# Project Plan

## N.C.R. Type III Incident Management Team Training

**Contact Information**

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|---|---|
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**Project Information**

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|---|---|
| Period of Performance: | |
| Grant Award: | $875,550 (FY06) |
| Related Documents: | Concept Paper & Initiative Plan |

# I. Project Summary

Initiative:

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.

Approach:

The NCR-IMT is a standing National Capital Region and COG asset. Currently there are 45 members with an additional certification class scheduled for fall 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

Benefits:

- Implement National Incident Management System and National Response Plan
- Expand Regional Collaboration
- Safe and effective management of large-scale, complex emergency incidents

# II. Project Background and Goals

## A. Project Background

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, 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 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 I.M.T.'s 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.

| **NCR Strategic Initiatives** | **DHS Target Capabilities & Performance Measures** |
|---|---|
| 1.1.1 Develop and periodically update the strategic plan and related processes | The IMT (command and control) has a critical impact on the success of all Protect Mission Capabilities |
| 3.1.1 Develop a prevention and mitigation framework for the region | The IMT (command and control) has a critical impact on the success of all Respond Mission Capabilities |
| 3.2.1 Develop common regional information sharing and collaboration frameworks, to include determining roles, responsibilities and protocols | The IMT (command and control) has a critical impact on the success of all Recovery Mission Capabilities |
| 3.3.1 Conduct an inventory of completed CIP assessments in the region and develop a comprehensive regional list of critical infrastructure assets and recommended protective action needs based on existing assessments | |
| 4.1.1 Establish a corrective action program to modify plans by addressing gaps identified in analyses, exercises and events | |

## B. Goals and Outcomes

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.

| Goal | Outcomes |
|---|---|
| NCR incident management team (IMT) | A trained and nationally certified Type III incident management team for the NCR |

## C. Project Managers

Deputy Chief Daryl Louder – Fairfax County Fire and Rescue

Deputy Chief Mike Love – Montgomery County Fire and Rescue

Assistant Chief Ben Barksdale – Arlington County Fire and Rescue

## D. Project Assumptions & Scalability

| Item Number | Description | Notes |
|---|---|---|
| 1 | The NCR-IMT is a standing, functionally operational team that provides service to the NCR. FY-05 UASI funding is currently being utilized to develop this capability. | |
| 2 | The NCR-IMT operates on the premise that strong command and control is necessary to safely and effectively manage any large-scale, significant incident. | As required by HSPD-5 and HSPD-8 |
| 3 | The NCR-IMT operates on an all-hazards, unified command, and multi-disciplinary basis. | Fire/Rescue, Law Enforcement, Public Health |
| 4 | The NCR-IMT will continue to be managed by the NCR-IMT Steering Committee under the auspices of the NCR public safety agencies. | Steering Committee is a standing committee reporting to the COG Fire Operations Chiefs |

*1. Scalability*

The priorities identified below are designed to continue and sustain the operation of the NCR-IMT. As such, activities such as continuing education, team simulations, and shadowing are given the highest priority ($160,000.) However, new initiatives are necessary for NIMS compliance (ICS-400) and to ensure enough

members are proficient in the planning and logistical specialty areas ($148,000.) Final scalability would be a reduced contribution to the amount requested for overtime and backfills.

## III. Project Approach

### A. Activities

- Conduct team continuing education (quarterly training, conferences, national IMT meetings)
- Conduct team simulation training at the National Fire Academy
- Sponsor educational "shadowing" opportunities for team members
- Conduct 3-ICS-400 classes
- Conduct position specific training for the Planning Section
- Conduct position specific training for the Logistics Section

### B. Resources

| Resource Name | Type | Responsibility | Duration |
|---|---|---|---|
| IMT Steering Committee | Staff | Provide strategic guidance and program oversight for the NCR-IMT. Serve as a liaison between the COG Fire Chiefs and the team. | 22 months |
| IMT Administration Committee | Staff | Develop NCR-IMT policies and procedures. Manage the team's budget. | 22 months |
| IMT Training Committee | Staff | Manage and coordinate all NCR-IMT training and shadowing. | 22 months |
| IMT Equipment Committee | Staff | Manage and maintain the IMT's equipment cache. | 22 months |

