each of the jurisdictions
2	For this limited installation (not wireless dependent) ongoing maintenance costs can be absorbed by each jurisdictions funds	
3	Bases on the existence of additional funding, expansion of this project to include the remaining jurisdictions can begin at any point in this project. Additionally, when wireless technology is brought to the NCR, such technology can integrated in to provide updates and access to additional information	

2. Scalability

Keeping in mind that the allocated project funding is 40 percent of the requested funding, we need to understand the scalability of your project: Can you still partially mitigate the threat if you receive partial funding, or must the project be funded in total to achieve any value.

Yes (See Project Description and Deliverables sections)

Project Approach

Now that we know what you want to accomplish, we'd like to understand in greater detail how you'll accomplish the project. Effectively completing this section will likely determine whether you succeed; it's also the section we most closely scrutinize before issuing sub-grants.

D. Activities

A Technology Assessment by Group 1 was prepared for the NOVA Fire Chiefs in June 2005. This assessment outlines the actions necessary to implement this initiative. Listed below are the major components of that action plan; many of which have already been accomplished.

- Inventoried the technology available or in place at member departments, identified potential implementation issues, and determined the level of integration effort required, if any, to support an area-wide implementation of Remote Access ™.
- Identified any additional areas of technology that can be implemented to support the goals of the NOVA Chiefs, including such systems as Incident Command, Force Accountability, Situational Awareness, etc.
- Establish preplan standards. These will be used throughout the NCR region with the intention of following common preplanning practices. (This has already been completed in the NOVA Region)
- Completed Preplans and site plan information will be digitized to provide an interoperable, cohesive approach when responding to incidents via automatic aid agreements.
- Interface to existing technologies available at the member departments, specifically computer aided dispatch, oblique aerial photography (i.e., Pictometry), in order to provide a more efficient process flow to enhance the response capabilities of the fire agencies.
- Field deployment of Geographic Information Systems (GIS) by fire agencies to enhance the use of the available map resources (utilities, storm sewers, waterways, topography, heavy and metro rail systems) and database information available

You may choose to present the material as timeline with work activities, target dates, and expected deliverables. Remember monthly status reports are required by terms and conditions in the award of the funding.

E. Resources

Tell us about the resources you'll need: People, facilities, and equipment. (Budget is included in the next section.) For each resource, complete the adjacent columns in the same row.

Resource Name	Type	Responsibility	Duration
NCR Fire Chiefs	Personnel	Oversight of project	Duration of project
Fairfax County FRD IT Staff	Staff Expertise	Project lead	Duration of project
NCR Fire Technology sub committee	Staff Expertise	Coordination with vendor, jurisdictions IT staff	Duration of Project

Organization charts are an effective way to convey how you project team is organized.

Deliverables

Include a list that identifies each deliverable, a description, and the estimated cost. Again, we've included a table to make your life easier:

Deliverable	Delivery Date	Estimated Cost
Obtain licenses and installation of Remote Access software and associated programs on jurisdictions existing MCTs	22 months after award	$508,000
Training for end users and system administrators	22 months after award	$341,000
Digitizing and conversion of paper preplans	22 months after award	$200,000
Project management & one year maintenance	1 year post install	$390,000

Ensure you include all deliverables promised in your Concept Paper, grant application, and other commitments from stakeholders and sponsors.

Monthly status reports are required by terms and conditions in the award of the funding.

F. Next Steps

If appropriate, spell out next steps following the completion of the project. For example, you may want to set expectations for acquiring additional funding, or presenting the findings or outcome of the project to a specific group, or a media campaign to announce the project completion.

VII. Project Methodology

For complex projects we ask that you complete the sections below.

A. Project Dependencies

Thinking about dependencies, like the examples below, will identify where the availability of resources could affect your success. Example: financial or human assets that support your project.

Question	Yes or No (If yes, please describe how)
Does this project conflict or compete for resources with any other project?	No
Does any other project depend on this project?	No This project utilizes programs and software that resides on the hard drives. Does not require wireless transfer of data
Are there any other important dependencies that will affect this project?	No - Project utilizes existing technology

Project Asset - defines the resources – financial and human - required to support the successful execution of

the plan, along with a high-level estimate of the resources and costs for implementing the project

The scope of this UASI initiative emulates what has already occurred in Arlington County. Their experiences with Remote Access have been positive. Due to their existing IT infrastructure coupled with the proven expertise and technology provided by the vendor, the project was implemented as designed.