### C. Deliverables

| Deliverable | Delivery Date | Estimated Cost |
|---|---|---|
| Conduct team continuing education (Quarterly training, conferences, national IMT meetings) | 22 months | $45,000 |
| Conduct team simulation training | 18 months | $45,000 |
| Sponsor educational "shadowing" opportunities for team members | 22 months | $70,000 |
| All members will be ICS-400 certified (Three classes) | 12 months | $18,000 |
| Conduct position specific training for the Planning Section (Section and Situation and Resource Units) | 12 months | $65,000 |

| | | |
|---|---|---|
| Conduct position specific training for the Logistics Section (Section and Supply and Facilities Units) | 18 months | $65,000 |
| Provide compensation for backfills and overtime | 22 months | $567,550 |

### D. Next Steps

## IV. Project Methodology

### A. Project Dependencies

The requirement for strong command and control capabilities are clearly articulated in HSPD-5 and HSPD-8. The criticality of incident command/management has been documented in after action reports from the World Trade Center, the Pentagon, Katrina, etc. On-Site Incident Management is the first target capability listed for the Response Mission section. Command and control is the foundation for the success of the Protect, Respond, and Recovery target capabilities.

No single public safety agency or jurisdiction has the ability to staff a full command and general staff ICS structure and sustain it for multiple days. FY-06 UASI funding is required to continue the NCR-IMT initiative and investment. NCR jurisdictions will not be able to fund continuing training and pay for backfills or overtime.

| Question | Yes or No (If yes, please describe how) |
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# Project Plan

## Mass Decontamination Program

**Contact Information**

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|---|---|
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**Project Information**

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|---|---|
| Period of Performance: | |
| Grant Award: | $2,008,200.00 (FY06) |
| Related Documents: | Concept Paper & Initiative Plan |

## V. Project Summary

Initiative:

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.

Approach:

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 Sub-Committee) 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.

Benefits:

- Expansion of existing mass decontamination capabilities
- Coordination of the Regional Capability
- Evaluate Current Capability and adjust Policies and Procedures accordingly

## VI. Project Background and Goals

### A. Project Background

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 the COG Fire Chiefs 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.

This 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.

| NCR Strategic Initiatives | DHS Target Capabilities & Performance Measures |
|---|---|
| 4.1.1 Establish a corrective action program to modify plans by addressing gaps identified in analyses, exercises and events | Res.B.2 1.2.2.1 |
| 4.1.2 Align and integrate response plans across jurisdictions (including Federal partners), with emphasis on continuity of government, operations, and evacuation | Res.B.2 5.5.4.2 |
| 4.1.3 Define capabilities and expectations for decontamination and re-entry | Res.B.2 5.5.4.1 |
| 4.2.3 Develop architecture, infrastructure, and concept of operations for regional interoperable communications | Res.B.2 5.5.2.1 |
| 4.4.1 Model and exercise the appropriate 15 DHS scenarios to assess region-wide impact | Res.B.2 5.5.2 |
| 4.4.2 Align public, private and NGO resources with identified needs for response and recovery | Res.B.2 5.5.1 |
| 4.4.3 Review existing programs, mutual aid agreements, MOUs, and legislation to identify and close gaps in facilitating long-term recovery | Res.B.2 5.5 |
| | Res.B.2 5.5.6 |
| | Res.B.2 4.3.1.3 |
| | Time to Perform Emergency Decon of Victims |

## B. Goals and Outcomes

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 COG Fire Chiefs 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.

| Goal | Outcomes |
|---|---|
| Coordinated regional expansion of existing mass decontamination capabilities | Close the decontamination gaps through exercise and actual training |
| Double the regional mass decontamination | Close the decontamination gaps through exercise and actual |

| Goal | Outcomes |
|---|---|
| capacity | training |
| Ensure that our regional capability is coordinated | Better coordination between jurisdictions and overall response times and effectiveness in the event of an attack |
| Expand WMD Operations Training | Better prepared First Responders in the event of a mass contamination |
| Examination of policy and practices to determine the best method for delivery | Review current response plans based on exercise outcomes |

## C. Project Managers

Project Manager: Lawrence Schultz Deputy Fire Chief, DC FEMS

## D. Project Assumptions & Scalability

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.

Assumptions will be completed by Project Manager if program is funded.

As an example

| Item Number | Description | Notes |
|---|---|---|
| 1 | Staff is available, with the required skill set, to complete all tasks identified in the project schedule | Requires commitment from all jurisdictions |
| 2 | Operating funds will be available in each jurisdiction for FY06 and beyond to accommodate the ongoing maintenance costs | Confirmed with CAO's on MM/DD/YYYY |
| 3 | Planning for a separate project to implement Phase II of this initiative can start before the completion of this project plan | Confirmed with SAA via email on MM/DD/YYYY |
| 4 | This project meets the basic measures defined in the target capabilities list (TCL) published by DHS on Dec 6, 2006 | Confirmed with SAA, SPG, and DHS on MM/DD/YYYY |

*1. Scalability*

**The deliverable section below describes the priority and scalability of the components of this project.**

## VII. Project Approach

### A. Activities

- Purchase 21 Tent Decontamination Systems
- Purchase 25,000 Individual Redress Kits
- Survey NCR Hospitals to determine decontamination expectations and needs as the relate to the fire service
- Conduct Training – UASI WMD Operations Training Program
- Develop deployment policies and procedures, evaluate the logistical needs to implement the policy
- Conduct Research and Development and Coordinate product development capabilities as they relate to the NCR.
- Design Exercises – Field Mass Decontamination Exercises and Hospital Based Mass Decontamination Exercises

### B. Resources

| Resource Name | Type | Responsibility | Duration |
|---|---|---|---|
| COG Fire Logistics | Procurement Staff | Purchase 21 Tent Decontamination Systems, Purchase 25,000 Individual Redress Kits, | 12 months |
| COG Hazardous Materials Committee | Staff | Planning – Develop deployment policies and procedures, evaluate the logistical needs to implement the policy | 9 months |
| UASI WMD Operations Program | Staff | Training – UASI WMD Operations Training Program | 22 months |

### C. Deliverables

| Deliverable | Priority | Estimated Cost |
|---|---|---|
| Regional Decontamination Policy | 1 | $24,000 |
| Define Hospital Expectations | 2 | $24,000 |
| 25,000 Redress Kits | 3 | $400,000 |
| Provide 33 Sessions of WMD Training | 4 | This cost is absorbed in the |

| | | |
|---|---|---|
| | | WMD Operations Program |
| Delivery of 1 regional and 2 local decontamination exercises per jurisdiction | 5 | $524,000 |
| Delivery of 1 decontamination exercise with hospitals | 6 | $199,800 |
| Define Scope of Warm Water Production Problem | 7 | $40,000 |
| 21 Decontamination System | 8 | $750,000 |

### D. Next Steps

## VIII. Project Methodology

### A. Project Dependencies

| Question | Yes or No (If yes, please describe how) |
|---|---|
| Will the WMD Ops training program be approved? | Approval of the WMD Operations Training Program is essential to being able to deliver training on the Decontamination Policies and Equipment in the Decontamination Capability. |

# Project Plan

## Metro Subway Security Strategic Initiative

**Contact Information**

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|---|---|
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**Project Information**

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|---|---|
| Period of Performance: | |
| Grant Award: | $ 3,000,000.00 |
| Related Documents: | Concept Paper & Initiative Plan |

## IX. Project Summary

Initiative:

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.

Approach:

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.

Benefits:

- Implement National Incident Management System and National Response Plan
- Expand Regional Collaboration and Multi-Disciplinary Operational Readiness
- Effective management of an emergency incident within Subway System
- Metrorail Training Program
- Rapid Response Rail Access Vehicle, Equipment and Carts available in case of an Incident involving Metro

## X. Project Background and Goals

### A. Project Background

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 serves 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 of tunnel rail incidents by creating efficiencies in the control and restoration effort. 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. Rapid availability of basic EMS items will reduce the time in triaging, treating, and transporting victims, thus creating an environment capable of enhancing victim survivability. 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.

| NCR Strategic Initiatives | DHS Target Capabilities & Performance Measures |
|---|---|
| 1.1.1 Develop and periodically update the strategic plan and related processes | Critical Infrastructure Protection |
| 1.2.1 Design and conduct a risk-based threat analysis to identify gaps in regional preparedness | Critical Resource Logistics and Distribution |
| 1.3.1 Establish regional oversight and accountability function with appropriate tools and resources for performance transparency | WMD-HazMat Response and Decon |
| 3.1.1 Develop a prevention and mitigation framework for the region | |
| 3.1.3 Develop and implement an integrated plan related to health surveillance, detection and mitigation functions between NCR Partners | |
| 4.1.1 Establish a corrective action program to modify plans by addressing gaps identified in analyses, exercises and events | |
| 4.2.1 Develop coordinated and standardized protocols for mandatory notification of regional partners during an emerging incident to maintain situational awareness | |
| 4.3.1 Develop a regional resource management system for deployment and utilization of resources | |

## B. Goals and Outcomes

| Goal | Outcomes |
|---|---|
| Prepare and equip First Responders for the NCR in the event of an attack on the Metro Subway Systems to reduce fatalities, rapidly detect CBRNE presence, and improve recovery time and efforts. | • Expedite response times and mitigation efforts<br>• Implement hazardous materials detection, mitigation and decontamination techniques<br>• reduce the impact of an attack |

## C. Project Managers

James Daugherty, Battalion Chief, Arlington County Fire Department

Denton Rourke, Major, Prince Georges County Fire Department

## D. Project Assumptions & Scalability

| Deliverable | Notes |
|---|---|
| Metrorail Training Program | This is a must for the region, particularly training at the company officer and command levels. Should not be scaled down but developed in its entirety |
| Tunnel Emergency Equipment Cache | This will enable first responders to quickly begin triage and treatment of casualties without the logistics of ferrying materials to subterranean levels. Should not be scaled down. |
| **Deliverable** | **Notes** |
| Long Duration Self Contained Breathing Apparatus | A long duration breathing apparatus is necessary to safely mitigate underground emergencies, particularly those involving CBRNE. |
| Emergency Tunnel Evacuation Carts (ETEC) (Type I) | This will provide 2 carts at all Metro stations. The new carts need to be designed with the capability to be towed. Future years will include a request that the current carts be retrofitted with a tow capability. |
| Rapid Response Rail Access Vehicle | A “gator” type vehicle with high lift rail capability for use on long duration incidents. |
| London Carts (Type II) | A powered ETEC cart allowing rapid ingress and egress to an underground subway incident. It is doubtful we could meet the deliverable timeframe. An RFP to determine a vendor and cost needs to be accomplished. Some monies should be available during this UASI cycle to develop a prototype and determine true associated costs. |
| Multi-Disciplinary Operational Readiness Exercises | A training program needs to be developed and delivered before exercises are conducted. This will be an important component but could be deferred to the next round of UASI grants. |

## XI. Project Approach

### A. Activities

- Procure Equipment
- Design Metro Response Exercises and Response Plans
- Develop First Responder Trainer Programs for Metro Rail Emergencies

### B. Resources

| Resource Name | Type | Responsibility | Duration |
|---|---|---|---|
| WMATA Safety Office | Staff | Training Support, Co-development of deployment policies and procedures | 19 months |
| COG Fire Chiefs Tunnel Working Group | Staff | Program Oversight, Program management and Procurement Oversight procedures | 19 months |
| Passenger Rail Safety Subcommittee | Staff | Procuring Equipment Caches, Co-development deployment policies and procedures | 19 Months |
| COG Fire Chiefs | Staff | Program Oversight, Support, and Design approval | 19 months |

### C. Deliverables

**Metro Subway Security Initiative**

| Deliverable | Delivery Date | Estimated Cost |
|---|---|---|
| Metrorail Training Program | 12 – 16 Months | $500,000 |
| Tunnel Emergency Equipment Cache | 12 Months | $687,760 |
| BG4 Self Contained Breathing Apparatus | 12 Months | $762,100 |
| Emergency Tunnel Evacuation Carts (ETEC) (Type I) | 12 Months | $90,000 |

| | | |
|---|---|---|
| Rapid Response Rail Access Vehicle | 12 Months | $175,000 |
| London Carts (Type II) | 19 Months | $360,000 |
| Multi-Disciplinary Operational Readiness Exercises | 19 Months | $2,750,000 |

**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

**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.

**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 l 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.

**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.

**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.

**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.

### D. Next Steps

## XII. Project Methodology

### A. Project Dependencies

| Deliverable | Dependencies |
|---|---|
| Metrorail Training Program | Current training focuses mainly on introducing new responders to the Metrorail environment. Failure to develop a program that includes considerations for company officers and command staff will delay mitigation of an incident and provide terrorists the long term disruption they desire. |
| **Deliverable** | **Dependencies** |
| Tunnel Emergency Equipment Cache | Currently all supplies must be transported to subterranean locations from above. This is very timely and labor intensive, which may result in higher fatality ratios. Pre-positioning supplies below grade will enable responders to quickly establish triage and treatment centers enhancing victim survivability. |
| Long Duration Self Contained Breathing Apparatus | Current SCBA limits users to approximately 45 minutes of activity in an IDLH environment. This is suitable for most above grade activities but falls dramatically short when faced with the long distances to be traversed in underground tunnels. This creates a severe safety issue for responders. Long Duration SCBA will allow responders and investigators to reach the seat of an underground emergency quicker and reduce the time necessary to mitigate the situation, thus minimizing system disruption. |
| Emergency Tunnel Evacuation Carts (ETEC) (Type I) | These are used to transport heavy equipment along the rail to the |

| | |
|---|---|
| | incident location, as well as transport victims out. All stations have at least one but during large incidents this will be insufficient. Past exercises have shown at least two will be needed. It takes time to acquire additional carts from remote stations delaying operations. |
| Rapid Response Rail Access Vehicle | A gator type vehicle has proven invaluable in quickly mitigating above grade emergencies. These gators are not capable of traversing the rails in a tunnel. A powered vehicle capable of this function will enhance mitigation and limit service disruption. |
| London Carts (Type II) | During a recent trip to London the Tunnel Working Group was impressed with the cart the British Transit Police developed and used during the bombing events in July 2005. They are now working on a second version of the cart which will be able to tow several ETEC carts. This capability needs to be replicated here in the USA to assist in transporting supplies and victims during a terrorist event. |
| Multi-Disciplinary Operational Readiness Exercises | Once a comprehensive training program is developed and delivered Operational exercises are vital to test the effectiveness of the training and evaluate the preparedness of responders. Incidents of this type are high risk- low frequency so it is imperative that all possible participants in an event are evaluated in a safe environment. |

# Project Plan

## N.C.R. Type III Incident Management Equipment

**Contact Information**

| | |
|---|---|
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**Project Information**

| | |
|---|---|
| Period of Performance: | |
| Grant Award: | $800,031 (FY06) |
| Related Documents: | Concept Paper & Initiative Plan |

## XIII. Project Summary

Initiative:

The NCR-IMT is currently dependent on multiple regional mobile command units as a platform for command and control 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.

Approach:

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. 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 by the participating agencies, or emergency management officials.

Benefits:

- Implement National Incident Management System and National Response Plan
- Expand Regional Collaboration
- Effective management of an emergency incident
- Expand Equipment caches in the event of a man- made or natural disaster
- Prepare equipment caches for full deployment across the Region

## XIV. Project Background and Goals

### A. Project Background

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 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.

| NCR Strategic Initiatives | DHS Target Capabilities & Performance Measures |
|---|---|
| 3.1.2 Develop a synchronized and integrated training and exercise framework, with appropriate common standards | The IMT (command and control) has a critical impact on the success of all Protect Mission Capabilities |
| | The IMT (command and control) has a critical impact on the success of all Respond Mission Capabilities |
| | The IMT (command and control) has a critical impact on the success of all Recovery Mission Capabilities |

## B. Goals and Outcomes

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.

| Goal | Outcomes |
|---|---|
| NCR incident management team (IMT) provided with the proper equipment to more effectively respond to a disaster within the NCR | • A trained and nationally certified incident management team for the NCR<br>• Full IMT equipment cache for field operations |

### C. Project Managers

Deputy Chief Daryl Louder – Fairfax County Fire and Rescue

Deputy Chief Mike Love – Montgomery County Fire and Rescue

Assistant Chief Ben Barksdale – Arlington County Fire and Rescue

### D. Project Assumptions & Scalability

| Item Number | Description | Notes |
|---|---|---|
| 1 | The NCR-IMT is a standing, functionally operational team that provides service to the NCR. FY-05 UASI funding is currently being utilized to develop this capability. | |
| 2 | Adequate facilities and equipment are necessary for effective operation of the IMT on the incident site. | The facilities, i.e. command post, base, etc. would be used for unified, multi-disciplinary operations. |
| 3 | Use of the requested resources will reduce the time that mobile command units are out of service and unavailable for other incidents. | |
| 4 | The NCR-IMT is a deployable typed resource. If the team is requested for an assignment outside of the NCR, the team must utilize expensive mobile command units for operations and take them out of the region. | |

*1. Scalability*

The initial request ($800,031) would provide two self-sufficient fully deployable caches of equipment. The amount currently listed in the deliverables section ($401,806) will purchase one self-sufficient deployable cache. The final option is to package/palletize the equipment, but depend on local agencies for transportation of the cache ($316,806.)

## XV.Project Approach

### A. Activities

- Provide adequate facilities for all major ICS sections and units
- Provide information technology equipment for the command post and all major ICS sections
- Provide communications equipment for the command post and staff

- Provide safety equipment necessary for the IMT staff and command facilities
- Provide transportation for the IMT equipment cache to the incident site(s)

### B. Resources

| Resource Name | Type | Responsibility | Duration |
|---|---|---|---|
| IMT Steering Committee | Staff | Program Oversight, Program management and Procurement Oversight procedures | 24 months |
| IMT Equipment Committee | Staff | Manage and maintain the IMT's equipment cache. | 24 months |
| IMT Administration Committee | Staff | Develop NCR-IMT policies and procedures. Manage the team's budget | 24 months |

### C. Deliverables

| Deliverable | Delivery Date | Estimated Cost |
|---|---|---|
| Facilities (i.e. tents, generators, heaters, etc.) | 12 months | $105,166 |
| IT (computers, copiers, projectors, etc.) | 12 months | $76,800 |
| Communications (satellite phone, radios) | 12 months | $95,365 |
| Office Equipment | 12 months | $24,040 |
| Safety Equipment | 12 months | $15,435 |
| Transportation | 12 months | $85,000 |

### D. Next Steps

## XVI. Project Methodology

### A. Project Dependencies

The NCR-IMT is a standing, functionally operational team that provides service to the NCR. FY-05 UASI funding is currently being utilized to develop this capability. Adequate facilities and equipment are necessary for the IMT to perform and manage effectively on the incident site The current concept of operations requires the use multiple mobile command units. Due to incident volume, these units may not be available. Additionally, once the command units are utilized, they will have to remain on-scene for an extended period of time and will be unavailable for other incidents. Finally, the NCR-IMT is a deployable typed resource. If the team is requested for an assignment outside of the NCR, the team must utilize expensive mobile command units for operations and take them out of the region. . The INT needs to have a stand-alone cache that will be available and allow them to be self-sufficient.

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